



# 2025 Business Plan – Ministry of External Relations

Minister(s): Deputy Ian Gorst; Deputy Carolyn Labey; Deputy Elaine Millar; Deputy Moz Scott

Chief Officer: Kate Nutt

Information on department purpose, context and structure can be found on gov.je: [External Relations \(gov.je\)](#)

Information on department finances and resources can be found in the Government Plan Annex: [Government plan](#)

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## Key Objectives

The work of the Ministry of External Relations is conducted in line with the [Common Policy for External Relations](#) (CPER) which sets out the aims and objectives of the Council of Ministers in respect of Jersey's international relations for their term of office. The CPER is primarily delivered by the Chief Minister and Minister for External Relations concurrently, supported by External Relations Assistant Ministers and in conjunction with lead departments in the delivery of objectives as outlined in the Common Strategic Policy (CSP).

Our key objectives for 2025 are:

### UK Engagement

Conduct an extensive programme of engagement with the new UK Administration, building strong and enduring relationships with the Government and with cross-party representatives. Consolidate understanding of Jersey's constitutional position, our reputation as a high-quality, well-regulated international finance centre that contributes positively to the UK economy, and work to pursue outcomes in support of departments' wider aims and objectives in the best interests of our Island.

#### How will we deliver this:

Through our Jersey London Office and International Trade team, we will:

- Engage regularly with UK Ministers and cross-party parliamentarians to provide clarity on Jersey's constitutional status and increase understanding of the mutually beneficial nature of our relationship.
- Support Government of Jersey colleagues in their engagement with UK Government departments to deliver the best outcomes for Jersey, and specifically, to prepare for the 2026 Trade and Cooperation Agreement (TCA) review and any wider plans for a UK-EU reset.
- Engage with relevant UK departments, including the Ministry of Justice, the Department for Business and Trade and the Foreign Commonwealth and Development Office at both official and Ministerial level to ensure Jersey's trade interests are understood, supported and pursued.

#### How will we measure this?

- Extensive programme of meetings, inbound and outbound visits, hosting of events and attendance at key fora, demonstrating high levels of access and visibility with a new UK Government, Shadow Cabinet and Parliamentarians, relevant Committees and officers across Whitehall – and positive outcomes for Jersey in relevant areas of policy development.

- Cross-government preparation underway for 2026 TCA review – and where relevant issues covered under a broader reset of the UK-EU relationship; views communicated effectively to relevant UK departments and coordinated through our engagement in France/Brussels/the EU.
- Positive outcomes in respect of Jersey's ability to participate in the UK-negotiated trade deals for goods and (where appropriate) services, World Trade Organisation membership and timely receipt of Entrustments for Jersey-lead bilateral negotiations.

Island Outcomes: Jobs and Productivity Growth; Business Environment; Natural Environment.

### France

Continue to invest in our regional French relationships enhancing our ability to collaborate across areas of mutual benefit such as trade, tourism, energy and environment, connectivity and security. Increase understanding of the Island and recognition of our economic, historical, and cultural ties to France across the national government, building and consolidating on our presence in Paris during 2025 and our links to a wide range of Ministries in support of Jersey's interests.

#### How will we deliver this:

Through the work of the Bureau des Iles Anglo-Normandes (BIAN), our European Relations team, our Brussels office and cooperatively with the Guernsey Government, we will:

- Continue to consolidate and build relationships across our key regional partners (Normandy and Brittany), including through use of the new hot-desk in St Malo.
- Develop and embed our Paris presence through our engagement with national government contacts (National Assembly, Senate, Parliamentary Study Group), through platforms provided by the UK Government and the Devolved Administrations, and by effective use of our hot-desk facility within the British Embassy.
- Lead the cross-government France Working Group to ensure joined-up delivery on French engagement. Build awareness and understanding of the island's wide relationship with France, including through the Assemblée Parlementaire de la Francophonie (APF), reducing risk of relationship tensions and increasing opportunity for collaboration.

#### How will we measure this?

- Excellent levels of access and regular engagement with French interlocutors at national, regional and departmental levels, with evidence of improved relations and positive outcomes across areas of strategic and operational interest to our Island.
- Successful delivery of the Normandy-La Manche Summit in Jersey to facilitate implementation of our Partnership Agreement, and positive outcomes delivered through our participation in the Brittany/Ille et Vilaine Summit (tbc September 2025).
- With colleagues in the Marine Resources, Economy and Cabinet Office teams, evidence of positive engagement and communication on policy areas where there is significant French interest e.g. trade and export frictions, fisheries management, energy and wider sustainable development policies, transport.
- Relevant intel gathered in respect of the UK-EU reset, including the 2026 TCA review; and evidence of effective communication of Jersey's interests to relevant French interlocutors in support of positive outcomes across e.g. SPS, mobility and energy.

Island Outcomes Safety and Security; Vibrant and Inclusive Community; Jobs and Productivity Growth; Business Environment; Natural Environment.

## **Europe & European Relations**

Continue to develop and grow Jersey's profile and engagement with the European Union institutions (European Commission, Council, Parliament) as well as our bilateral relationships with Member States and European capitals, to ensure Jersey's relationship with the UK and Europe is understood, our linkages and contribution to Europe are respected and valued, and that we are able to engage and influence effectively on issues of policy and regulation that impact Jersey's interests.

### **How will we deliver this?**

Through our overseas offices in Brussels, London, Caen, our European Relations team - and working collaboratively with our Bailiwick of Guernsey colleagues - we will engage with EU institutions, build bilateral relations with Member States and relevant Brussels-based organisations. We will:

- Assess the new European Commission's likely areas of focus over this term of office and inherent risks and opportunities for Jersey.
- Track ongoing developments in the UK-EU relationship (noting the 2025 EU-UK reset and upcoming TCA Review in 2026) to identify areas of opportunity to enhance Jersey's relationship with Europe.
- Undertake extensive horizon scanning and lobbying on key portfolios of interest across e.g. taxation, trade, fisheries & maritime, financial services, financial crime, data protection.
- With GoJ colleagues, continue to develop opportunities for collaboration in new policy areas e.g. sustainable economic development, offshore wind, Artificial Intelligence.
- Use the Brussels platform to raise the profile of the Island in the European Union, and to identify European networks where Jersey can participate.
- Leverage the diplomatic network in London to raise Jersey's profile and access to political representatives and officials in European capitals.
- Continue to develop the diaspora initiative 'Jersey Connections', building on the successful launch at the end of 2024.

### **How will we measure this?**

- Relevant intel gathered in respect of a UK-EU reset, and the upcoming 2026 TCA review; evidence of effective communication of Jersey's interests to relevant EU interlocutors in support of positive outcomes across e.g. SPS, mobility and energy.
- Jersey's position on the European Union's tax "white-list" reaffirmed at the Economic and Financial Affairs Council in February/October 2025. Evidence of effective monitoring and mapping of wider EU tax policy developments ensuring Jersey is well placed to build cooperation and respond to emerging risks.
- Effective information gathered and horizon-scanning across the financial services and financial crime portfolios, contributing to policy thinking on sustainable finance, digital finance and the implementation of Jersey's commitments on beneficial ownership in line with the EU's 6<sup>th</sup> Anti-Money Laundering Directive.

- Evidence of Jersey's interests on fisheries, and implementation of relevant articles of the TCA represented to appropriate EU interlocutors, to enable Jersey to progress with its policy objectives.
- At least three inbound Ambassadorial/Ministerial visits with European partners during 2025.
- Two Ministerial visits to Brussels with evidence of good access across the institutions in support of Jersey's objectives; facilitation of at least two outbound officer level visits to Brussels across priority areas.
- Programme of engagement with the Honorary Consul network underway to help enhance our external relationships and to the benefit of our local communities.

Island Outcomes Vibrant and Inclusive Community; Jobs and Productivity Growth; Business Environment

### **Global Relations and Multilateral**

Continue to implement our Global Relations Strategy to increase Jersey's visibility, improve access to key decision-makers and enhance the island's connectivity with our priority partners outside the UK and Europe.

#### **How will we deliver this?**

Through the work of the Global Relations' and International Trade teams we will:

- Continue to develop a pipeline of international agreements, such as Double Taxation Agreements (DTAs), Bilateral Investment Treaties (BITs) and MOUs, and explore scope for new forms of trade-related international agreements.
- Continue to represent Jersey's interests and enhance the Island's profile through our participation in strategic multilateral fora such as: Organisation for Economic Cooperation and Development, World Trade Organisation, United Nations, the Commonwealth, International Monetary Fund and the World Bank.
- Maintain support to Revenue Jersey in its international engagement on tax.
- Increase positive visibility in, and access to, our target jurisdictions outside the UK/EU, including building closer relationships with the USA (e.g. developing our ties with key US states and in particular New Jersey), Commonwealth countries and, where relevant, the UK's current and future FTA partners.
- Work to promote Jersey as a jurisdiction of choice for business and investment, including by supporting the MER's competitiveness review and the delivery of the Future Economy Programme.
- Work with on-island stakeholders to support wide-ranging cooperation in support of economic, skills and recruitment, cultural, climate, education, diaspora and other initiatives.

#### **How will we measure this?**

- Submit three International Agreements (DTAs, BITs, or MOUs) for domestic approval by end of 2025.
- Support finalisation of an effective treaty ratification procedure by end of 2025.
- Participate in four Multilateral events in 2025, with positive outcomes in respect of Jersey's international profile and reputation.
- Evidence of positive diplomatic influence applied in support of Jersey's participation in the UK's current and new free trade negotiations.

- Competitiveness Review established, workstreams developed and underway, 2025 milestones achieved.
- Deliver two inbound and/or outbound Ministerial visits from/to priority jurisdictions.
- Programme of engagement with the Honorary Consul network and related communities delivered to help enhance our external relationships and to the benefit of our local communities.

Island Outcomes Children; Vibrant and Inclusive Community; Jobs and Productivity Growth; Business Environment.

### **International Compliance**

Ensure Jersey continues to take a proactive and visible role in supporting the global community in its response to conflict aggressors, including continuing efforts in respect of the Russian invasion of Ukraine. Maintain timely and comprehensive implementation of sanctions; continue to support collaborative multi-agency working as part of an effective 'Government-regulator-industry' response.

Maintain effective support to the Director of Civil Aviation (DCA) in discharging overall responsibility for the safety of civil aviation in Jersey and its airspace.

#### **How will we deliver this?**

The International Compliance Team will:

- Maintain an effective sanctions regime for Jersey.
- Play a lead role in implementing the recommendations from Jersey's MONEYVAL report, with particular reference to Immediate Outcomes 10 and 11.
- Ensure effective resourcing, funding and oversight of the office of the DCA.

#### **How will we measure this?**

- Effective secretariat support to the Financial Sanctions Oversight Board (meets quarterly).
- Undertake at least six outreach sessions per year with the private sector and financial crime agencies.
- Publish financial sanctions notices on Jersey Gazette on the same day as changes being made to sanctioned persons' lists.
- Publish quarterly reports on the value of frozen assets reported to the Minister for External Relations under the Russia sanctions regime.
- Timely implementation of legislative changes, to include Directors' Disqualification, Reporting Obligations, and a review of the Sanctions and Asset-Freezing (Jersey) Law 2019.
- Ensure sufficient specialist resource available to support the Office of the DCA in preparation for the forthcoming (2025) ICAO review.

Island Outcomes Safety and Security; Business Environment

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## Service Performance Measures

Our Service Performance Measures for 2025 are:

### **Interactions with key decision-makers**

Number of meaningful interactions\* with key decision-makers\*\*, such as Ministers, Parliamentarians, and senior government officers.

Target: 600

### **International and local media coverage**

Pieces of neutral and positive international and local media coverage relating to the work of the Department and Minister.

Target: 200

### **International agreements**

Number of international agreements (including Memoranda of Understanding ('MOUs'), BITS, DTAs and participation in FTAs) which have reached completion of Jersey's domestic procedure for approval.

Target: 3

### **International sanctions notifications**

Percentage of international sanctions notifications published within one business day.

Target: 90%

*\*A 'meaningful' interaction is one that advances the department's objectives as defined in the Common Strategic Policy and Common Policy for External Relations. An 'interaction' must be substantial and detailed enough to discuss tangible matters.*

*\*\*A 'key decision maker' includes Ministers, Assistant Ministers, parliamentarians, senior diplomats (Ambassador to First Secretary), government officials (Deputy Director and above), senior business representatives, or anyone regularly making decisions related to Jersey's objectives with that partner.*