



Ministerial Plans



Government
Programme

2024-27



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Jersey: A Thriving Community

Introduction

The Ministerial Plans form part of the Government Programme 2024-2027 and set out:

- each Minister's priorities; and
- the Council of Ministers' Legislative Programme for 2024

The Ministerial Plans will be updated each year.

Further information on the functions discharged by each Minister and Assistant Ministers is published online in this report: [Art. 30A Ministerial Responsibilities: Ministers and Assistant Ministers Report \(gov.je\)](#)

Ministerial Groups are established by the Chief Minister or the Council of Ministers to provide a central ministerial forum in which to consider and deliberate matters ranging across a number of portfolios. A list of Ministerial Groups, including terms of reference and membership is published online here: [How the Council of Ministers works \(gov.je\)](#)





Chief Minister

Deputy Kristina Moore

Assistant Ministers



Deputy
Lucy
Stephenson



Deputy
Alex Curtis



Connétable
Andy Jehan



Deputy
Elaine Millar



Deputy
Ian Gorst

Ministerial Priorities

I will work to lead a government that is trusted, compassionate, and responsive to Islanders. I will do so through my leadership and co-ordination of the work of the Council of Ministers.

My priorities are:

1. Supporting Ministers to deliver on our areas of relentless focus:

- helping Islanders to cope with the cost of living
- addressing the causes and effects of the housing crisis
- resolving recruitment and retention pressures across the public and private sectors.

- I will also continue to work closely with relevant ministers to:
 - i. sustain political and executive focus on the Island's recovery from recent major incidents, placing those affected at the heart of all decision-making
 - ii. coordinate and facilitate delivery of new healthcare facilities
 - iii. provide strategic direction on improvements to the public realm as Chair of the Future Places Political Oversight Group, with a particular focus on St Helier.

2. Continuing to strengthen the relationship between the Government, States and the parishes including through:

- leading on constitutional policy
- regular liaison with Scrutiny Chairs and the President of Scrutiny Liaison Committee
- actively monitoring the Privileges and Procedures Committee's pilot of constituency office teams in 2024 and supporting implementation of the resulting model
- continuing to hold Council of Ministers meetings in parishes monthly
- annual publication of Ministerial priorities and associated legislation.

3. Building strong partnerships across the whole of government, the private sector and charitable and community organisations to deliver real benefits for Islanders, by:

- continuing to engage with Islanders and stakeholders, through the Older People's Forum and bringing together diverse, talented Islanders of all generations to inform and challenge Ministers on opportunities for the Island
- in partnership with other ministers, developing a family friendly approach across all key government policies that will shape our Island's future
- progressing the international cultural centre project, encouraging Islanders from all backgrounds to come together, promoting diversity and strengthening inclusion
- embedding commitments made in the Engagement and Information Review.

4. Requiring governance arrangements that support a culture of delivery and robust decision making – enabling services to be efficient, effective and value for money while also being transparent and accountable.

5. Working with the Housing Minister to ensure Government has strong and sustained actions to tackle the housing crisis and increase home ownership, as set out in his Ministerial Plan.

6. Continuing to make support to children and their families central to the work of this Government by leading on delivery of the outcomes of the 2017 Care Inquiry Report, to ensure we learn from the mistakes of the past and deliver positive change going forward.

7. Supporting an engaged and productive public service workforce by:

- listening to staff, and responding to the results of the 2023 BeHeard survey
- consolidating the new central key worker accommodation service, providing fair access to temporary and transitional accommodation for priority key workers
- delivering further improvements to recruitment and retention processes and systems
- developing our talent through training and development programmes, and increasing the number of apprentices year-on-year
- continuing to prioritise strategic workforce planning, with a particular focus on critical frontline services such as children's social care and healthcare
- ensuring that our public service values are demonstrated in everything we do.

8. Progressing population and migration policy by:

- leading the Population and Skills Ministerial Group, which provides a central political forum for matters relating to population policy and the skills needs of the Island
- presenting the 2024 annual update on the Council of Ministers' Common Population Policy to the States Assembly

- working with relevant Ministers to review the availability and quality of housing for those without full housing qualifications, and to consider options for improvement
- bringing forward secondary legislation to support the development of clearer and more flexible population controls, and reviewing the legislation that controls access to housing and bringing forward amendments as necessary
- finalising operational systems to manage responsive migration controls effectively
- collecting accurate and timely statistics on population trends including migration and immigration volumes and analysis.

9. Maintaining and enhancing Jersey's position as a leading and well-respected international finance centre while responding to the needs of Islanders to access financial services products, by:

- continuing to enhance the industry's ability to take advantage of the opportunities created by fintech and Open Finance
- developing an appropriate legislative framework for regulation of digital assets
- enhancing consumer protections by implementing consumer lending legislation and a comprehensive framework for pension regulation
- responding to the conclusions of the MONEYVAL report and developing international best practice, reviewing the Island's approach to financial regulation with a view to bringing forward any necessary proposals in order to maintain the island's position as a leading responsible jurisdiction
- enhancing the product offering for financial services through legislative amendments to key financial services legislation

- effecting the transfer of the Depositors' Compensation Scheme to the Jersey Resolution Authority.

10. Maintaining and developing a strong regime for combatting financial crime in Jersey in line with international standards, best practice and the Island's long-term prosperity by:

- Continuing with the process of the 2023/2024 MONEYVAL evaluation, which will assess Jersey against the Financial Action Task Force (FATF) international standards on anti-money laundering and countering terrorist financing including preparing for the findings of the evaluation in the summer of 2024 and publishing a comprehensive response on behalf of the Government and island authorities to the conclusions of the MONEYVAL evaluation.
- continuing to implement the National Strategy for Combatting Money Laundering, the Financing of Terrorism and the Financing of Proliferation of Weapons of Mass Destruction 2022-2026 and associated action plan
- chairing the Financial Crime Political Steering Group, which takes strategic policy decisions, ensures national cooperation between all agencies and monitors the delivery of the national action plan
- providing for the full transition of the Financial Intelligence Unit out of the States of Jersey Police with legislation and necessary funding
- developing an enhanced approach to law enforcement agencies investigating complex financial crime by considering further changes to the legislative framework
- receiving reports on the effectiveness of financial crime agencies from the Financial Crime Agency Review Group ("FCARG") which will drive decisions on national policy.

11. Improving value for money in the delivery of our public services, by:

- prioritising filling vacancies in frontline services such as children's social care and healthcare while controlling vacancies elsewhere, as part of actively managing the size of the public service
- delivering departmental savings targets while demonstrating continuous improvement
- introducing a new government-wide approach to organisational change management with a stronger focus on benefits realisation
- partnering with other agencies to use public services as a means of investing in innovation and research to benefit the Island
- leading the Council of Ministers' work with counterparts in Guernsey, promoting the sharing of expertise, resources and best practices to drive good quality and value for money public services across both jurisdictions.

- supporting all departments to improve delivery, through strengthened organisational performance management and with additional support provided by the Delivery Unit on key projects.

12. Improving the performance of Ministerial departments by:

- accelerating digitisation and streamlining of services with a view to improving their convenience and transparency – starting with the delivery of core digital capabilities to support government-wide improvements
- integrating citizen data to deliver services more effectively and efficiently, and tasking officials to develop intelligent integrated government data insights to support robust decision making, underpinned by the Statistics Code of Practice
- sustaining our cyber security maturity
- progressing decarbonisation of the government's fleet and estate, as a sustainability priority





Minister for Children and Education

Deputy Inna Gardiner

Assistant Ministers



Deputy
Louise Doublet



Connétable
Richard Vibert

Ministerial Priorities

My priorities are:

1. Ensuring all children and young people have the best education available to them, from early years through to adulthood, by:

- ensuring that education is shaped around children, their needs and their human rights and that children and young people are listened to at every level of the Education system and where possible their views are taken into account and acted on.
- using the Council of Ministers' commitment to put schools at the heart of an inclusive community approach to innovate and establish the best leadership and partnership models for schools, which have children, their families, and communities as their focus.
- ensuring that children and young people can achieve their potential

through high attainment for their abilities alongside their wider social, emotional and health well-being

- continuing to modernise and enrich the Jersey curriculum to reflect the challenges of the modern-day world so that all children and young people are happy to learn and can go on to succeed and be the best that they can be, whatever their background or individual needs.
- offering evidence-based approaches that support families and children who need early help and support within an outward looking education and support system.
- providing new ways of including and supporting learners with particular needs, better supporting children and young people who are multi-lingual learners, further developing the schools' funding formula and further upskilling the teaching

workforce through the rollout of continuous professional development programmes.

- recruiting more specialist staff to work with children to access the curriculum and continuing to develop our workforce to improve how we teach and support children and better target support where it is needed across inclusive schools.
- developing plans for legal reform of the Education Law that will promote inclusion, autonomy of schools, and clear systems of governance and accountability, whilst continuing to promote inclusive communities and support for all children and families to access the highest quality education.
- identifying and implementing a model of early years services that is child-centred, equitable, efficient, and affordable that can deliver very good outcomes for all children and families.
- developing a strategy to offer affordable and also targeted free nursery provision for children aged from 9 months.
- engaging with families to understand how parenting support services can be further improved and better accessed. This work will continue into 2024.
- recognising the importance of communication and language in the early years and beyond, and working in partnership with Jersey Library and Every Child Our Future (ECOF) to increase literacy levels and enjoyment through all ages of our population.
- reviewing and updating the Jersey School Review Framework (JSRF) for 2024 to reflect developments in curriculum and the Inclusion Review and incorporating the Independent Schools Inspection Framework launched in 2023.
- delivering on the capital programme, including the production of a roadmap for the re-development of schools in Town, and explore models of community integration for schools in Jersey.

- delivering the next phase of the school food programme, extending the number of participating primary schools where hot lunches are available.
- recognising that all children need regular and frequent access to green space and nature in order to flourish, and search for and act on opportunities to increase access to these wherever children and young people are accessing education.

2. Implementing the Children and Young People's Emotional Wellbeing and Mental Health Strategy 2022-25 and delivering improved health and wellbeing outcomes for children and young people, by:

- continuing to address CAMHS waiting times for ADHD neuro-developmental assessments and to maintain within target waiting times post-Children and Family Hub triage, for initial assessments, therapy, and autism assessments.
- continuing to deliver the work identified by the The "nasen" review in December 2021, a number of strategies are being developed, including Mental Health and Wellbeing leads for all schools and whole school policy, creation of a charter of Inclusion for all young people in education and reviewing policies regarding school attendance
- continuing to update the CYPES estate ensuring disability accessibility and safeguarding requirements are addressed and that the estate reflects the capacity requirements of CYPES services.
- creating and delivering a multi-agency mental health and skills and competency framework to include trauma training
- delivering support sessions that promote wellbeing including physical activity, eating and sleeping well

- working in partnership with the voluntary, community and private sector to increase the range of support available
- undertaking a review of family support and parenting groups as well as support for young carers, to provide consistency across the Island

3. Improving our social care services for children and building on the Jersey Care Inquiry recommendations, by:

- working across Government to deliver our corporate parenting responsibilities. This will mean children in the care of the Minister, and care leavers, will be supported by the Government to thrive and prepare to move into adulthood.
- working with partners to improve continuity in care, early identification of need and better co-ordination of services.
- ensuring our services are safeguarding children and young people with targeted focus on the most vulnerable.
- delivering system change so that we better support and care for our children. This will include delivering programmes which aim to keep children safely with their families and where this is not possible to provide a loving home for them. Our promise will be to ensure we all thrive together.
- ensuring we have enough capacity to support our most vulnerable children and families, for those either in care or through preventative work and continuing to work with children and families to improve the quality of our services.
- delivering improvements in our residential care services including developing and enhancing therapeutic support working closely with the range of services.
- increasing support across Fostering and Adoption Services to ensure our parents, carers and extended families are getting the right help when needed.

4. Working in partnership to deliver a range of services for children and young people, families and communities, by:

- developing Best Practice models for partnership engagement with the 3rd sector
- developing relationships and support for multilingual young people into community-based provision.
- continuing to deliver on the Youth Service Improvement Programme.
- delivering on the capital programme to provide young people with fit for purpose community-based provision in St Helier and Le Squez.
- developing ways to meaningfully involve and engage children and young people in delivering improvements to services by embedding participation standards across CYPES and introducing accountability and governance structures.
- ensuring all front facing CYPES services to children and young people are rights respecting.
- continuing to develop the work of the Youth Parliament and The School Council Network to ensure children and young people have an active voice in their schools, colleges and community.
- delivering the Jersey International Cultural Centre which is dedicated to offering guidance, assistance, and insights to individuals with cultural backgrounds extending beyond Jersey
- continuing to develop partnerships across the Arts sector to deliver the Arts, Education & Personal Development strand of the Arts Strategy
- working with partner organisations to develop cycling proficiency and road safety awareness

5. Establishing a strong, engaged and valued workforce working on behalf of children, young people and their families and ensuring services are delivered safely and effectively, by:

- sustaining a focus on recruitment in nurseries, childcare settings, schools, Children's Social Work, Residential Care and CAMHS. To develop bespoke campaigns and improve processes to attract future colleagues to work for our services.
- continue to work with early years providers to understand and address the challenges of workforce pressures.
- addressing staff wellbeing by listening to the needs of the workforce, addressing day-to-day work challenges, for example workload, and providing opportunities for colleagues to grow with the organisation.
- ensuring robust governance, safeguarding and quality assurance frameworks are in place across CYPES and schools, ensuring children and young people are protected and service operate effectively.

6. Enhancing Jersey's skills system to ensure it is responsive to the evolving needs of the economy and Islanders' aspirations, by:

- continuing to build strong partnerships between Government, industry, and employers to ensure that local education and training fully prepares learners for the workplace.
- confirming an agreed approach to upgrading the teaching and learning facilities at Highlands College to ensure they mirror high-quality contemporary workplaces.
- ensuring Islanders of all ages can access training opportunities which support them to develop new and additional skills required by our changing economy.
- working with ministerial colleagues, and the People and Skills Ministerial Group, to ensure skills policy and delivery is coordinated across Government.
- continuing to explore and deliver the 37 actions from the Further Education and Skills Actionable Agenda to create a robust skills system for the island
- promoting individual and employer investment in lifelong learning by developing strong and visible culture and raise awareness of the importance and benefits of lifelong learning.
- creating a dedicated internal Skills development fund under the CYPES revenue Head of Expenditure following the recommendation of the Further Education and Skills Actionable Agenda report and the States Assembly decision.
- working with the Population and Skills Ministerial Group to undertake a review and feasibility study into the establishment of Individual Lifelong Learning Accounts.
- developing a strategy for on-island provision of Higher Education in partnership with local providers.

7. Ensuring the department is improving value for money in the delivery of the department's services by:

- increased focus on early prevention
- improving continuity in care, support and reducing duplication in processes, which will ensure the delivery of departmental savings targets
- ensuring better budgetary control and working to ensure future affordability and sustainability of services; and
- demonstrating effective leadership by embedding the systems and processes that drive a culture of quality, safety, learning and continuous improvement

8. Ensuring the department is driving improvements to the performance of its services by:

- supporting, engaging and adopting continuous improvement
- adopting a quality assurance framework as part of the new services coming under regulation of care
- further developing the schools review framework to include greater focus on inclusion and quality outcomes for children and young people
- continuing to focus on benchmarked performance across education, CAMHS, Children's Services and the Jersey Youth Service





Minister for Economic Development, Tourism, Sport and Culture

Deputy Kirsten Morel

Assistant Ministers



Deputy
Alex Curtis



Deputy
Lucy Stephenson

Ministerial Priorities

My priorities are:

1. **Implementing an economic framework which will champion a sustainable and inclusive approach and drive an economy that is consistently high-performing, environmentally sustainable, entrepreneurial and technologically advanced. I will work with other ministers to develop policies and mechanisms to alleviate the current problems of staff shortages and helping Islanders cope with the rising cost of living.**
2. **I will work with ministerial colleagues to champion and realise the full potential of Jersey's economy in every aspect of Government of Jersey's work plan, including:**
 - Working with the Population and Skills Ministerial Group to address skills shortages.
 - Working with the Future Energy Ministerial Group to consider the future role that renewable energy can play in our economy.
 - Working with other Ministers to meet the challenges of rising costs of living and developing our island's infrastructure to support future economic prosperity.
 - Enabling productivity growth by attracting inward investment to support the diversification of Jersey's economy and supporting the delivery of key initiatives by Jersey Business, Digital Jersey and other delivery partners.

3. Working with stakeholders to ensure that Government interactions are simple and efficient for new and existing businesses, entrepreneurs and social enterprises, by:

- Developing a programme to champion enterprise across our business environment and government processes.
- Lowering barriers to business and preparing necessary legislative changes, where needed.
- reviewing the Tourism (Jersey) Law 1948 and the Licensing (Jersey) Law 1974 to ensure they are fit for purpose and enable businesses to operate efficiently within the sector.
- Developing a social enterprise framework to support the development and sustainability of local social enterprises.

4. Identifying new international opportunities for Jersey businesses and work to deepen our Island's economic ties to our closest neighbours, by:

- Enhancing our economic ties with France and other neighbours, including the implementation of the Export and Inward Investment strategies.
- Exploring opportunities through regular, at a minimum, quarterly meetings with our Guernsey counterparts for greater cooperation across all areas of economic activity including, but not limited to, air and sea connectivity, digital, sport, culture and heritage.
- Deepening our cultural, sporting, and economic links with France, particularly the departments of Ille et Vilaine and La Manche as well as other European jurisdictions.

5. Working with our key partners to ensure our Island maintains robust economic infrastructure including transport and digital connectivity, improving resilience and expanding choice for consumers, by:

- Using the Future Economy Programme and working across government to ensure the most effective initiatives are progressed and our future economic needs are better understood.
- Working with the Ports Policy Group to develop priorities to provide clear policy direction to Ports of Jersey as a vital States-owned body.
- Supporting the identification and allocation of suitable areas of land for economic use.
- Delivering a safe, secure and resilient environment for developing the digital economy through the implementation of the Digital Economy Strategy.
- Amending Jersey's Competition Law framework to support the Island's business environment, both for domestic and foreign investors, and protecting the interests of local consumers.

6. Recognising the importance of our marine and agriculture sectors, by supporting these industries to improve productivity, environmental performance and Jersey's food security, by:

- Implementing the Rural and Marine Economic Frameworks.
- Expanding the provision of the Rural Initiative Scheme.
- Providing additional support to the fishing industry via the Marine Sector Support Scheme.
- Supporting the development of the medicinal cannabis industry and innovative medical products into a highly regulated, robust and export-focused element of our rural economy.

7. Recognising the part sport can play in improving lives and strengthening communities, we will deliver a coordinated and enhanced sport offering for Islanders. We will embrace the power of sport to enrich our local economy and promote Jersey internationally. This will include:

- Championing a coordinated approach to sport across Government and the community to help in the delivery of Ministers' strategic priorities.
- Supporting our local talent and sports organisations to compete nationally and internationally.
- Ensuring we remain aligned with our local, national and international sporting obligations and governance.

8. Ensuring the continued commitment to devote 1% of all Government expenditure to the arts, to support delivery of the Arts and Heritage Strategies, by:

- Completing the Jersey Opera House refurbishment to enable this venue to host major events from 2025.
- Progressing the refurbishment of Elizabeth Castle as a major capital project
- Continuing to champion the Creative Island Partnership, facilitating direct engagement with the arts sector and developing opportunities for careers in the arts and culture sectors.
- Finalising and lodging a new bespoke Heritage Law and subordinate legislation.
- Promoting Jersey as an attractive jurisdiction for intellectual property rights which play an important role in supporting a thriving creative economy.

9. Creating new opportunities for growth in the daytime, evening, visitor and events-led economies, using clearly articulated sector strategies to encourage investment and influence placemaking to create an attractive and dynamic retail and tourism sector, by:

- Engaging with stakeholders from across the tourism sector to implement the Visitor Economy Strategy.
- Working with our retail and visitor partners to facilitate new opportunities for growth in the daytime, evening, visitor and events-led economies.
- Designing and beginning to deliver a new retail strategy to promote investment and influence placemaking to create attractive and dynamic opportunities for our retail sector.

10. Deploying the Technology Accelerator Fund through Impact Jersey. Working in partnership with Digital Jersey to design programmes that drive prudent and targeted digital solutions to wider Island challenges and we will promote a responsible, internationally competitive and innovative digital and technology sector.





Minister for the Environment

Deputy Jonathan Renouf

Assistant Minister



Deputy
Hilary Jeune

Ministerial Priorities

My priorities are:

1. Tackling the climate emergency by reducing Jersey's carbon emissions in line with our net-zero target and improve our resilience to the impacts of climate change by:

- delivering the first phase of the carbon neutral roadmap including a focus on the decarbonisation of heating buildings and road transport through a just transition
- reviewing the operation and governance of the Island's energy market to ensure a safe and just transition from a reliance on hydrocarbons; and working with Jersey Electricity to ensure the readiness of the grid for accelerated electrification
- continuing to develop the necessary consenting regimes and frameworks to enable utility-scale offshore renewable energy generation

2. Protecting and enhancing Jersey's natural environment and heritage by:

- extending protection of the Island's rich geodiversity to ensure that geo-heritage assets are valued and appreciated
- continuing to designate conservation areas to protect and improve the architectural and historic character and appearance of these special places
- continuing to develop our understanding of the Island's archaeological heritage and ensuring its appropriate consideration and protection
- developing a marine spatial plan to ensure the sustainable management of the Island's marine environment, and bringing forward proposals to develop a marine park

- better protecting biodiversity through new legislation and planning policies; exploring the introduction of biodiversity net gain; and progressing strategic workstreams to address biodiversity loss (including trees)
- working with the Minister for Infrastructure to bring forward legislation to ban disposable vapes

3. Ensuring the delivery of the homes and infrastructure that are essential to economic prosperity and Islanders' wellbeing; and enhance the quality of places in the Island, by:

- beginning to prepare the evidence base for the next island plan, to include understanding the need for homes and key infrastructure
- working to explore the introduction of a development levy for the Island
- implementing a licensing scheme to regulate rental properties to ensure minimum standards in rental dwellings are maintained
- progressing the development of a long-term Island-wide water strategy, and undertake a review of the Water (Jersey) Law 1972 in line with the objectives following the development of the water strategy

4. Promoting flexibility, responsiveness, and efficiencies in the way that we work to best meet the needs of our customers by:

- ensuring the planning system is responsive to key priorities; and reviewing the form of the Island Plan and the process by which it is revised to ensure that it is fit-for-purpose, accessible and of more relevance to islanders
- continuing to review, develop and publish planning guidance that better supports the planning service and helps to deliver the Island Plan

- enhancing public debate to ensure that the integral links between climate, natural resource quality, environmental quality, active travel, health (both physical and mental), and personal responsibility are understood and more widely discussed
- bringing forward proposals for the licensing of food business and for the import and export of food to protect human health and consumer interests
- developing a proportionate, transparent and consistent approach to compliance and enforcement, including a code of conduct for setting standards in developing policies and operating procedures which guides the regulatory activities, complemented by a resolution framework

5. Improving value for money in the delivery of our public services by:

- delivering departmental savings targets
- demonstrating continuous improvement

6. Improving the performance of departments and services by:

- supporting an engaged and productive workforce
- enhancing customer experience
- progressing the effective management of risk and good governance
- ensuring the efficient, effective and sustainable use of departmental resources
- improving performance management
- ensuring that the public service values are demonstrated in everything we do





Minister for External Relations

Deputy Philip Ozouf

Assistant Minister



Deputy
Ian Gorst

Ministerial Priorities

My priorities are:

1. **Conducting external relations, concurrently with the Chief Minister, in accordance with the Common Policy on External Relations, as updated and agreed by Ministers in 2022.**
2. **Continuing to build positive, long-term relationships with Jersey's external partners to promote and protect the Island's interests through our international engagement, specifically:**

United Kingdom – political relationships:

- engaging regularly with UK Ministers and cross-party parliamentarians to increase understanding of, and support for, Jersey's constitutional relationship and value to the UK;
- undertaking targeted programmes of

engagement in the run-up to the UK General Election;

- engaging on a range of high-profile policy issues in support of other Government of Jersey (GoJ) departments and pursuing positive outcomes in the best interests of the Island;
- maintaining and strengthening the Jersey London Office to safeguard the delivery of a successful on-the-ground platform for UK political and officer engagement.

United Kingdom - Trade and Cooperation Agreement (TCA):

- maintaining effective representation and engagement through relevant oversight and governance structures;
- continuing to engage with GoJ and UK Government colleagues in respect of TCA implementation e.g. the fisheries management regime;

- monitoring developments in the UK-EU relationship that could impact the Island

United Kingdom – Free Trade Agreement Programme:

- coordinating cross-government input to new UK Free Trade Agreements (FTAs), including oversight of analysis of the benefits and risks of Jersey's participation;
- pursuing access in line with the principles of participation agreed by the States Assembly, and particularly in respect of trade in services, in line with the Island's priority interests;
- concluding and implementing the overarching UK-Crown Dependencies' Memoranda of Understanding in respect of Dispute Resolution;
- supporting the delivery of a programme of reform in the intellectual property area to enable Jersey to seek inclusion in the services chapters of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (and other modern FTAs).

Supporting Government of Jersey priorities:

- continuing to work with GoJ departments and arms-length bodies to support and enhance the Island's economic productivity, using our relationships with the Crown Dependencies, the UK, Europe, and global partners to inform and support the objectives of the Council of Ministers;
- continuing to use our existing – and grow new – external relationships to develop collaborative approaches to areas of common challenge including housing policy, population and migration issues, labour and skills shortages;
- supporting other GoJ departments in the development of the strategy for an off-shore wind farm, in support of climate change, energy resilience and cost of living objectives.;

- playing a key role in developing and communicating the Island's response to international developments on tax and beneficial ownership;
- delivering relevant commitments within the Island Identity Report. This will include promoting 'Ambassador for Jersey' packs, designed to support those representing the Island abroad, and developing a Jersey Connections diaspora engagement initiative, which aims to improve connectivity and engagement with people living abroad who have an affinity to Jersey;
- providing information on UK consular support, where required.

France:

- Delivering the cross-government engagement strategy and coordinating the cross-departmental working group, to steer and oversee work to improve and cultivate Jersey-French relations, including with the French national government;
- undertaking proactive and wide-ranging engagement with regional partners across Normandy and Brittany, including a programme of ministerial and officer inbound and outbound visits complemented by regular regional summits;
- working collaboratively with other departments to develop and implement projects supporting cooperation across trade, connectivity, travel, education, arts, heritage and sport, including exploring the possibility of formalising commitment with the negotiation and implementation of targeted Memoranda of Understanding;
- delivering a programme of on-the-ground engagement in Paris through use of the UK's diplomatic platform (in line with the 2023 Memorandum of Understanding);

International Compliance:

- ensuring Jersey continues to take a proactive and visible leadership role

in supporting the global community in its response to the Russian invasion of Ukraine;

- effective implementation of sanctions [by the Financial Sanctions Implementation Unit] in a timely and comprehensive way, and by undertaking collaborative multi-agency work as part of an effective whole-of-Island, government/regulator/industry response;
- conducting regular outreach and engagement with industry to provide clarity and guidance on issues related to sanctions implementation;
- Leading implementation of MONEYVAL recommendations relating to sanctions implementation, as appropriate, following the Island's assessment in 2023;
- delivering an effective international compliance function, including managing the relationship with the Director of Civil Aviation;
- monitoring direction of travel in EU and with international partners on the use of frozen assets for the reconstruction of Ukraine to ensure early alignment.

European Union:

- continuing to develop and grow Jersey's profile and engagement with EU institutions (Commission, Council, Parliament), in line with the European Relations Engagement Strategy and the business plan of the Channel Islands' Brussels Office;
- utilise our overseas representation in London, Brussels Caen and Paris to horizon-scan, lobby and engage directly with EU stakeholders on the ground on key policy areas of taxation, financial services, financial crime, data protection amongst others, particularly in light of institutional changes in 2024 (European Parliament and European Commission changes in 2024);
- building new areas of collaboration and relationship with the EU, with a particular focus on cultural diplomacy,

and support to the broader economy - evolving plans for engagement, with particular focus on those jurisdictions with which we share historic, community and economic ties;

- undertaking a wide programme of ministerial and officer inbound and outbound engagement to build solid and positive bilateral relations with EU Member States.

Global relationships:

- progressing the Global Relations Strategy to increase Jersey's positive visibility, improve access to key decision-makers and enhance the island's connectivity in carefully selected priority jurisdictions outside the UK and EU;
- negotiating new international agreements, including opening negotiations on Bilateral Investment Treaties (e.g., with Rwanda and Qatar by Q2 2024, completing domestic ratification of the Ghana BIT in 2024, and concluding Double Taxation Agreement negotiations with Ghana by Q1 2024);
- building alliances, in conjunction with other GoJ departments, to further international cooperation in areas such as trade, asset return, tackling financial crime, environmental, digital, cultural and educational collaboration.

Multilateral organisations:

- continuing to represent Jersey's interests - and take leadership positions where possible - in strategic multilateral fora such as the OECD, Commonwealth institutions, and the IMF and World Bank.

3. Improving value for money in the delivery of our public services, by:

- delivering departmental savings targets
- demonstrating continuous improvement

4. Improving the performance of departments and services by:

- supporting an engaged and productive workforce
- enhancing customer experience
- progressing the effective management of risk and good governance
- ensuring the efficient, effective and sustainable use of departmental resources
- improving performance management
- ensuring that the public service values are demonstrated in everything we do





Minister for Health and Social Services

Deputy Karen Wilson

Assistant Ministers



Deputy
Rose Binet



Deputy
Malcolm Ferey

Ministerial Priorities

During 2024 I will focus on the quality, safety, effectiveness and affordability of the Government of Jersey's health and care services and, on supporting improvements to the health and wellbeing of Islanders through activities that prevent ill health and promote wellbeing.

My priorities are:

1. Securing vital governance improvements in the quality, safety and effectiveness of services delivered by the Health and Community Services Department (HCS) by:

- a. Monitoring performance of the newly established Health and Community Services Board ensuring that all Board committees, reporting structures and assurance frameworks are fully established by Quarter 2 2024.

- b. Ensuring the Board is driving improvements to the performance of HCS and its services by:

- supporting, engaging and improving the productivity of the workforce;
- establishing an effective leadership and performance management culture;
- providing assurance on operational effectiveness aligned with structural and departmental change programmes;
- building operational resilience by ensuring there is continual and focused delivery of departmental workforce plans;
- putting in place the systems and processes to help ensure HCS staff feel they are valued team members who are free to speak up about concerns;

- enhancing the engagement, participation and involvement of people who use services in the work of the department;
 - enhancing patient experience including by introducing a service excellence standard setting out HCS's commitments to its patients and staff, including standards related to waiting times and referrals and measures of service satisfaction;
 - progressing the effective management of risk and good governance including improving the quality and use of data to:
 - (i) better identify and manage risk;
 - (ii) understand service capacity and demand;
 - (iii) plan improvements and monitor effectiveness;
 - leading the work on development of an HCS clinical service strategy and the services to be provided by the department;
 - ensuring the efficient, effective and sustainable use of departmental resources including continued roll-out of the electronic patient record and ongoing digitalisation of health care services;
 - expanding the choice of service provision to Islanders through the implementation of the paid for services strategy, enhancing the private healthcare offer, attracting skilled professional to Jersey and increasing income to be used for the benefit of all Islanders;
 - improving performance management including adoption of, and compliance with, evidence-based clinical standards to ensure services are safe and effective, and preparing for independent inspection by the Jersey Care Commission; and
 - ensuring HCS is upholding public service values including demonstrating departmental openness and transparency and continuing regular, meaningful engagement between the department, patients and the wider public.
- c) Ensuring the Board is improving value for money in the delivery of the department's services by:
- ensuring better budgetary control and the delivery of departmental savings targets and working with the Minister for Treasury and Resources to ensure future affordability and sustainability of services; and
 - demonstrating effective leadership by embedding the systems and processes that drive a culture of quality, safety, learning and continuous improvement.
- 2. Enabling different parts of the health and care system to better work together to improve outcomes for Islanders by:**
- a. working alongside other Island providers to consider options for improved system-wide working, governance and strategy development including development of an island-wide health and care strategy;
 - b. in collaboration with the Minister for Treasury and Resources and Minister for Social Security, continue to develop options for healthcare funding to help ensure that Jersey, in common with the rest of the world, can respond to known future increases in the costs of healthcare; and
 - c. building on work undertaken in 2023 continue to develop the Jersey Joint Strategic Needs Assessment, a comprehensive data set that will help all service providers, inside and outside of government, to plan services and chart progress.

3. Advancing the health and wellbeing of women in our community by:

- a. developing proposed changes to the Termination of Pregnancy (Jersey) Law 1997 in order to ensure it meets the needs of women and takes account of changes in medical practice. Those changes will be informed by the citizens engagement process undertaken in 2023;
- b. continuing to deliver improvements to HCS maternity services in 2024;
- c. continuing, in partnership with the Minister for Children and Education, the work on the WHO/UNICEF Baby Friendly Initiative to promote breast feeding locally; and
- d. publishing a women's health strategy by end of 2024 setting out priorities for improving the health and wellbeing of women and girls, access to contraception and assisted reproduction services. Including the development of proposals for consideration by the Assembly.

4. Advancing the health and wellbeing of people experiencing mental illness or distress in our community by:

- a. completing an updated Mental Health Strategy to better meet the treatment and recovery needs of people affected by serious mental illness, ensuring timely access to assessment, treatment and early intervention. Including the development of proposals for consideration by the Assembly; and
- b. beginning implementation of the recently published Suicide Prevention Strategy to help prevent suicide and reduce the incidences of self-harm, including the development of proposals for consideration by the Assembly.

5. Advancing the quality healthcare and wellbeing support for those living with a health disability, terminal illness or who are in need of support by:

- a. monitoring and facilitating the roll out of an end-of-life and palliative care strategy, published in 2023, helping to ensure that all islanders can access high quality care and support and that their families and

carers receive high quality bereavement support and aftercare;

- b. commencing development of an autism and neurodiversity strategy for publication in 2025. The strategy will be co-produced with service users and external providers;
- c. publishing, in 2024, a roadmap for diabetes care which has been coproduced with service users and external providers, including the development of proposals for implementation; and
- d. developing proposals to underpin delivery of the recently published dementia strategy and cancer strategy, for consideration by the Assembly.

6. Advancing the health and wellbeing of all Islanders by:

- a. supporting delivery of priority actions from the recently published Public Health Strategy including:
 - (i) continuing the work of the Scientific Advisory Panel for Per- and Polyfluoroalkyl Substances (PFAS);
 - (i) implementing the recommendations of the Substance Use Strategy; and
 - (ii) co-ordinating efforts to reduce preventable physical or mental illness, working with colleagues across Government, public sector and businesses.
- b. continuing to co-ordinate delivery of support to those affected by the major incidents in late 2022, including psychological support, health checks and long-term health monitoring;
- c. implementing the findings of the Health Protection Review where resources permit;
- d. developing a revised Food and Nutrition Strategy for Jersey alongside delivering activities which will enable Islanders to better access a healthy, nutritious and sustainable diet, with a focus on reducing health inequalities and diet-related diseases such as cancers, heart disease and diabetes; and

- e. commencing work on developing regulatory systems that provide for the safe prescribing of cannabis and development of the medicinal cannabis industry.

7. Informing the programme of development for New Healthcare Facilities by:

- a. specifying the clinical and operational requirements for new healthcare facilities with the Minister for Infrastructure and the Council of Ministers; and
- b. providing clear direction and advice on functional content, clinical design and service configuration as the 'client' to the programme of development.

8. Developing legislation that provides for safe, effective services or supports the health and wellbeing of Islanders including:

- a. **Assisted dying:** Continued development of a proposed new law permitting assisted dying for Jersey residents aged 18 and over, for debate by Assembly in 2025.
- b. **Law to safeguard and protect adults:** Continued development of a potential new law which will focus on safeguarding and protecting adults at risk of harm or neglect and providing for the needs of carers. Law drafting to commence in late 2024.
- c. **Medicines Law and Misuse of Drugs Law:** Commence a review of the Medicines (Jersey) Law 1995 and the Misuse of Drugs (Jersey) Law 1978 to ensure that Jersey can support manufacturing, wholesale dealing and cultivation of medicinal products and medicines, whilst ensuring compliance with international and regulatory best practice across all matters related to medicines and controlled drugs.

- d. **Public Health law:** Continued development of a potential new public health law, for debate in 2025, that will provide proportionate measures to support the control of infectious diseases, threats and other hazards, and will support government to address health inequalities.
- e. **Professional registration law:** Continued development of a potential new professional registration law, consolidating five different laws into one new fit-for-purpose law, for debate in 2025.





Minister for Justice and Home Affairs

Deputy Helen Miles

Assistant Ministers



Deputy
Louise Doublet



Deputy
Hilary Jeune

Ministerial Priorities

Underlying all of my priorities below is the recognition that during 2022 and 2023 the Island experienced unprecedented and deeply tragic incidents, which we will continue to feel the effects of for many years to come, and that Justice and Home Affairs services have been at the forefront of responding to these. I want to recognise the significant impact this has had on services which had already experienced periods of disruption further to organisational change, Brexit and the Covid-19 pandemic. In the aftermath of this challenging period, our services must be afforded the space to reflect and rebuild as the island continues to recover. As part of this staff wellbeing must be a primary consideration.

My priorities are:

- 1. Recognising the unprecedented demands arising from the tragic major incidents in 2022 and 2023, ensuring that our teams are supported through the recovery phase.**
- 2. Ensuring Justice and Home Affairs (JHA) frontline services are appropriately funded, supporting an engaged and productive workforce to operate effectively, efficiently and perform their statutory functions and addressing significant pressures and key risks affecting JHA Services by:**
 - embedding investment in the Fire and Rescue and Ambulance Services to address pressing issues in relation to demand and capacity, risk, governance and compliance with modern professional standards.
 - implementing the future resourcing model for the Ambulance Service, further to the findings of the Association of Ambulance Chief Executives Review Report 2021 and the Demand and Capacity Review,
 - continuing to invest in public and firefighter safety to address significant risks 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.

- reforming fire safety, including development of new fire precautions legislation, fireworks, and responding to Grenfell Tower Inquiry recommendations and UK Building Safety Programme.
- continuing to develop the existing Emergency Services Control Centre, focusing on resilience. Work with each JHA service to embed appropriate governance structures and increase compliance with national standards.
- investing in dedicated data and analytical capability to understand if our community is getting safer, the stories behind key trends in crime and disorder and which interventions are working, which are not, and why
- striving to achieve good value for money, whilst ensuring delivery of essential statutory services in the context of limited public resources
- supporting officers to take forward the departmental People and Culture, Strategic Workforce, Wellbeing and Diversity, and Equity and Inclusion plans, ensuring that public service values are demonstrated in everything we do

3. Refreshing our community safety and substance use approach by:

- working closely with our partners on responding to and preventing issues which cause concern in our community by focussing on early intervention and prevention, considering substance use, and other harms such as gambling.
- creating a new building a safer community framework to replace the previous Building a Safer Society Strategy (BaSS), which lapsed in 2019.

- developing and delivering a community safety programme for schools as part of an overarching strategic focus on early intervention, filling the gap left after Prison! Me! No! Way! (PMNW) was discontinued.

4. Developing and delivering a modern and effective youth justice policy by reviewing the findings of the previous youth justice reviews and the latest available evidence of effective practice, working with the Minister for Children and Education.

5. Responding to the findings and recommendations of the Violence Against Women and Girls Taskforce, initiating work to improve women's safety and experience of the criminal justice system.

6. Building and enhancing 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 refreshed Criminal Justice Policy.

7. Reforming legislation by:

- developing a new civil contingencies law with a focus on resilience.
- continuing work on reform of the Law of Divorce by developing legislation to introduce the concept of 'no fault' divorce in Jersey Law.
- reviewing firearms legislation

8. Providing a coordinated focus on diversity, equity and inclusion (DEI) by:

- progress Diversity Equity, and Inclusion (DEI) by evaluating existing activity, setting expectations for the public sector to complement the Government of Jersey's five public sector values, and to weigh DEI considerations in all policy development.

9. Maintaining a customs and immigration function which delivers for Jersey by:

- continuing to monitor and review the Work Permit Policy to ensure an appropriate balance between providing an effective border control and being responsive to the Island's bespoke needs and workforce requirements, including by considering the findings and recommendations of the Work Permit Holders Welfare Review
- remaining responsive to the impact of changes to import taxes (including GST) on the service and Islanders, to ensure the efficient collection of revenue with minimal disruption, by investing in systems that enable the necessary functional and technical improvements to be made.

10. Enshrining a rehabilitative culture within the Prison Service with an intention of 'releasing better neighbours' by:

- embedding 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.
- embedding 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 professionalise the role of the prison officer and offer qualifications, up to and including degree level, in leadership and rehabilitation.
- reviewing 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.

11. Working in partnership to address policing challenges by:

- building effective, cohesive, inclusive and effective partnerships as a cornerstone of the community policing approach.
- continuing to assess, adapt and respond to the changing demands on the States of Jersey Police (SOJP) including demand related to mental health, children and young people. Building on progress that has seen mental health incidents involving the SOJP reduce by 34% in 2023 so far and acknowledging that as corporate parents, SOJP have a statutory duty within the Children's Law for the wellbeing of young people.
- expanding of the Digital Forensics Unit to meet an increasing demand and improve service to victims, witnesses and the courts in supporting effective criminal justice processes.

12. Improving value for money in the delivery of our public services, by:

- delivering departmental savings targets
- demonstrating continuous improvement

13. Improving the performance of departments and services by:

- supporting an engaged and productive workforce
- enhancing customer experience
- progressing the effective management of risk and good governance
- ensuring the efficient, effective and sustainable use of departmental resources
- improving performance management
- ensuring that the public service values are demonstrated in everything we do





Minister for Housing and Communities

Deputy David Warr

Ministerial Priorities

I will continue to progress a sustainable response to the housing crisis, increasing the supply and delivery of homes whilst improving affordability, quality and security of tenure.

My priorities are:

1. **Continuing to model open and accessible political leadership with respect to the housing crisis, listening to learn from Islanders about the challenges they face and their hopes for the future.**
2. **Continuing to work collaboratively with States Members and Scrutiny, and finding ways to work more closely with the Strategic Housing Partnership.**
3. **Improving the housing situation for Islanders by:**
 - Working with the Chief Minister and Council of Ministers to Increase the rate of home ownership, delivering more homes and implementing a government-backed scheme to support Islanders with the cost of home ownership.
 - Continuing to work with the Minister for the Environment and the States Assembly to deliver appropriate measures to improve rental accommodation standards and provide enhanced protections for both tenants and landlords.
 - Continuing to implement commitments made in response to the Homelessness Strategy and in light of the formalised definition of homelessness, working with shelter providers to ensure our most vulnerable Islanders are able to access the right help at the right time, as part of a whole-system response, using improved data to inform future housing policy and developing new models of housing-led support.
 - Working with the Minister for Infrastructure to ensure our investment into Island infrastructure is adequate to support the delivery of more homes for Islanders.
 - Making better use of the homes we already have, including policies to support right sizing and ensuring that homes are not inappropriately lost from the local housing market.
 - Continuing to take action that will support vacant homes coming back into use, pursuing regulatory improvements in light of the ongoing work of the Empty Homes Service.
 - Delivering fair and sustainable changes to the Affordable Housing Gateway eligibility criteria, in accordance with my published Roadmap for Improved Access to Social Housing in Jersey.

4. Addressing both the causes and effects of our housing crisis, including:

- Developing new schemes that will help tenants buy their homes, working with social housing providers and, in particular, Andium Homes.
- Continuing to improve housing data intelligence, to improve visibility and understanding of housing trends, working collaboratively with others to unblock challenges with administrative data sharing in order to better understand the Island's housing market and make better informed decisions.
- Continuing to develop the Island's first long-term, sustainable strategy for the future of Jersey's housing market, based on a vision that extends beyond political terms and which carefully considers the role of fiscal measures towards a healthy housing market.

This strategy will serve to test future housing actions proposed by the States Assembly, ensuring that actions:

- both individually and cumulatively, will take Jersey in the right direction
- will help to alleviate the housing issues experienced by Islanders today
- will leave a legacy of housing that is affordable and fit for future generations.

5. Improving value for money in the delivery of our public services, by:

- Continuing to monitor the funding and resources available in Government to support continued action to tackle the housing crisis.

6. Improve the overall performance of housing functions across Government, by:

- Continuing to strengthen the centralised coordination of housing activities, through the Strategic Housing and Regeneration Team
- Enhancing customer experience and support provided by the Housing Advice Service
- Supporting a program of regulatory improvements to ensure the housing legislative framework is fit for purpose and is applied fairly and consistently, addressing areas of detriment, often affecting the most vulnerable in our community.
- Supporting the use of new technology which will assist in intelligence led enforcement, targeting resources at areas of highest risk.





Minister for Infrastructure

Deputy Tom Binet

Assistant Ministers



Deputy
Steve Ahier



Deputy
Lucy Stephenson

Ministerial Priorities

To develop and improve the Island's critical infrastructure and its contribution to Islanders' lives, the environment and the economy.

My priorities are:

1. Delivering Key Government projects:

- Continue to assess, progress and deliver the various elements of the New Healthcare Facilities programme, including an acute hospital at Overdale, ambulatory services at Kensington Place/Gloucester Street and a health village at the St Saviour's Hospital site.
- Complete the new Government headquarters building by mid-2024.
- Continue the review into the replacement and enhancement of sport facilities, providing a plan for longer term delivery.

- Continue work to assess the most appropriate and cost-effective uses for Fort Regent (utilising as much existing information as possible) then commence plans for the necessary development work to be undertaken.
- Complete delivery of the new mental health facilities before the end of 2023, and develop plans for future mental health and other associated facilities, as directed by the Health and Community Services department.

2. Maintaining and improving Government property:

- Change the approach of Jersey Property Holdings to adopt a more financially sustainable model that will enable it to act more commercially across the Government of Jersey estate, including retention of property sale proceeds and the purchase of strategically important property assets.

- Use the strategic condition survey of the public estate to improve the management and efficiency of all government property.
- Develop an approach to increase investment in the government's £1 billion property portfolio that will facilitate the appropriate level of maintenance in future.
- Prioritise the delivery of public realm improvements, particularly in central St Helier, to improve walking and cycling routes and achieve a new, vibrant, 'Town Centre' for the community stretching from the Parade Gardens to Ann Street.
- Commence a refurbishment of both the Central and Fish Markets to establish them as the heart of the new public realm scheme, in order to improve the quality of life for local residents and businesses and provide an attractive environment to encourage growth in the tourism sector.
- To ensure a collaborative approach to strategic property matters, with collaborative working between Officers, Ministerial colleagues, Parish Officials and arm's length bodies that will provide comprehensive evidence-based and costed recommendations to the Future Places Group before decisions are made.
- Ensure the timely and coordinated management, or release, of Government land and premises associated with the new office headquarters and other property rationalisation projects.

3. Providing waste services that continue to meet current needs, develop additional capacity for the future, encourage waste reduction and improve recycling, both domestic and commercial:

- Formulate a strategy for managing inert and hazardous waste, in collaboration with the Minister for the Environment, to provide the Island with appropriate waste management policies, and facilities, for the foreseeable future.
- Develop waste policies to incentivise waste reduction, increase (and rationalise) recycling and reuse services, and generate funds to invest in enhancing general infrastructure capacity.
- Implement the Bridging Liquid Waste Strategy programme to support the delivery of new housing across the Island and ensure sufficient capacity for the longer term.

4. Infrastructure: Protecting islanders from the adverse effects of climate change:

- Develop and commence delivery of the long-term Shoreline Management Plan to protect the Island's coastal communities from the increasing risk of flooding due to climate change.
- Develop a comprehensive Flood Mitigation Plan aimed at minimising flooding and the impact of floods on communities and infrastructure.
- Work with the Constable of St Helier and other Government bodies to fast track the delivery of the public realm regeneration programme, to redefine the heart of St Helier and make it safer for pedestrians and cyclists.

5. Making our roads as safe as possible, and reduce carbon emissions in a measured and affordable way:

- Develop and deliver improvements to the bus service and develop more walking and cycling routes in line with the Sustainable Transport Plan.
- Develop and support a cross-government Road Safety Strategy to reduce road deaths and serious injuries.
- Identify appropriate sites, and seek planning permission for additional car parks, in order to facilitate a reduction in town-centre congestion and on-street parking.
- Accelerate the delivery of the fleet decarbonisation programme, including electric vehicle infrastructure and the replacement of petrol/diesel vehicles with alternatives, wherever practical.
- Review all speed limit polices and attempt to simplify vehicle speed control across the Island.
- Work with the Minister for Justice and Home Affairs and the States of Jersey Police regarding speed limit regulations, enforcement and other speed control and road safety measures.

6. Improving value for money in the delivery of our public services, by:

- delivering departmental savings targets
- demonstrating continuous improvement

7. Improving the performance of departments and services by:

- supporting an engaged and productive workforce
- enhancing customer experience
- progressing the effective management of risk and good governance
- ensuring the efficient, effective and sustainable use of departmental resources
- improving performance management
- ensuring that the public service values are demonstrated in everything we do





Minister for International Development

Deputy Carolyn Labey

Assistant Ministers



Deputy
Steve Ahier

Ministerial Priorities

My priorities are:

1. Ensuring that Jersey meets its obligations as a good global citizen, to help change the narrative about the Island, and to provide opportunities for businesses and individuals, by:

- Continuing to implement the 15 specific objectives of the Strategic Plan (published 2022) for Jersey Overseas Aid, and develop detailed, sector-specific strategies for financial inclusion and Emergency Funding, as have been produced for Dairy and Conservation Livelihoods.
- Continuing to focus on measuring impact of supported projects in the countries in which we operate.
- Playing to Jersey's strengths by focusing our development aid on three areas where we add particular value, further increasing the size of our

portfolio of ongoing dairy, conservation and financial inclusion projects.

- Further developing dairy programming in Africa, beginning new projects in Rwanda, Malawi and Zambia to build on successful recent programmes.
- Supporting Jersey's financial services industry to develop its offerings in impact investment and sustainable finance and philanthropy, and deepening links with the World Bank, and Financial Regulators and Supervisors.
- Standing with Ukraine in its struggle to survive the Russian invasion, adding to the £3.4m of humanitarian assistance already provided by Jersey and ensuring it meets the needs of the civilians worst affected by the war, while responding to other global emergencies, including the Horn of Africa, Sudan and Syria.

- Diversifying and improving skills in Jersey by increasing the number of opportunities for Islanders to volunteer and providing more career opportunities in the international development sector through bursaries, internships and United Nations (UN) placements.
- Continuing to gradually increase Jersey's official development assistance towards the Organisation for Economic Co-operation and Development (OECD) average (0.36%), raising it from 0.28% in 2023 to 0.29% of GVA in 2024.
- Supporting Jersey Overseas Aid to maintain its high score in the Be Heard Survey and continue to lead as an example of a workplace of excellence.

2. Ensuring that Jersey continues to nurture a positive and inclusive Island identity by:

- Enhancing support for those representing the island abroad.
- Furthering local knowledge and developing the resources available to teach school children, front-line workers and Islanders about Jersey, including its unique constitution, history, culture, environment and community.
- Creating newcomer resources to support those moving to Jersey in conjunction with the International Cultural Centre
- Investigating how the Island can be presented internationally and how messaging locally can be made more positive.
- Furthering the Government's engagement with global diaspora communities, in conjunction with External Relations and relevant departments.
- Undergoing a feasibility study/ work around "coordination of the promotion of Jersey's international image externally among the various organisations which do so".

3. Improving value for money in the delivery of our public services, by:

- Striving for best value
- Demonstrating continuous improvement

4. Improving the performance of departments and services by:

- Supporting an engaged and productive workforce
- Enhancing customer experience
- Progressing the effective management of risk and good governance
- Ensuring the efficient, effective and sustainable use of departmental resources
- Improving performance management
- Ensuring that the public service values are demonstrated in everything we do





Minister for Social Security

Deputy Elaine Millar

Assistant Ministers



Deputy
Malcolm Ferey

Ministerial Priorities

My priorities are:

1. Providing targeted support and policies to help Islanders with cost of living pressures, by:

- developing a new basis for community costs bonus payments or providing a replacement benefit
- supporting workers through increases in the minimum wage and taking actions to improve their rights, including the introduction of whistleblowing rights within employment legislation (P.47/2023)
- continuing to implement and expand a scheme to provide community access to period products for those who need them

2. Continuing to adapt and extend the benefits and support available to adults with long term care needs and their carers by:

- monitoring the support provided to people receiving care in their own home, their carers and younger adults
- supporting the development of a sustainable care market that positively responds to long-term demographic trends alongside the ongoing development of our population policy
- reviewing the sustainability of the Long Term Care Fund and continuing to monitor the operation of the Long Term Care scheme
- working with the Minister for Health and Social Services to ensure that the practical support and services available for people receiving care and their carers are well aligned to their needs on an ongoing basis.

3. Continuing the review of our incapacity and health benefits to enable Islanders to stay in work and access the primary healthcare they need by:

- monitoring and expanding the Workwell service to reduce the impact of health conditions on people of working age
- reviewing and updating the assessment of long-term health conditions within the contributory benefit system
- working in co-ordination with the Minister for Health and Social Services and the primary care sector to support the development and delivery of primary care services.
- supporting the Minister for Health and Social Services to develop options for funding healthcare to meet the challenge of future increases in healthcare costs.
- supporting the Minister for Health and Social Services to establish schemes to address women's health issues.

4. Developing schemes to address the impact of a changing demographic by:

- developing the details of a secondary pension scheme
- working across government to ensure that all public services and government functions are actively planning for a changing demographic

5. Ensuring that benefits are well-targeted and effective by:

- updating benefit legislation as needed to support the implementation of the major Transform programme to deliver a new, highly customer-centred benefit administration system and associated processes
- implementing the outcomes of the 2023 high-level benefit review
- reviewing the impact of benefit rules on specific groups and taking action as necessary including providing financial

support for parents of babies needing neonatal care (P.52/2023)

6. Addressing discrimination and promoting the Disability Strategy and the work of the third sector and voluntary groups by:

- responding to the views identified in the 2023 Jersey Opinions and Lifestyle Survey on possible extensions to the Discrimination Law and taking action as needed
- continuing to implement the disability strategy on an ongoing basis.
- continuing progress to ensure that government documents are fully accessible to people with a range of disabilities and are easy to understand by monitoring usage and continuing to develop them as needed.
- working with community organisations to improve the coordination and communication of their services.
- supporting community organisations through targeted grant funding

7. Monitoring and continuing to enhance the ways Social Security contributions and benefits issues are communicated with the public by:

- continuing to implement the major Transform programme to deliver a new, highly customer-centred benefit administration system and associated processes, in coordination with wider government strategies to support effective corporate data management, digitisation and automation
- monitoring customer and stakeholder feedback on an ongoing basis to prioritise the updating and ongoing review of standard letters and guidance information as well as the use of digital, phone and face to face communications.
- ensuring that Social Security benefits and services continue to be easy to access while transitioning smoothly to the new Government HQ building at the end of 2024.

8. Improving value for money in the delivery of our public services, by:

- delivering departmental savings targets
- demonstrating continuous improvement

9. Improving the performance of departments and services by:

- supporting an engaged and productive workforce
- enhancing customer experience
- progressing the effective management of risk and good governance
- ensuring the efficient, effective and sustainable use of departmental resources
- improving performance management
- ensuring that the public service values are demonstrated in everything we do





Minister for Treasury and Resources

Deputy Ian Gorst

Assistant Ministers



Deputy
Elaine Millar



Connétable
Richard Vibert



Deputy
Steve Ahier

Ministerial Priorities

As Minister for Treasury and Resources, I have political responsibility for the Treasury and Exchequer department. Treasury and Exchequer looks after the Island's finances, collecting revenues to fund Jersey's public services and ensuring the protection and effective use of public funds to promote financial sustainability. The department aims to enhance the financial position of the Government and States of Jersey in order that it can deliver policies and initiatives and achieve the best value for money.

My priorities are:

- 1. Providing finance and commercial support for the New Healthcare Facilities and other government projects by:**
 - facilitating appropriate and affordable funding strategies for projects.
 - providing financial and commercial advice and guidance to project teams.
- 2. Supporting the current housing situation in the Island by:**
 - implementing identified funding initiatives for new housing developments and supporting affordable purchases especially for first time buyers.

3. Moving to mandatory independent taxation with an accompanying compensatory allowance for the 2026 year of assessment.

4. Overseeing work on Pillars 1 & 2 - the Organisation for Economic Cooperation and Development (OECD) initiative to update international tax rules in light of the digitalising economy to ensure that Jersey aligns with international standards while supporting the Island's long-term prosperity, by:

- monitoring OECD and international developments throughout 2024 in order to advise Ministers on options for Pillar 2 implementation.
- Implementing any Minimum Standard elements of Pillar 1 and Pillar 2 once agreed by the Inclusive Framework.

5. Implementing the Government's Insurance Strategy

6. Implementing the governance arrangements for arm's length bodies (which includes arm's length organisations (ALOs), States-owned entities (SOEs) and other entities) by:

- providing ministerial leadership of relationships with Arm's Length Bodies, ensuring good value for money of these relationships.
- embedding guidance which enables Arm's Length Bodies to contribute and evidence contribution to Government priorities.

7. Improving the delivery of our public services by establishing a Value for Money Programme including:

- delivering departmental savings targets
- demonstrating continuous improvement
- providing appropriate governance, reporting and resourcing for the Value for Money Programme.

- providing financial and commercial advice and guidance to departments in the delivery of the Value for Money Programme (including savings, improved service effectiveness and better user outcomes).

8. Improving the performance of departments and services by:

- supporting an engaged and productive workforce
- enhancing customer experience
- progressing the effective management of risk and good governance
- ensuring the efficient, effective and sustainable use of departmental resources
- improving performance management
- ensuring that the public service values are demonstrated in everything we do

9. Infrastructure funding:

- continuing to explore creating a local infrastructure pool within the Common Investment Fund for investment in income generating local infrastructure.

10. Upholding customer service standards by:

- ensuring that there are effective processes in place within Revenue Jersey and the Finance Hub.
- continuing to work on digital technologies to improve customer experience.
- making ongoing improvements to the accessibility of public facing services.
- beginning to develop the digital strategy for Revenue Jersey customers following the Organisation for Economic Cooperation and Development (OECD) framework.

11. Continuing to transform the Treasury and Exchequer Department by:

- embedding, monitoring and reporting on the functionality and usability of new IT systems
- continuing Revenue Jersey transformation, including ongoing enhancements to the Revenue Management System and the Future Digital Strategy

Council of Ministers’ Legislative Programme for 2024

This section outlines the legislation that it is aimed will be lodged for debate by the States Assembly during 2024. It does not include policy development and drafting for legislation to be lodged in later years, or business as usual Orders and Commencement Acts.

Chief Minister

| Name of Legislation | Brief Description |
|---|--|
| Charities (Jersey) Law 2014 | Amendments to the Law, particularly to extend the definition of misconduct to provide the Charity Commissioner with greater powers to exclude governors of charities on safeguarding grounds and considering amendments relevant to the private wealth sector. |
| Comptroller & Auditor General (Jersey) Law 2014 | Amendments to the Law further to the Comptroller and Auditor General’s recommendations in her Mid-Term Reflections report. |
| Control of Housing and Work Law | Amendments to support the development of clearer and more flexible population controls. |
| Control of Housing and Work Law | Review legislation that controls access to housing and amend legislation as necessary. |
| Inquests and Post-Mortem Examinations (Jersey) Law 1995 and Marriage and Civil Status (Jersey) Law 2001 | Amendments to the processes surrounding coronial practices, and the investigation and registration of death. |

Financial Services responsibilities

| | |
|---|---|
| Bank (Recovery and Resolution) (Jersey) Law 2017 and Banking Business (Depositors Compensation) (Jersey) Regulations 2009 | Transfer of functions from the Depositors Compensation Scheme to the Jersey Resolution Authority. |
| Companies (Jersey) Law 1991 | Amendments to modernise the Companies Law and associated Regulations and Orders to maintain competitiveness. |
| Consumer Protection Regime | Implementation of secondary legislation and consequential amendments required. |
| Financial Intelligence Unit legislation | The Financial Intelligence Unit will require full separation from the States of Jersey Police during 2024, in line with previous decisions of the Financial Crime Political Steering Group. This legislation will be brought forward over 2024 in consultation with the PSG and other interested parties. |
| Financial Services (Disclosure and Provision of Information) (Jersey) Law 2020 | Exploring access to information by obliged entities. |
| Financial Services (Ombudsman) (Jersey) 2014 | Amendments to the Ombudsman Law and public sector pension schemes statutory rules. |
| Legislative framework for digital assets | Potential introduction of conduct/prudential. Potential amending existing legislation and/or introduction of new law. |
| Legislative reforms to the anti-money laundering regime further to the MONEYVAL assessment of Jersey 2023/24 | Further to the MONEYVAL evaluation of Jersey in 2023/24 there will be the requirement for a series of legislative actions to address recommended actions in the report. Ministers will consider those actions further to receiving the conclusions of the report and will prioritise delivery of legislation accordingly. |
| Limited Partnerships (Jersey) Law 1994 | Updating and clarificatory provisions together with incorporating continuance in/out into permanent legislation. |
| Open Finance (includes open banking) | Enabling legislation. |
| Pensions Regulation | Phase III - deliver a comprehensive framework for regulation of all pensions arrangements. |
| Powers of Attorney (Jersey) Law 1995 | Subject to the recommendation of the Legislative Advisory Panel, clarificatory amendments to legislation and mechanism for non-corporate bodies with separate legal personality to grant powers of attorney. |
| Security Interests (Jersey) Law 2012 | Amendments to clarify and modernise regime. |
| Sustainable Finance | Implementation of standards relevant to sustainable finance. |
| Trusts (Jersey) Law 1984 | Clarificatory amendments following recent judgments. |

Minister for Children and Education

| Name of Legislation | Brief Description |
|---|--|
| Children (Convention Rights) Jersey Law | Phase 2 enactment to include named voluntary agencies. |
| Education (Grants and Allowances) (Jersey) Order 2018 | Revisions to the basis for calculating the grant and determination of eligibility criteria for the grant and allowances provided for in the Order. |
| Reciprocal Care Arrangements | Develop reciprocal statutory arrangements on care orders between Jersey and England and Wales. |
| Regulations for independent advocacy | Bring forward regulations that describe clear legal parameters for independent advocacy. |

Minister for Economic Development, Tourism, Sports and Culture

| Name of Legislation | Brief Description |
|--|--|
| Competition Law Amendments | Legislative changes are proposed in the following areas of law: mergers and acquisitions, market studies, competition law appeals and compliance. |
| Cyber Defence (Jersey) Law | Provide clarity and broad legal framework regarding CERT.JE |
| Draft Unlawful Public Entertainments (Jersey) Regulations 202- | Triennial Regulations to be renewed in 2024. |
| Heritage (Jersey) Law 202- | Protection and management of finds of archaeological significance. |
| Shipping (Registration) (Jersey) Regulation 2004 | The amendments will strengthen requirements for the Representative Persons of Jersey-registered vessels, enhancing maritime standards and regulations. |
| Telecoms Security Amending Regulations | A.57 amendment to the Telecoms (Jersey) Law 2002 to introduce a telecoms security framework for Jersey. |
| Tourism (Jersey) Law 1948 | Amendments will be subject to the review due to start end of 2023. |

Minister for the Environment

| Name of Legislation | Brief Description |
|--|---|
| Amendments to the Regulation of Care (Jersey) Law - 2014 | Amendments to extend the remit of Jersey Care Commission. |
| Animal Welfare (Jersey) Law 2004 | Review of the Animal Welfare (Jersey) Law 2004 - a Law to consolidate and revise the laws promoting the welfare of animals and the prevention of suffering by animals, to regulate the keeping and use of animals, and for connected purposes. |
| Development levy | Legal vehicle required to enable introduction of a development levy. May require amendment of Planning & Building (Jersey) Law or new law. |
| Energy Performance Certificates | Legislation to make Energy Performance Certificates mandatory at the point of sale or rental of a property and to introduce minimum energy efficiency standards. Policy agreed in Carbon Neutral Roadmap. |
| Food (Jersey) Law 2023 | Subordinate legislation under the Food (Jersey) Law 2023 to regulate food for the purposes of protecting human health and consumers' interests in Jersey and increase food security and facilitate export and innovation within the food sector. |
| Offshore renewable energy (Jersey) Law 202- | Legislation to regulate the development of offshore renewable energy sector. |
| Planning and Building (Jersey) Law | Potential amendment to effect change to island plan review process; and form of the island plan. |
| Sea Fisheries (Jersey) 1994 and subordinate Regulations and Orders | Amendments as required under TCA and other International Agreement obligations. |
| Update Building Bye Laws | Bring into force legislation that updates current building regulations and sets increased energy efficiency and carbon emission standards of new and existing domestic and commercial buildings and prohibits new fossil fuel boilers being installed in any property after 1st January 2026. |

Minister for External Relations

| Name of Legislation | Brief Description |
|--|--|
| Intellectual Property Framework Reform | Legislative changes to ensure Jersey's IP framework complies with the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (and FTAs more broadly). |

Minister for Health and Social Services

| Name of Legislation | Brief Description |
|--|--|
| Capacity and Self-Determination (Jersey) Law in 2016 | Second tranche of proposed changes to be developed and lodged in 2024 for debate by the Assembly, to ensure that Jersey's legislation continues to facilitate the delivery of person-centred care. |
| Mental Health Jersey Law 2016 | Second tranche of proposed changes to be developed and lodged in 2024 for debate by the Assembly, to ensure that Jersey's legislation continues to facilitate the delivery of person-centred care. |

Minister for Justice and Home Affairs

| Name of Legislation | Brief Description |
|--|--|
| Draft Police (Complaints and Conduct) (Jersey) Regulations | Provide for detailed process for police complaints further to overarching primary legislation in 2022. |
| Marriage and Civil Status (Jersey) Law 2001 | Amendments to extend current time periods for the submission of documents and strengthening of offences. |
| Matrimonial Causes (Jersey) Law 1949 and Civil Partnership (Jersey) Law 2012 | Amendments to introduce "no fault" divorce and others which help reduce conflict in the divorce process (similar amendments will also be made to the process for the dissolution of civil partnerships). |
| Prejudice Crime Law | To provide for 'hate crime' equivalent legislation in Jersey to meet international norms. |
| Prison (Amendment No. 8) (Jersey) | Create a system of post-custodial supervision of people leaving prison. |
| Pyrotechnic Articles (Jersey) Regulations 202- | To better regulate the sale and use of fireworks and associated pyrotechnics in Jersey. |

Minister for Housing and Communities

| Name of Legislation | Brief Description |
|---------------------------------------|---|
| Rates (Jersey) Law 2005 | Data sharing in relation to vacant homes. |
| Residential Tenancy (Jersey) Law 2024 | Create a legal framework in respect of residential tenancies. |

Minister for Infrastructure

| Name of Legislation | Brief Description |
|---|---|
| Automatic driverless vehicle trials | Creation of exemptions to allow for trials of automated driverless vehicles in Jersey. |
| Single-Use Plastics etc. (Restrictions) (Jersey) Law 2021 | Add the prohibition of disposable vapes under the Single-Use Plastics etc. (Restrictions) (Jersey) Law 2021 to remove the environmental damage done by these items. |

Minister for Social Security

| Name of Legislation | Brief Description |
|---|--|
| Community Costs Bonus | New legislation to support cost of living payments. |
| Discrimination Law (Jersey) 2013 | The result of the Jersey Opinion and Lifestyle survey, which asked whether religious belief should be included as a protected characteristic, will be known in November, a decision will be taken then on potential legislation. |
| Employment (Jersey) Law 2003 | Enhance workers' rights (including Whistleblowing and neonatal rights). |
| Income Support (Jersey) Law 2007 | Updates to support current reviews and major IT project. |
| Long-Term Care (Jersey) Law 2012 | Updates to support current reviews and major IT project. |
| Social Security (Bonus) (Jersey) Law 2014 | Updates to support current reviews and major IT project. |

| Name of Legislation | Brief Description |
|-----------------------------------|---|
| Social Security (Jersey) Law 1974 | New assessment model for long term incapacity. |
| Social Security (Jersey) Law 1974 | Updates to support current reviews and major IT project. |
| Workplace Pension Scheme | New framework legislation to provide for secondary pension. |

Minister for Treasury and Resources

| Name of Legislation | Brief Description |
|--|---|
| Assistance in collection | Assistance in collection of tax debts (Income Tax Law amend., other amends, poss new Regs) in order to comply with the agreement with the UK. |
| Crypto-Asset Reporting Framework (CARF) | Required in order to comply with new and evolving international standards. |
| Draft Multinational Taxation (Global Anti-Base Erosion) (Jersey) Law | Implementation of Jersey's commitment to the OECD's two-pillar initiative on tax issues arising from digitalising economy. |
| Finance Law 2025 (various amendments) | Annual Finance Law to set the standard rate of income tax and legislate the Government's revenue and tax technical measures. |
| Taxation (Implementation) (International Tax Compliance) (Common Reporting Standard) (Jersey) Regulations 2015 | Amendments to the Common Reporting Standard Regulations to improve domestic implementation. |
| Taxation (Implementation) (International Tax Compliance) (United States of America) (Jersey) Regulations 2014 | Amendments to the FATCA Regulations to improve domestic implementation. |
| Version 2 of the Common Reporting Standard | Required in order to comply with new and evolving international standards. |

Non-Ministerial

| Name of Legislation | Brief Description |
|--|--|
| Interpretation Law | Replacement of 1954 Law with modern Law providing for common provisions for how legislation is to be read. |
| Family Courts Registrars Change of Title Law | <p>The instructions ask for amendments to do three things:</p> <ul style="list-style-type: none">i. Replace all references to “Registrar” in legislation relating to matrimonial causes and children with “Family judge”.ii. Transfer functions of Judicial Greffier to the Family Judge.iii. Add office of Family Judge to list in schedule 1 of Employment of States of Jersey Employees (Jersey) Law so that a family judge is not a states employee. |

