

# Strategic Plan 2015 - 18

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## Foreword

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Jersey has a history of planning and delivering for the future. As a result, we have firm foundations – high incomes, a unique environment, strong public finances – but big challenges remain. Our society is ageing, and we live in an uncertain, highly competitive world.

Our strategic plan focuses on the issues that will make the biggest difference for Islanders – keeping what is best about Jersey, and making our Island a better and more enjoyable place to live and work and visit.

Our strategic plan is challenging and long term in its thinking. We will focus on delivering high quality health and social care as society ages; improving educational outcomes; supporting a more productive economy and sustainable population levels; improving St Helier while protecting our countryside; delivering efficient, funded public services. This agenda will support greater social inclusion – health, education, jobs, homes and neighbourhoods.

The Island's government serves you, the residents of Jersey. All that we do should be for your benefit, using your money responsibly, wisely, and efficiently. But we cannot do this alone – the public sector, the voluntary and community sector, the private sector, our community as a whole, will need to work together to secure Jersey's future as a successful and respected small Island state.

**Ian Gorst**  
**Chief Minister**

# Introduction

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## Our Purpose

Our purpose as the government of Jersey is to serve and represent the best interests of the Island and its citizens. In order to do this, we must:

- Provide strong, fair and trusted leadership for the Island and its people.
- Deliver positive, sustainable economic, social and environmental outcomes for Jersey.
- Ensure effective, efficient and sustainable management and use of public funds.
- Ensure the provision of modern and highly valued services for the public.

## Our Goals

The Council of Ministers has a collective responsibility to deliver better lives for Islanders and a better future for Jersey. Its social, environmental and economic goals are to:

- Maintain a safe and just society.
- Promote health and social wellbeing for the whole community, providing prompt services for all and protecting the interests of the frail and the vulnerable.
- Help people in Jersey achieve and maintain financial independence and safeguard the most vulnerable in our community.
- Champion a proper supply of housing of all types, promote affordability, improve housing standards and build strong communities.
- Provide a first class education service, supporting the development of skills, creativity and life-long learning.
- Increase the performance of the local economy, encourage economic diversification and improve job opportunities for local people.
- Promote sporting, leisure and cultural activities that enrich Islanders' lives.
- Promote Jersey's positive international identity.
- Protect and enhance the Island's natural and built environment.
- Provide attractive and well maintained public spaces, protect the environment from the impact of waste products and develop public transport, road and cycle networks that meet the needs of the community.
- Look after Jersey's finances and assets, ensuring responsible use of public funds.

These goals represent the building blocks for Jersey's future sustainability and wellbeing. They are delivered through a portfolio of delivery strategies and action plans, which are reviewed and regularly refreshed.

## **Role of the 2015-18 Strategic Plan**

Each new Council of Ministers must produce ‘*a statement of its common strategic policy*’ generally referred to as the Strategic Plan – within 4 months of taking office so that it can be approved by the States.

The purpose of this Plan is twofold –

- to identify the new Council’s key priorities for its term of office, focusing on the key areas where significant change will make the biggest difference to Jersey’s future;
- to set the strategic direction for detailed delivery plans.

Approval of the Plan sets in train a detailed process of resource and action planning. In particular, it frames the development of the Medium Term Financial Plan, which is lodged with the States Assembly two months later.

- The Medium Term Financial Plan allocates resources to deliver the priorities, maintain core services and meet government’s statutory responsibilities.
- The detail of what will be done and by whom to deliver the priorities belongs in delivery strategies and action plans.

## **Long Term Planning Framework**

We are also committed to improving Jersey’s long term planning process. A new approach is needed to ensure that priorities identified within each electoral cycle sit within a broader vision of the Island’s future that encompasses the full range of social, environmental and economic goals.

# Developing our Priorities for 2015-18

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## Firm Foundations

Jersey compares well with the top performing jurisdictions in the OECD's "Better Life Index" for overall life satisfaction, personal safety and social support networks. Islanders love Jersey for its natural beauty, access to countryside, coast and sea, and the lifestyle these natural assets afford.

The Island is a well-established and highly respected international financial centre with a valued reputation for stability. It has one of the highest gross national incomes per capita in the world. The government has consistently taken the action necessary to deal with emerging challenges on taxation, pensions and global regulatory changes and, through a policy of prudence, has substantial financial reserves. These strengths are reflected in our international credit rating, AA+ with a stable outlook, one of the best ratings possible for a jurisdiction of this size.

Jersey is in a strong position to build on the firm foundations laid down over many years. But we must be aware of trends that affect our Island, and cannot take the future for granted.

## What are the key challenges we face?

In today's world, many governments are facing complex economic, social and environmental challenges while simultaneously dealing with declining tax revenues, deficits, and increasing demand on services. Jersey is not immune to these pressures.

Whilst we are in the enviable position of holding substantial financial reserves, recent economic performance in a fragile global economy has challenged our tax revenues.

Despite signs of improvement in 2014, current economic trends are unlikely to generate sufficient growth in tax revenue for the States to balance its budget by 2018 within the current structure of taxation and expenditure.

The Council must therefore take action to place Jersey on a path to fiscal balance, while ensuring that this action does not jeopardise the Island's economic recovery. Achieving fiscal balance must be a priority. Our aim is to address any structural deficit by 2019, but it is important that our plan be sufficiently flexible to adjust its pace according to the economy's performance.

Looking out beyond our term of office, however, is where the real challenge lies. Over the next 20 years the number of people in Jersey aged over-65 will double and there will be nearly three times as many people over-85. This has significant consequences for the States' public finances. Unless things change, spending on health and pensions will increase faster than revenues over the next 20 years, pushing public finances increasingly out of balance.

Many other places face similar issues and the stakes are high. If Jersey is to enjoy a successful future, we must adapt to these emerging challenges. We need to think about immediate pressures of today but also prepare and invest in order to secure a sustainable future for the Island.

## Developing the Priorities

In an environment of reduced public funding, we have to make difficult choices and focus on key areas where real progress must be made by 2018.

Health must also be one of our top priorities because this issue sits at the heart of the Island's future funding challenge. Currently, health and social care account for nearly 30% of government's

revenue expenditure and almost half of Jersey's public sector workforce. Demands in this area are set to increase.

Today, 14,000 Islanders are aged 65 or over. By 2035, this will increase to 28,000 – about one in four people. The fact that we are living longer is something to be celebrated but, as a community, we must accept that an ageing society will cost us more. A person over the age of 65 typically uses four times more health care resource than an average adult.

The transformation of our health and care services is already underway as Jersey prepares to meet this challenge. System redesign on the required scale requires significant investment but trying to prolong the current system would cost far more in the long term.

It is vital that we see this change programme through, not only to keep pace with growing demand and ensure that services are safe and fit for the future, but also to deliver a health and care model that is financially sustainable. We also need to do more to prevent lifestyle generated illnesses creating unnecessary demand and costs.

In order to meet this and other emerging funding challenges, Jersey needs **economic growth**. In January 2015, Jersey's independent Fiscal Policy Panel stated:

*'The challenges of the ageing society and the risks about the future trend rates of economic growth require action now to develop a clear strategy for raising productivity (in both the public and private sectors) and competitiveness in the Jersey economy in the medium-term.'*

Our economy showed signs of moderate improvement in 2014, with a likely return to growth for the first time in six years. Now we need to step up a gear and prioritise actions that will deliver sustained economic growth. In particular, that means driving productivity improvements so the Island can generate better returns from its resources.

Jersey is internationally competitive because we have a highly skilled and experienced workforce. If we are to maintain that advantage and meet the needs of innovative and emerging sectors, our home-grown talent must be able to compete with the skills available elsewhere. A focus on **improving education outcomes** for Jersey's young people has to be a priority.

Business leaders and skilled workers consider quality of life when deciding where to locate. We need to protect our beautiful natural environment while capitalising on a key asset that has so much more to offer: **the town of St Helier**. We will develop a shared vision of the town's future that looks at everything from the design of public spaces and transport to improvements in housing. It is an exciting opportunity to create a high quality urban environment that people want to live, invest and work in.

Each of the five priorities has also been chosen because it plays a pivotal role in addressing two of Jersey's other key challenges; promoting social inclusion and managing population growth.

If we are to limit population growth, we have to invest in education and productivity. If we are to attract skilled people to the Island and enhance quality of life for Islanders, we need to protect our countryside and improve our town. If we are to promote social inclusion, we must invest in health, education and improved housing. These solutions require a coherent, collective approach and that is what our priorities will deliver.

# Sustainable Public Finances

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## **Our Ambition**

Place Jersey on a sound path to structural fiscal balance and aim to balance States revenue and current expenditure (including depreciation) over the economic cycle, in line with the advice of the Fiscal Policy Panel.

## **Why are we focusing on this Priority?**

Simply put, if the finances of this Island do not continue to be sustainable, then it will not be possible to fund the other priorities of this Strategic Plan.

If the Council is to fulfil its responsibility to ensure effective, efficient and sustainable management and use of public funds, it must take account of the economic outlook, be prudent and flexible in its spending plans, ensure that savings and efficiencies are implemented and not increase public spending unless it is matched by savings or additional income.

The Fiscal Policy Panel has identified a significant risk of structural deficit by 2018/19 on the basis of current taxation and expenditure trends. Prior to the States debate on the Strategic Plan, an updated income forecast will be published which will enable the Council to fully assess the likely balance between projected income and future spending proposals.

In order to cover an anticipated shortfall, Ministers have already asked departments to identify a range of savings and efficiencies and the impact this would have on services. This spending review will ensure Ministers can make informed decisions on future savings and spending plans and the capacity for additional investment in the other four priorities.

Updated income forecasts and more details on the spending review and funding for the priorities will be available before the Strategic Plan debate in April, and final figures will be published as part of the next Medium Term Financial Plan at the end of June 2015.

As well as making savings and encouraging economic growth, the Council is also investigating other ways to fund health care in the longer term. This could mean an extra charge, but research on this option has yet to be completed.

During its term of office, the Council will also review the long term sustainability of the Social Security Fund to ensure it can fund the pension requirements of increasing numbers of pensioners.

The Medium Term Financial Plan will align resources to deliver the priorities, maintain core services and meet government's statutory responsibilities. It will be supported by a new Fiscal Framework which will set out clear guidance on how tax and spending decisions should be made.



Desired Outcome	Key Areas of Focus 2015 – 2018
<p>1.1 Sound and sustainable public finances</p>	<p>Allocate resources at a corporate level in light of strategic priorities and in line with the following principles:</p> <p><b>Spending</b></p> <ul style="list-style-type: none"> <li>• Be prudent, taking account of the uncertain economic and financial outlook and build flexibility into future plans.</li> <li>• Identify and implement all possible savings and efficiencies.</li> <li>• Challenge existing expenditure in the context of strategic objectives.</li> <li>• Optimise service delivery, to improve service delivery and value for money.</li> <li>• No additional spend unless matched by savings or income.</li> <li>• Support the economy in line with the advice of the Fiscal Policy Panel.</li> <li>• Undertake a comprehensive programme of zero-based budget reviews including consideration of whether there is an obligation to provide a service.</li> <li>• Maintain balanced budgets over the economic cycle.</li> <li>• Actively manage our assets by maximising investment returns within agreed levels of risk.</li> <li>• Plan expenditure on capital and infrastructure over the long term and consider carefully the appropriate sources of funding for major projects, including borrowing.</li> </ul> <p><b>Taxation</b></p> <ul style="list-style-type: none"> <li>• Taxation must be necessary, justifiable and sustainable.</li> <li>• Taxes should be low, broad, simple and fair.</li> <li>• Everyone should make an appropriate contribution to the cost of providing services, while those on the lowest incomes are protected.</li> <li>• Taxes must be internationally competitive.</li> <li>• Taxation should support economic, environmental and social policy.</li> <li>• We shall develop a new Fiscal Policy Framework and look at ways to promote financial stability.</li> </ul>

Desired Outcome		Key Areas of Focus 2015 – 2018
1.2	Improved systems of financial management	<p>Evaluate and where applicable implement the recommendations of Comptroller and Auditor General as detailed in her report dated 2<sup>nd</sup> April 2015, "Review of Financial Management" (R.38/2015).</p> <p>Improve organizational culture including performance management.</p> <p>Improve balance between departmental responsibility and in favour of greater collective strategic responsibility.</p>

### A New Way of Working

A key function of the Council of Ministers is to ensure the provision of modern, efficient and highly valued services for the Public, and to do this with limited resources.

Many governments are recognising that the models by which public services have been delivered for the last 50 years are no longer affordable and are adapting. Jersey must embrace this opportunity to deliver shared services that are fundamentally better – in terms of results, value for money and efficiency. Progress is already being made, but the pace of reform must accelerate over the next few years.

E-Government will form the centrepiece of this programme of reform, ensuring that the services Islanders want are provided more efficiently and effectively.

Desired Outcome		Key Areas of Focus 2015 – 2018
1.3	Improved, more productive, and sustainable public services	<p>Deliver e-government to a level and timescale that will be set out in the Corporate Delivery Plan, workforce modernisation, and re-designed Lean services.</p> <p>Restructure departments and rationalise office accommodation.</p> <p>Reduce demand on services by investing in early interventions, such as promoting healthier lifestyles and the 1001 Days initiative.</p> <p>Develop partnerships across the public, private, voluntary and community sectors to improve services for communities and families.</p> <p>Support the voluntary and community sector to build capacity to deliver vital services through the Charities Law and associated initiatives.</p> <p>Ensure that all agencies and government departments delivering public services have clear direction, and deliver value for money.</p>

# Improving Health and Wellbeing

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## Our Ambition

Islanders live healthier lives, with access to high quality, sustainable health and social care.

## Why are we focusing on this Priority?

Jersey ranks in the top 10% of countries in the world for life expectancy and 85% of Islanders rate their health as good or better. The services in our hospital would normally only be available to a population of at least 250,000 and the quality of care provided is highly valued.

Across the world, however, many health systems are struggling to meet the challenges of demand, cost and quality. Demand is increasing because people are living longer and unhealthy lifestyles mean more people have chronic diseases. At the same time, new medicines and improved technology improve health care treatment, but increase costs.

Jersey is facing similar pressures. A review published in 2011 found that without urgent reform and investment existing services would quickly reach capacity, safety would be compromised, waiting lists would grow and people's health would suffer. Declining health leads to social exclusion, loss of earnings, and adverse consequences in the wider economy.

Jersey is taking action to meet these challenges. In 2012, the States Assembly approved P.82/2012 '**Health and Social Services: A New Way Forward**', which set out a new care model, significant improvements to social care and a planned programme for change. Central to the proposals was the need for a new, modern hospital to meet Jersey's future requirements, for integrated services that are delivered in partnership with the private and community sectors, and a sustainable funding mechanism.

Government is playing its part in ensuring that Jersey has a safe, sustainable and affordable health and social care system for the future but we all have a stake in the outcome. If we ignore the slow motion growth in the incidence of preventable diseases, Jersey will drift toward an unhealthy and costly future. To give just one example, diabetes figures in Jersey have been doubling every 6-8 years for the past two decades. If this trend does not change, nearly 1 in 8 Islanders will have the condition by 2020. Changes in lifestyle can help check negative health trends before our problems grow. If we are to meet this challenge, everyone needs to play their part.

A new focus is required on health and wellbeing. We must support people to stay healthy and independent. Social care will be critical. It is not enough, however, for prevention to be the sole responsibility of Health and Social Services. The whole of government and all sectors of society have a role to play. It is in everyone's interest for Islanders to live longer, healthier and more productive lives. Ultimately, it is our cumulative effort as a community that will determine what our future holds.

Desired Outcome		Key Areas of Focus 2015-18
2.1	Incorporation of environmental issues within determination of health strategy and policy.	Consider within policy-making environmental issues (which have both direct and indirect impacts on health and well-being) and how they can be addressed as part of an overall preventative strategy.
2.2	Maximise population health and wellbeing	<p>Develop a new Health and Wellbeing Framework, to include strategies on tobacco, sexual health, alcohol, prevention of suicide and food and nutrition.</p> <p>Develop a cross government approach to tackling and improving the wider determinants of health.</p> <p>Introduce new legislation for public health, food safety, housing standards, smoking, and the regulation of care.</p>
2.3	Continued delivery of health and social care reform	<p>Continue to develop the health and social care system, as agreed in P82/2012, including integrated 'out of hospital' services with a range of partner organisations.</p> <p>Develop new strategies for Mental Health, Carers and Children's Services, including children in care, disabled children, transition to adulthood, and children and adolescent mental health services.</p>
2.4	An agreed model for Primary Care, within the reformed health and social care system	Develop and agree the Sustainable Primary Care Strategy, including an implementation plan.
2.5	Significant progress towards a future Hospital	<p>Agree the Future Hospital site and, subject to agreement of the final budget, and funding, by the States Assembly, commence the build.</p> <p>Agree and introduce as many of the new models of working as practical and feasible – including emergency and ambulatory care, reduced lengths of stay and new theatres.</p>
2.6	Sustainable funding for health and social care	Identify and implement a sustainable funding mechanism for health and social care.

# Improving Education

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## **Our Ambition**

Jersey benefits from high levels of skills, educational achievement, environmental awareness and participation.

## **Why are we focusing on this Priority?**

Jersey has some outstanding schools whose results compare with the best in the United Kingdom.

Between 1999 and 2009, Jersey children consistently out-performed their English counterparts in achieving five or more GCSEs at grades A\*-C. Since then, however, Jersey's academic performance has plateaued and the Island has been overtaken. This is because the United Kingdom invested in education reform aimed at improving standards and reducing educational inequalities.

It is vital that we close the gap.

The fact that some of our children are not fulfilling their true potential is a waste of Jersey's most precious resource – our people – and an economic inefficiency we can ill afford.

We rely on the skills and abilities of our people to be globally competitive. If we don't provide a high quality workforce, others will. That will require a high level of education.

- If the Island is to flourish we need people who will deliver enterprise and innovation, increased productivity, economic growth and a better future for Jersey.
- It is crucial that our young people have the skills and confidence to earn enough to sustain a decent standard of living in their own right.
- We must ensure our young people have the skills to fill vacancies in the job market so we can reduce the need for areas of skills immigration.

Fundamentally, we must ensure that all our young people have the best opportunity to create a bright future for themselves and their Island.

Our focus must extend beyond the education system to encompass the critical early years of our children's lives. The '1001 Critical Days' initiative recognises that the early years of life are a crucial period and key to brain development. The way in which we care for and treat children during these formative years shapes their lives. We need to review the services provided by different agencies, particularly for children in vulnerable families, identifying any gaps and finding solutions.

Desired Outcome		Key Areas of Focus 2015-18
3.1	Jersey's children and young people are given an awareness of the environmental issues facing Jersey and the development of the Island's education system and curriculum takes into account environmental sustainability.	<p>Jersey's children understand the environmental and resource challenges facing the Island.</p> <p>Environmental sustainability is fully integrated into the decision-making process.</p>
3.2	Reshape the Island's curriculum	<p>Implement changes to the school curriculum to ensure that –</p> <ul style="list-style-type: none"> <li>• all Jersey's children and young people understand the Island's history, geography and culture;</li> <li>• Jersey's education system is aligned to, and supports, the Island's social, environmental and economic needs;</li> <li>• creativity is encouraged within the system so that pupils are ready to innovate as part of a diverse economy.</li> </ul>
3.3	Raise standards and improve outcomes for Jersey's children and young people	<p>Strengthen arrangements to –</p> <ul style="list-style-type: none"> <li>• monitor the progress of individual children, schools, cohorts of children and Jersey as a whole;</li> <li>• challenge schools and the system as a whole to raise standards and improve outcomes;</li> <li>• support schools to meet or exceed the ambitious targets they set for their pupils;</li> <li>• intervene when groups of children are not making expected progress.</li> </ul> <p>Review access to higher education.</p>
3.4	Implement changes to give schools the freedom and autonomy they need to raise standards over a sustained period	<p>Review current arrangements to improve financial planning, recruitment, governance and accountability, estate management.</p>
3.5	Ensure every child has the best start in life, are socially, emotionally and developmentally ready for school, engage with learning, make progress and succeed.	<p>Develop a cross-agency approach to deliver joined-up services that:</p> <ul style="list-style-type: none"> <li>• support children and families from conception, through the critical pre-school years (as outlined in the 1,001 Days Initiative), and beyond;</li> <li>• promote and support the engagement of children and families with learning;</li> <li>• deliver effective early interventions for vulnerable families.</li> </ul>

# Optimising Economic Growth

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## **Our Ambition**

Jersey achieves environmentally sustainable, productivity-led economic growth, providing rewarding job opportunities and rising living standards across society

## **Why are we focusing on this Priority?**

Jersey has enjoyed the benefits of a high-performing economy for many years. Thanks to this success, Islanders enjoy a good quality of life, low taxes and access to rewarding employment opportunities, while the government has been able to fund high quality public services and infrastructure and build substantial financial reserves.

If we want to preserve this legacy for future generations, we need sustainable economic growth. Given the cost of future challenges such as our ageing society, health care and infrastructure investment, the additional tax revenues from such growth will be essential.

As a small, export-orientated economy, Jersey relies on being globally competitive.

All around us, governments are working hard to attract investors, business and talent. They are supporting enterprise and innovation, investing in infrastructure and improving their education systems. Jersey must rise to the challenge to achieve the necessary economic growth. In order to do this, we need to address the single most important economic challenge that Jersey is facing – how to increase productivity.

Productivity is about how well we use our available resources – land, people and capital – to produce goods and services. Increasing productivity can either produce more goods and services with the same amount of resources or achieve the same levels of production with fewer resources. Increased productivity is not about working longer but working smarter. It's about finding new and innovative ways to do things better. It is also the most likely way to achieve and sustain higher incomes for Islanders in the longer term.

Technology is changing our world. It offers real opportunities to drive productivity improvements but also to create new business and employment opportunities. Jersey needs to be prepared for the impact of technology, particularly as the jobs of the future evolve.

Cost of living pressures are a growing concern to many Islanders. Government can play a key role in helping relieve these pressures by ensuring that markets and competition work in the interests of consumers, businesses and our economy.

Desired Outcome		Key Areas of Focus 2015-18
4.1	Jersey's credibility and standing in the market place amongst informed investors is improved and enhanced in terms of environmental sustainability	<p>Consider the importance of critical environmental resources and the benefits of adopting environmental management principles to help improve productivity and efficiency.</p> <p>Develop a focus on attracting environmental businesses to Jersey in line with our Ambition of optimising economic growth.</p>
4.2	Increased focus on new, high potential growth sectors	<p>Develop a plan to promote additional jobs and growth in the Technology sector, with a particular focus on Fintech.</p> <p>Deliver and further enhance the existing Financial Services Policy Framework to secure Jersey's future as a leading international finance centre.</p>
4.3	Productivity-led growth across all Jersey's economic sectors	Promote higher productivity in all economic strategies, including the new Tourism, Retail and Rural Economy Strategies.
4.4	Jersey supports innovation, enterprise and inward investment across all sectors	<p>Identify and address barriers to starting, growing and maintaining a business in Jersey, including access to finance and regulatory costs and benefits.</p> <p>Enhance Jersey's reputation with target audiences.</p> <p>Develop a new and challenging Enterprise Strategy.</p> <p>Develop a new Innovation Strategy to build on success of the Innovation Fund.</p>
4.5	A skilled workforce aligned to the needs of productivity-led economic growth	<p>Review and upgrade the existing Skills Strategy.</p> <p>Secure migration that is targeted and delivers the greatest economic and social gain.</p>
4.6	All working age people fulfil their potential in rewarding employment	Identify and address barriers to work for key groups, including those wanting to work beyond retirement, looking after home and long-term sick.
4.7	Competition helps contain prices in key markets	Develop a new Competition Framework and review opportunities to promote competition.
4.8	Jersey has sustainable public finances and low inflation	Develop a new Fiscal Policy Framework and look at ways to promote financial stability.



# Improving St Helier

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## The Ambition

The regeneration of the town of St Helier as a vibrant, environmentally aware and attractive urban centre of distinctive character that people want to use, visit, invest and live in.

## Why are we focusing on this Priority?

The town of St Helier is the engine of Jersey's economy and, for most of us, the place where we work, live or socialise. Despite playing such an integral part in Island life, however, our town is not fulfilling its true potential. Our aim is to drive the renaissance of St Helier as a modern, vibrant town that better meets the needs of those who live and work there.

This is not just a proposal to make our town, which includes the associated urban environment of St Saviour and St Clement, a bit nicer; it is a plan that is vital to Jersey's success. If our economy is to grow, Jersey needs to play to its strengths as an attractive business and living environment. We need to attract and retain high value investment with premier office accommodation and a reputation for a good quality of life and community wellbeing. Ensuring that Jersey has a high quality town to complement our outstanding natural environment is a sound long-term investment.

Regeneration needs to make a difference to residents. There is real scope to make this happen. Less than half of St Helier residents say they are "very satisfied" with their neighbourhood as a place to live compared with 72% elsewhere in the Island. More than one in five are dissatisfied with their housing, compared with just 8% for the rest of the Island. This priority must help create a fundamental shift in people's perceptions and experience of urban living.

We need to ensure that St Helier and its environs is a liveable town, offering pleasant and stimulating public places for people to pass through and visit; that it is a social town, with inclusive places for community and cultural activities and for people to meet; and an economically vibrant town, where local business is well-connected to its customers.

There are other tangible benefits. Urban living offers residents easy access to work, saving on commuting costs and the health rewards of walking and cycling. Modern homes also deliver major savings on utility costs and provide healthier living. Success will hinge on transport solutions that ensure the town is easier to get in and out of and around.

This agenda also increases our attractiveness as a tourist destination. Vitally, it also means we can accommodate limited population growth and protect the quality, character and biodiversity of our countryside and coast for all Islanders to enjoy.

The look and feel of our town cannot be altered quickly or easily, but change is inevitable. The jobs we do, the homes we live in and the ways we shop, travel and socialise are all evolving. Some buildings and streets clearly need a new lease of life. We must embrace and manage these changes in a coherent way, celebrate and protect what is good about our town and remember that success will benefit the rest of the Island too.

The government has an important role to play in creating the conditions for private sector investment, removing barriers to regeneration and by looking after and improving the public realm. However, delivering regeneration is a shared responsibility requiring a new partnership between government, parishes, businesses and the wider community.

Desired Outcome		Key Areas of Focus 2015-18
5.1	St. Helier is an environmentally friendly and environmentally aware place in which to live and work.	Consider explicitly best environmental practice in policy-development and decision-making to improve the attractiveness of St. Helier as a place in which to visit, invest and live.
5.2	A shared vision for the Future of St Helier.	<p>Develop a shared vision and a Masterplan, including an approach to funding that facilitates investment and provides, in particular, for the use of funds generated by the development of the Jersey International Finance Centre to pay for urban regeneration projects.</p> <p>Enhance the value of the public sector property portfolio, including improving Fort Regent, providing additional open space and public car parking as appropriate; examining the benefits and costs of extending the Millennium Town Park using the hospital development to support St Helier, and rationalise government office spaces.</p> <p>Evaluate whether such rationalisation might also be used to assist urban regeneration in areas of St. Helier requiring such assistance.</p>
5.3	The use of resources in St. Helier is managed environmentally with demand management of energy a key policy driver.	<p>Identify and implement measures to address contributing factors towards climate change through demand management and the environmental management of resource use.</p> <p>Consider, monitor and report upon progress against targets in respect of carbon emissions and other contributing factors towards climate change.</p>
5.4	St. Helier offers safe, clean and peaceful surroundings, with a quality of life comparable to that in other parishes.	Develop an efficient regime of street cleansing, litter collection and public toilet maintenance; implement co-ordinated strategies to tackle noise and air pollution and to reduce anti-social and dangerous behaviours.
5.5	Attractive, well-used public spaces meet the needs of town residents and visitors.	Develop a Public Realm Strategy to increase the quality and quantity of public space – streets, squares, parks, other green space – and the links between them.
5.6	St Helier is an attractive business destination with premier office accommodation.	Develop, subject to viability, the Jersey International Finance Centre on the Esplanade, and office space as a key component of our town.

Desired Outcome		Key Areas of Focus 2015-18
5.7	Older commercial areas and buildings are reinvented and renewed.	Bring forward planning policies and development briefs for key areas and sites in town; preserve and enhance the best of what we have; review barriers to change and create a climate for investment.
5.8	St Helier provides attractive urban living with quality homes and neighbourhoods.	Bring forward a housing strategy to deliver increased housing supply for rent and purchase, to increase standards and quality, with reviewed and appropriate criteria of density, and to support good quality neighbourhoods and communities for St Helier, and elsewhere in Jersey.
5.9	Town is easy and convenient to get into and out of; and easy and safe to move around.	Produce a clear and comprehensive plan for travel and transport in and around the town, including safe and convenient cycling and pedestrian routes; ring road parking; more pedestrian areas; adequate parking for the town.
5.10	St Helier is a vibrant place where people can enjoy quality leisure time.	<p>Develop a Retail Strategy to support a thriving and distinctive retail area appropriate to current and future demand.</p> <p>Develop a Culture Strategy to secure the contribution that cultural activities and heritage assets can make to the regeneration of the town.</p> <p>Develop the evening economy to ensure the town is a welcoming place for all, with an effective and efficiently administered licensing regime.</p>
5.11	A new partnership with the Parish of St Helier.	<p>Agree a new partnership between the States and the Parish of St Helier for efficiency and fairness in the delivery of services to the public which does not disadvantage St. Helier ratepayers when compared with the ratepayers of other parishes.</p> <p>Provide in the next Medium Term Financial Plan for the payment of rates on States' properties.</p> <p>Delegate authority to the Parish of St. Helier for the licensing of small-scale events within the parish, including in its public squares and precincts, after appropriate consultation with the relevant authorities and subject to all necessary safeguards, risk assessments being in place.</p>

# The Priorities and Social Inclusion

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Jersey has one of the highest gross national incomes per capita in the world, but we also face higher costs than elsewhere, a pressing need to place Jersey on the path of fiscal balance and a sizeable proportion of Islanders live in relative low income and have difficulty coping financially.

It is therefore critical that we have sound and sustainable public finances. The other four priorities are critical to promoting social inclusion and tackling relative low income in the long term.



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- Poor health can drive social exclusion, and social exclusion itself can cause health problems.
  - Our focus on increasing the health and wellbeing of our community, and ensuring that people can access quality health care if they need it, will help reduce social exclusion.



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- Education plays a pivotal role in the prevention of social exclusion.
  - People who leave schools with low levels of educational attainment and poor basic skills are at a higher risk of experiencing social exclusion as adults.
  - Our focus on early years and education is intended to ensure that every Islander has the opportunity to develop the skills and confidence to become a successful, independent citizen.



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- Nothing undermines social inclusion more than financial hardship.
  - Our focus on economic growth is intended to help create more good jobs and opportunities for Islanders, remove barriers to employment and increase participation.
  - Ensuring that competition works in favour of consumers will help promote more affordable living.
  - Economic growth will also provide government with more resources to fund services that help lower-income households and safeguard the vulnerable.



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- Urban design has a strong influence on people's quality of life.
  - Our focus on St Helier will help improve the quality of its homes and neighbourhood. This includes the supply and quality of housing and the appeal of the public spaces and amenities we all use.
  - Improving our town as a place to live and enjoy will help create a stronger community and increase social inclusion.
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# The Priorities and Population Policy

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## The Big Picture

The world's population is currently increasing by around six million people per week. Cities are growing. By 2030, London is planning for a 15% increase in its population, Singapore is predicting population increases of up to 25% and New York is aiming for a million new residents. Melbourne, currently rated as the world's most 'liveable' city, anticipates it will be home to 40% more people by 2031.

These cities are all responding to the same demographic challenge. Without inward migration, their working age populations would shrink at the same time as their pensioner populations grow. That means fewer workers to fund rising health and pension costs and the prospect of increased taxes. Businesses and skilled workers are highly mobile in today's world and will leave if their aspirations can be better met elsewhere.

Population growth is a solution for these cities - not a problem. They actively want to attract younger, skilled workers to ensure a sustainable, prosperous future. The challenge they face is to accommodate more people in a way that sustains their attraction as a place to live. Their plans emphasise social and environmental improvements.

## The Challenge for Jersey

Jersey faces the same demographic challenge and competes for investment, business and talent on the same stage as these cities. Past success is no guarantee for the future in this changing environment. If investors, businesses and our young people believe their aspirations can be better met elsewhere, Jersey will have to deal with the costly challenge of its rapidly ageing population without the economic base to fund it.

Our position is made more complex because we are a small island with limited capacity for population growth. Islanders are worried that growth and associated development will erode the environmental and social advantages we value so highly. We must find a solution that meets our economic challenges without sacrificing the prized asset of 'liveability' that many competitors crave.

In Jersey, this means getting the most value out of our existing workforce and the most value from every migrant worker. Only in this way can we grow our economy while limiting migration.

The Council's five priorities provide the necessary population policy levers for the future. We must explore the potential contribution that each can make and set realistic but stretching targets that will help us shape our own destiny. Only then, can we consider the cumulative impact of these interventions and the supplementary role that inward migration must play in helping creating a sustainable future for our Island.

We must also be realistic. Inward migration has a key role to play in Jersey's future. Employers will always need staff with skills, market knowledge and experience that is not immediately available locally. Our policy must continue to focus on migration which adds the greatest economic and social value, and only where local talent is not available.



- Future population policy must be founded on the health of our population.
- Health is a key determinant of economic participation. By 2030, about 40% of working age people in Jersey will be over-50. People will also be retiring later. It is these older workers who are most at risk of having to give up work because of illness or to care for someone in poor health.
- Our focus on health is aimed at keeping more people healthy and in the workforce and helping mitigate the rising costs of health care.



- A key focus of population policy must be the skills and capabilities of our people.
- Our focus on education is aimed at developing a high quality home grown workforce, equipped with the skills that local businesses need.
- If we succeed, Jersey can become less reliant on immigration to fill our skills gaps in the future.



- Increased productivity in our economy must sit at the heart of population policy.
- With the right choices, our focus on supporting productivity improvements in our economy can lead to higher production, higher value and higher incomes for every hour worked by our existing work force, and more funding for public services.
- Providing the right employment opportunities will encourage our young people to stay in Jersey or return to the Island.
- If we succeed, we can reduce our future reliance on migrant labour.



- Improving St Helier enables us to support limited population growth, whilst helping preserve our coast and countryside for everyone's enjoyment.
  - If Jersey is to attract and retain the talent we need, St Helier needs high quality, desirable housing and neighbourhoods that provide great places to live and bring up families - for people of all incomes.
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## Planning for the Future

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Over the next two decades, Jersey will face significant changes in economic, social and environmental conditions. Globally, economic powers are shifting and competition for business and talent is intensifying. Concerns are growing about demographic change, climate adaptation and future food, energy and water security.

This Strategic Plan concentrates on the key priorities that the Council believe will help deliver significant change or improvement to help Jersey adapt to this changing world. In addition, work will continue on the delivery of the Council's broader Strategic Goals.<sup>1</sup> This will include the development and implementation of significant new strategies, policies and legislation to include:

- Review and update of the existing Community Safety Strategy
- Review and update of the existing Criminal Justice Policy
- New Road Safety Strategy
- New Climate Adaptation Strategy
- New Disability Strategy
- New Water Strategy
- Equal marriage legislation
- Further development of new discrimination legislation
- Development of a Family Policy Statement
- Strategy to prevent and combat violence against women and girls
- New Housing Strategy

This work needs to be drawn together and aligned with existing strategies into a co-ordinated plan that provides clarity about Jersey's future direction and ensures that all aspects of Jersey's future sustainability are being addressed in a coherent way. Accordingly, the Council will bring forward a new planning framework that will:

- help develop an *Island Vision* describing our shared ambitions for Jersey's future;
- define social, economic and environmental outcomes against which progress can be measured;
- inform decisions about the balance between social, environmental and economic themes
- recognise the inter-dependencies between economic, social and environmental goals and how compromises and trade-offs can best be achieved;
- ensure that key issues such as our ageing population and climate change are embedded into our strategy development process;
- ensure all the organisation's strategies work together to achieve ministers' vision

This new approach, which reflects international best practice, is about delivering the best possible future for our Island and its citizens. It will also act as a prospectus for investors and talent that will tell the world what Jersey is about and where we are headed in the future.

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<sup>1</sup> See Strategic Goals listed on page 3.