

**18<sup>th</sup> December 2008**

**Agenda Item: A 2**

## **STRATEGIC PLAN – PROPOSED PROCESS**

### **INTRODUCTION**

Under the terms of the States of Jersey Law 2005, the new Council of Ministers is tasked with “*agreeing and, within 4 months of their appointment under Article 19(7), lodging for referral to one or more Scrutiny Panels established under standing orders and approval by the States, a statement of their common strategic policy*”. Accordingly, the Council must lodge its draft strategic plan by 11<sup>th</sup> April 2009. Due to the amount of other States business in January and February, this means that the timetable is extremely tight.

This report sets out a proposed process and timetable for the Council to consider its strategic direction and produce the updated Strategic Plan for agreement by the States.

### **PROPOSED PROCESS**

The proposed arrangements build on the process used for the production of the last strategic plan and pick up on lessons learned from that process - in particular it includes:

1. The Council’s consideration of the issues that need to be addressed and its political priorities. The Council will need to:
  - Consider its vision and the overarching guiding principle of the strategic plan;
  - Consider the issues to be addressed
  - Consider its political priorities;
  - Consider strategic direction and develop the plan.

The table setting out the key dates and tasks for producing the Strategic Plan document is attached at **Annex A**.

2. Early and continuing engagement with all States Members to ensure that the Council is aware of member’s views when developing its plan. States Members would be able to:

- Consider and discuss with the Council the issues that the plan should address;
- Consider the Fiscal Policy Panel's advice on the future economic picture for Jersey;
- Make their views known early in the process so that the Council can take them into account when formulating the strategic plan;
- Discuss formally and informally with the Council their views on strategic direction;
- Comment on the draft plan before it is lodged;
- Comment on the plan through the scrutiny process.

This will be achieved through:

- Presentation to States members by the Fiscal Policy Panel;
- Three half day workshops with States members;
- The Council of Ministers refine their thoughts and produce a draft;
- Two further workshops with States members to discuss draft;
- Presentation of the draft strategic plan to States members before it is lodged;
- Six weeks of scrutiny after lodging.

A detailed programme for engagement with States Members is attached at **Annex B**.

3. Opportunities for public comment early in the process. The statutory timetable to produce the plan allows little time for public consultation in the normal sense thus creating problems in arranging meaningful consultation with the public. However, it is proposed that the public are able to comment on the early draft strategic direction and on the draft plan itself. It will also refer back to public comment on previous consultation exercises. The public would be able to:
  - Be aware of the strategic planning process;
  - See and comment on an early draft of the Council's proposed strategic direction;
  - Contribute their views through electronic and other means;
  - Comment on the draft strategic Plan;
  - Contribute to the scrutiny process

A draft consultation/communications process is attached at **Annex C**.

4. Proper consideration of funding issues. The Council will need to agree its policy on States expenditure in the context of the economic outlook for the Island. It is proposed to:
  - Invite the Fiscal Policy Panel to brief all States members and the Council early in January (as outlined above) to outline their views and advice (as outlined above);
  - Consider the likely activity and consequential outline costs arising from the strategic direction proposed by the Council;

- Agree the principles which will govern States expenditure throughout the lifetime of the strategic plan.

The objective of the process is to develop a strategic plan at the appropriate level, which all States members feel they have been able to contribute to, and which the public feel they have been able to comment on. In its report on the implementation of ministerial government, the Privileges and Procedures Committee recommended that the Strategic Plan should concentrate on the overall vision strategic direction of the States, and that the delivery detail would then appear in the Annual Business Plan and departmental business plans. It is proposed that the overall shape of the strategic plan and its relationship with the Annual Business Plan will be discussed at the Council of Minister's workshops.

## **TIMESCALES & NEXT STEPS**

The detailed table setting out the key dates and tasks attached at **Annex A**. However, below is a summary of the key dates when Ministers will be required.

<b>Date</b>	<b>Session</b>	<b>Time</b>
December 22	First meeting to consider political priorities	0930 - 1230
January 6	FPP briefing for States members CoM lunch with FPP	0930 – 1130 1200 - 1400
January 8 & 9	CoM workshops/teambuilding	0900 - 1700
January 19	2 half day workshops for States members	0930 - 1700
January 22* <i>(dependent on the States not sitting on Thursday)</i>	1 half day workshop for States members	0930 - 1300
January 30	Council discusses output from workshops and agrees strategic direction	0930 –1200
February 9	States members workshop on proposed strategic direction	0930 -1300
February 10	States members workshop on proposed strategic direction	0930 -1300
February 26	Council considers 1 <sup>st</sup> draft plan	0930 - 1200
March 20	Council considers 2 <sup>nd</sup> draft plan	0930 – 1200
March 27	Council presents draft plan to States members prior to publication	1000 - 1200
May 28	Council considers responses from Scrutiny and the public and any CoM amendments to the plan	0930 - 1300

The Council should note that the first stage of the process is a workshop for Ministers to discuss initial thoughts on political priorities on the morning of December 22.

## **RECOMMENDATION**

**The Council is asked to:**

- **consider the attached proposals and timetable for producing the strategic plan.**
- **note the dates that ministers are required**

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Strategic Planning Manager  
8<sup>th</sup> December 2008

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### STRATEGIC PLAN PROCESS - PLAN & TIMETABLE

Date	Session
December 18	Council of Ministers (CoM) agrees strategic planning process and discusses the issues that will be addressed by the Plan
December 22	Ministers discuss political priorities
December 22 – March 26	Raise public awareness of the strategic plan process and issues to be addressed – invite public comment on issues.
January 6	Briefing for all States members from the Financial Policy Panel (FPP) on Jersey’s economic forecasts and status. This will take place in the morning with States members having the opportunity to put questions to the Panel. The briefing will be followed by an informal CoM meeting and lunch with the FPP to pose any further questions.
January 8 - 9	2-day strategic planning session for the CoM to consider their strategic plan. This will take place out of the office and include an overnight stay. It is proposed that the Corporate Management Board will join the CoM on 2 <sup>nd</sup> day.
January 19	2/3 half day workshops for States Members. A major criticism of the process last time was that the planning process did not include other States members.  The proposal is that States members be consulted early on in the process about their views on the issues and priorities that the plan should address. Every States member will be invited to one of three workshops, which would be hosted by ministers. This gives an average of 11 members per workshop plus ministers. Follow-up workshops will held in February.
January 22	1/3 half day workshops for States Members (as above)
January 12 – January 23	CoM considers and brings together output from workshops
January 29	CoM meeting with Scrutiny Chairmen’s Panel to discuss Scrutiny process
January 30	CoM considers draft output from all the sessions and confirms its strategic direction and key priorities.
January 31 – February 16	Produce 1st draft Strategic Plan
February 9 – 10	2 half-day workshops for States members to consider CoM strategic direction
February 26	CoM considers 1st draft plan.
February 27 – March 12	Revise Plan
March 20	CoM considers 2nd draft plan prior to publication
March 27	CoM publishes draft plan. This will include a presentation to States

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	members and the media.
March 27 – May 21	Invite public comments on the draft plan.
April 8	Lodge Plan (9 <sup>th</sup> – day before Good Friday - is the nearest available date to the 4 month deadline)
April 9 – May 21	Scrutiny process. This is required under the SoJ Law. 6 weeks has been allowed for this in the plan.
May 28	CoM considers Scrutiny and public responses and agree any amendments it may wish to make to the Plan
June 2	Lodge any CoM amendments
Jun 16 -17	States debate the Strategic Plan

**Strategic Plan Process - Engagement with States Members (including Scrutiny)**

<b>Date</b>	<b>Session</b>
December (to be arranged)	Chief Minister meets President of the Scrutiny Chairmen's Committee. Will include an outline discussion of the strategic planning process.
January 6	FPP presentation to all States members – sets out the economic forecast and provides an opportunity for members to question the Panel.
January 19/22	3 half day CoM workshops with States members to develop and discuss strategic issues and priorities.
January 30	Chairmen's Committee invited to scheduled CoM meeting. This will include discussing how Scrutiny may wish to engage with the strategic plan process.
February 9/10	2 half day workshops to discuss the CoM's proposed strategic direction.
March 27	CoM present the draft strategic plan to States members prior to publication and lodging.
March 27 – May 21	Scrutiny process. It is hoped to engage with Scrutiny throughout the process.

In addition to the above, individual members may also make submissions to the Council throughout the process.

## **Strategic Plan – Consultation**

The aim of the consultation is to:

- Raise awareness of and stimulate a debate about the issues facing Jersey over the next five years
- Promote awareness of the content of main draft of the Strategic Plan Encourage and enable a cross-section of Jersey residents to express their views on the draft plan and the final proposition

The communications campaign will be in two stages. In the first, we aim to learn more about people's views on the Council's initial proposals for the strategic direction of the Island.

The second stage will be a more detailed formal consultation phase following the publication of the draft Strategic Plan. The approach to both stages will be similar.

### **Stage One 8 February – 26 March Consultation on the initial proposals for strategic direction**

- Publish early draft strategic direction when it is made available to States members
- Public awareness campaign through various methods, including: -
  - local media
  - [www.gov.je](http://www.gov.je)
  - Local websites like [www.jerseyinsight.co.uk](http://www.jerseyinsight.co.uk) and [www.channelonline.tv](http://www.channelonline.tv)
  - Full page advert/s in the JEP
- Online Q&A with the Chief Minister

### **Stage two 27 March – 16 May Consultation on the draft Strategic Plan**

- Publish draft strategic plan one week before lodging
- Media campaign – phone ins, Talkback, Sunday Roast, features etc
- Mini-survey with key questions on relevant issues, conducted through:
  - [www.gov.je](http://www.gov.je)
  - Public consultation register
  - Local websites like [www.jerseyinsight.co.uk](http://www.jerseyinsight.co.uk) and [www.channelonline.tv](http://www.channelonline.tv)
  - Full page advert/s in the JEP
- Online Q&A with the Chief Minister