



# Strategic Plan 2006 - 2011





# Our Vision:

- Jersey has a unique and recognised identity
- People living here enjoy a good standard of living based on a strong, environmentally sustainable and prosperous economy
- We are an inclusive society where everyone has equality of opportunity and access to the services they need
- Our environment sustains a sense of well-being
- Government promotes self-sufficiency and enables enterprise

This Strategic Plan sets out the road map to achieve these objectives.





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# Foreword

From time to time in Government, it is necessary to take a step back and to look at the biggest possible picture. Where are we now and where do we want to get to in the years ahead? This Strategic Plan does just that. It is the first such Plan produced by the Council of Ministers under the new system of government and builds on previous plans whilst also incorporating new thinking. It spells out exactly what we plan to achieve and when.

Jersey is an exceptional place with so much to be proud of. Yet there are things that need to improve for today and actions that must be taken now to prepare for the future. We are making six commitments to the people of Jersey to turn our vision into reality. These are that we will:

- Maintain a strong, successful and environmentally sustainable economy
- Create the environment in which everyone in Jersey has the opportunity to enjoy a good quality of life
- Promote a safe, just and equitable society
- Maintain and enhance the natural and built environment
- Create a strong, recognised identity for Jersey and promote a real sense of belonging
- Ensure that States services are necessary, of high quality and efficiently run

In recent years, the States has worked hard to create the right environment to enable our economy to grow which, in turn, helps ensure the continued prosperity that provides Islanders with a good quality of life. That work must continue, but with those building blocks now in place we also need to focus on social issues to make sure that everyone in our community is provided for and protected. The improvement of social housing, home ownership, the income support system, law and order, the need to care for the growing number of elderly people in our population and anti-discrimination measures are key features of this plan. So, too, are much needed improvements in our infrastructure and the future prospects for our young people.

Young people made it clear at the “Imagine Jersey” events in 2003 and 2004 that they wanted to play an active role in the policy-making of the Island and we are very keen to ensure that this happens. Measures that will affect young people appear under each of our six commitments and are then drawn into a separate section to create a focus for debate.

The Plan addresses all the major issues facing Islanders. It seeks to meet the challenges we all currently face and, at the same time, to develop the many opportunities that are open to us.

An essential part of our vision for the future is recognising that Government should only intervene in the workings of the Island where necessary. We will continually check whether public services are best provided by directly employed staff, by another provider, or through a partnership arrangement.

Tough decisions have had to be made in this Plan to strike the right balance between delivering better public services and maintaining public sector spending at a sustainable level. We believe that we have managed to achieve this and that our Plan is both achievable and affordable.

This is an ambitious Strategic Plan which lays out clearly what we intend to achieve over the next five years. It reflects the determination of the Council of Ministers to show strong, yet compassionate and thoughtful leadership.

The Council of Ministers will seek the support of the States to achieve what needs to be done and we stand united in our determination to deliver on these aims for the benefit of all.

**Senator Frank Walker**  
Chief Minister



# The Strategic Plan

## Vision for the future

### Introduction

Jersey is a small independently-minded and self-sufficient community with a proud tradition of punching well above its weight in the world.

This success has grown from the spirit, skills and commitment of the people of our Island. In recent years our economic success has depended upon the growth of the finance industry which has helped us fund excellent public services and a standard of living which is amongst the highest in the developed world.

Jersey is a community where our environment, economy, public and private facilities and services are interdependent. Whilst the finance industry may fund much of our economy, a sound rural economy and a thriving tourist industry are also important to our quality of life and our diverse society.

However, success has made us a target for competition and increasing international scrutiny. There is a choice of future direction, either to accept this challenge and grow in international stature and recognition, or to try to secure what we have, holding onto current business, trimming costs and accepting a gradual levelling down nearer to the average standards for a developed economy. This is a stark but realistic choice which the Council of Ministers has considered. We strongly believe that, collectively, we should do all we can to maintain Jersey's position of pre-eminence. Our Strategic Plan is therefore based upon continuing to develop our knowledge, business and economy. We believe that only in this way will we be able to protect our heritage and environment and invest in services and policies which promote our good quality of life and increase opportunities and equity for everyone.

Our Plan is not based on cost cutting, but commits us to cutting out unnecessary costs wherever they are found. We will deliver the real cost reductions of £20 million promised by the Change Programme. However, we believe such savings should be invested in improved infrastructure and services. We are proposing to invest in modest growth to halt the decline in the standard of our roads and housing and to continue to provide services like Health and Education of which Jersey is

justifiably proud. These programmes are based upon using our resources sensibly and pursuing the sound fiscal strategy already agreed by the States.

Our strategies will, we believe, secure our future and safeguard the things that make Jersey such a special place. But it goes further than that. We recognise there are some aspects of our society that we are not proud of. There are also challenges to be overcome if we are to secure our future. This Plan identifies the issues and sets out initiatives and actions which will address them.

Doing these things will require investment. We believe that public spending must not exceed what is required for us to achieve success. We believe sound, effective, public, private and voluntary partnerships can be the best way of harnessing the creativity and resources which exist in Jersey and this will keep taxes and public spending low. There will be some tough decisions to be made about the use of assets or funding initiatives. The Council of Ministers is committed to taking these decisions, but will ensure that they are properly and publicly considered. Our decisions will be based on sound analysis, full consideration of the options and their contribution to achieving the Strategic Plan.

## Analysis of special features, issues and challenges

To decide our priorities for action we have considered what is special about Jersey; what we want to keep, what we want to change and what challenges we need to overcome. The Plan then proposes the Council of Ministers' priorities for action and a full programme of detailed commitments.

We should consider what it is that makes Jersey such a special place. By understanding these things better, we can take effective action to maintain them.

| Jersey is a special place to live and work  |  |
|---|--|
| <ul style="list-style-type: none"> <li>• A wonderful environment for children</li> <li>• Low crime rate</li> <li>• Good standards of behaviour</li> <li>• Prosperous</li> <li>• Full employment</li> <li>• Great heritage</li> <li>• Superb natural environment</li> <li>• Excellent health care</li> <li>• Excellent education</li> <li>• Clean and well maintained</li> </ul> | <p>Ours is a society where good manners and good behaviour are the norm. Jersey has a wonderful environment, is very safe, clean and well maintained. Our economy is the envy of most other countries, with full employment and generally high levels of income. Whilst numbers of public employees relative to the population are lower than our comparators we are rightly proud of the quality of our major services like Education and Health.</p> |

Whilst Jersey offers an excellent quality of life for most people there are still some areas that need to be improved.

| Issues that have to be addressed   |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Social inequalities</li> <li>• Public engagement</li> <li>• Anti-social behaviour</li> <li>• Costs and prices</li> <li>• Transport</li> <li>• The standard of public housing and roads</li> </ul> | <p>The Island suffers from high cost levels which impact on both business and individuals. As a result, people on lower incomes find it harder to make ends meet. However, income is not the only reason for inequality; housing controls (important to safeguard many aspects of our society) mean some people are disadvantaged and the introduction of appropriate employment and anti-discrimination laws also have a part to play. In such a close society, the low levels of voter turnout and high levels of criticism of the States show that changes have to be made.</p> |

This plan looks forward to make sure that we are prepared for future challenges. Some of these are not unique to Jersey, but by taking action now we will be well placed to maintain our position as an Island with one of the highest standards of living in the developed world.

| Challenges to prepare for   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• External economic threats</li> <li>• Transforming the economy</li> <li>• Defining a Jersey brand and place in the world</li> <li>• The Waterfront and a plan for St Helier</li> <li>• An ageing population</li> <li>• Prospects for youth</li> </ul> | <p>Being an economic success means that there is increasing international competition as other large and small nations strive to achieve the same. Not only do we need internal economic reform, but we need to create a stronger understanding of ourselves in the world and use that to open new markets and new opportunities.</p> <p>We have to plan for major changes in the make up of our society. As people live longer and our society ages we have to prepare not just appropriate support, but also new work, leisure and voluntary opportunities. If we are to manage our economic transformation without detriment to our environment we need to become more self-sufficient in terms of knowledge and skills. Providing more opportunities and investing in skills will provide a stronger future for young people to participate in in the future, and should also address emerging concerns about issues of anti-social behaviour.</p> |



So, at the core of our thinking about the future, we have considered three principal factors that inform this Plan. Firstly, we need to nurture those aspects of Jersey that already make it a very special place to live and work; secondly, we need to tackle certain problems such as the inequalities that exist in our society; and, thirdly, we have to prepare for the challenges that we face in the future.

### **Council of Ministers' commitments**

We have made six commitments to achieve these goals:

**We will, in no specific order of priority:**

- Maintain a strong, successful and environmentally sustainable economy
- Create the environment in which everyone living in Jersey has the opportunity to enjoy a good quality of life
- Promote a safe, just and equitable society
- Maintain and enhance the natural and built environment
- Create a strong, recognised identity for Jersey and promote a real sense of belonging
- Ensure that States services are necessary, of high quality and efficiently run

Making these six commitments happen will require government to continue to deliver its existing vital core services, whilst at the same time putting into place a series of new initiatives that address the shifts in emphasis and direction that we want to bring about.

Within the total body of work that will be taken forward over the lifetime of this Plan, the Council of Ministers have identified their top priorities for action.

# The Strategic Plan

## Council of Ministers' Top Priorities

The Strategic Plan is the road map that sets out the direction that the government of Jersey wishes to follow. It defines the aspirations that we will be working towards and sets out the outline work programme for the next five years. The Plan is the framework within which new legislation and major policy proposals will be developed prior to referral to the States Assembly for decision.

There are many initiatives and services to be delivered over the coming years. These are set out in some detail in the body of the Plan. The Council of Ministers will ensure that in the development of any new initiatives, policies or strategies, consideration will be given to all cost, revenue and manpower implications which may arise from the proposals. Priority will be given to those which can be achieved within approved revenue and manpower resources. The following are our top priorities for action to ensure that our six commitments are delivered.

Provision for financing many of these has already been approved in previous States Resource Plans. The States Annual Business Plan, which will be presented to the States each July, will enable debate on the financial priorities to be approved.

The resources to deliver these priorities are included in the Resources Statement on pages 10 and 11 of this Plan.

### Existing Priorities

#### 1. Update, agree and implement existing strategies, including:

- Fiscal Strategy – implement
- Economic Growth Plan – update and implement
- Income Support – implement
- Migration Policy – implement
- 14-19 curriculum and higher education development – agree and implement
- Rural Economy Strategy – implement
- Criminal Justice Policy – update, agree and implement
- Solid Waste Strategy
- Integrated Travel and Transport Plan – agree and implement
- Cultural Strategy – implement
- States modernisation programme “Better, simpler, cheaper” – implement
- “The State of Jersey – a report on the condition of Jersey’s environment (January 2005)” – implement the five Environmental Priorities in the Executive Summary
- Biodiversity Strategy for Jersey (September 1995)
- “Jersey into the Millennium – A Sustainable Future” – update, agree and implement
- Balance the States income and expenditure within the financial constraints/cash limits agreed in the Annual Business Plan

## **New Priorities**

- 2. Update the Island Plan with a new emphasis on forward planning, including:**
  - Regeneration of St Helier and its Waterfront
  - Planning for the next generation of inert waste sites
  - Delivering the new Town Park
- 3. Develop an integrated Social Inclusion Strategy to include:**
  - Early years childcare
  - Access to high quality affordable housing
  - Anti-discrimination policies
  - Policies to address social inequity
- 4. Develop and implement a Health and Social Care Strategy**
- 5. Plan for demographic change, including:**
  - Integrated strategy for an ageing society
  - Security and sustainability of pensions – both public and private
- 6. Maintain and improve infrastructure, including:**
  - The road network
  - Public transport
  - Main drains and sewers
  - Public housing stock and buildings
- 7. Secure air and sea transport links**
- 8. Develop and implement an Energy Strategy that addresses:**
  - Economic efficiency
  - Social equity
  - Security of supply
  - Environmental impacts
- 9. Pursue improved protection for Jersey in respect of the various nuclear activities being carried out on the Cotentin peninsular**
- 10. Strengthen Jersey's international personality and review our constitutional relationship**
- 11. Balance the States income and expenditure, to include:**
  - Staying within agreed financial constraints/limits
  - Further improving the delivery and efficiency of public services
- 12. Assist the Privileges and Procedures Committee in reviewing the composition of the States and electoral reform.**

# The Strategic Plan

## Resources Statement

by the Minister for Treasury and Resources

### Financial Framework

Our aim is steady and sustainable public finances for Jersey. We will achieve this by having balanced budgets and eliminating deficits over the economic cycle.

In order to have a sound economy, we need to deliver our anti-inflation strategy which is to keep RPI(X) at or below 2.5%. We also need to avoid boom and bust in the economy. We will do this by establishing a stabilisation fund into which we will pay budget surpluses in times of economic growth and from which we will draw in times of recession.

We will have clear and credible economic policies that are communicated and measurable.

Within the period of this Strategic Plan we will review the ownership of States-owned utility companies. Any sale proceeds will go into the Strategic Reserve and will not be used to generate either capital or revenue spending.

We are committed to a prudent Fiscal Strategy so the Goods and Services Tax will not be more than 3%, unless the States agree further exemptions. We will not introduce any taxes other than those compatible with the Fiscal Strategy.

### Strategic Plan Resource Implications

#### Revenue Expenditure

The efficiency programme will deliver £10 million per annum by the end of 2006 and, £20 million per annum by the end of 2009.

The Plan reinvests the £20 million efficiency savings in health and the rising costs of welfare.

The Plan also makes provision for investment in vocational training and economic growth, the unavoidable repayments on the *Opera House* and the deficiency in the teachers' pension scheme. This investment equates to an additional £4 million a year from 2007 onwards.

In July 2005 the States approved P93/2005 which set out certain principles for the future management of States property. One aspect of this was the development of the States Property Plan, Appendix A to this Strategic Plan, which outlines the strategy for introducing greater efficiency to the delivery of services through property and for extracting optimum benefit from the States property portfolio. A new organisation, *Property Holdings*, is being created which will bring together the various property resources currently scattered across States departments. *Property Holdings* will make a substantial contribution toward the efficiency savings referred to above, while continuing to ensure that States property needs are met.

#### Capital Expenditure

The Strategic Plan gives greater priority to the refurbishment of the States social rented housing stock and to road maintenance than the previous capital programme. The revised capital programme will also include funding for the *Town Park* and the commencement of a new reclamation site. The overall capital programme will be increased by £3 million per annum from 2007 onwards.

#### Resources Forecast

The Strategic Plan is fully funded from within existing spending limits, when the contributions from savings and potential new income flows are taken into account. The forecasts beyond 2009 can only be considered indicative, particularly with the scale of change anticipated in our tax policies.



|   | 2006        | 2007        | 2008        | 2009        | 2010        | 2011        |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
|   | £' m        | £' m        | £' m        | £' m        | £' m        | £' m        |
| States Revenues   | 481         | 495         | 511         | 527         | 546         | 559         |
| Impact of Fiscal Measures to be approved:                                   | -           | -           | -           | -           | -           | -           |
| 0/10 Corporate tax structure  | -           | -           | (3)         | (3)         | (70)        | (75)        |
| Goods and Services Tax  | -           | -           | 45          | 45          | 45          | 45          |
| 20% means 20% income tax proposals  | -           | -           | 2           | 4           | 6           | 8           |
| <b>Potential States Revenues<sup>1</sup></b>                                | <b>481</b>  | <b>495</b>  | <b>555</b>  | <b>573</b>  | <b>527</b>  | <b>537</b>  |
| Revenue Expenditure Forecasts   | 442         | 464         | 482         | 497         | 508         | 522         |
| Capital Expenditure Forecasts   | 39          | 42          | 40          | 38          | 41          | 38          |
| <b>Total Net Expenditure Forecasts<sup>2</sup></b>                          | <b>481</b>  | <b>506</b>  | <b>522</b>  | <b>535</b>  | <b>549</b>  | <b>560</b>  |
| <b>Expenditure growth</b>   | <b>2.8%</b> | <b>5.2%</b> | <b>3.2%</b> | <b>2.5%</b> | <b>2.6%</b> | <b>2.0%</b> |
| Transfer of Parish welfare and residential care (May 06) <sup>3</sup>       | 7           | 10          | 10          | 10          | 10          | 10          |
| <b>Total Net Expenditure Forecasts (incl Parish transfer)</b>               | <b>488</b>  | <b>516</b>  | <b>532</b>  | <b>545</b>  | <b>559</b>  | <b>570</b>  |
| Contribution from Dwelling Houses Loan Fund <sup>4</sup>                    | -           | -           | -           | -           | -           | -           |
| Funding from Island Rate for transfer for Parish Welfare <sup>3</sup>       | 9           | 10          | 10          | 10          | 10          | 11          |
| <b>Expenditure growth after Dwelling Houses Loan and Island Rate income</b> | <b>2.8%</b> | <b>5.6%</b> | <b>3.2%</b> | <b>2.5%</b> | <b>2.6%</b> | <b>1.8%</b> |
| <b>Projected Surplus/(Deficit)</b>  | <b>2</b>    | <b>(11)</b> | <b>33</b>   | <b>38</b>   | <b>(22)</b> | <b>(22)</b> |

## Notes to the forecast:

### Potential States Revenues<sup>1</sup>

Since the draft Strategic Plan was lodged in April the forecasts of States revenues have increased to the extent that the financial position over the five-year period is sustainable without the planned contribution from the *Dwelling Houses Loan Fund*<sup>4</sup>. Consequently, the Council of Ministers accepted an amendment to transfer these funds to a *Stabilisation Fund*.

The potential States revenues are those prepared for the draft Annual Business Plan 2007 including the loss of corporate income tax from the "0/10" measures, the addition of the anticipated revenues from the Goods and Services Tax (GST) and the phasing out of income tax allowances for higher earners (20/20).

These revenue estimates, particularly in the later years, are likely to change and should be treated with caution. The revenue projections will be reviewed at least twice yearly and the next figures will be published in the draft Annual Business Plan 2007 and the Annual Budget 2007.

### Total Net Expenditure Forecasts<sup>2</sup>

The net expenditure forecasts provide for the new initiatives identified within the Plan and the additional costs to implement GST and the new income support scheme.

### Transfer of Parish Welfare and Residential Care<sup>3</sup>

The figures provide for the estimated costs of native welfare and residential care which have been transferred from the parishes in May 2006, the first full year being 2007. These additional costs are to be funded through income raised from the new Island Rate, which is also shown separately.

### Dwelling Houses Loan Fund<sup>4</sup>

A balance of £32 million is available in the *Dwelling Houses Loan Fund* which, as a result of an amendment by the Corporate Services Scrutiny Panel, will be transferred to a *Stabilisation Fund*. Proposals for the establishment of a *Stabilisation Fund* will be brought forward by the Treasury and Resources Minister alongside the 2007 Budget.

### Amendments to the Strategic Plan

A number of amendments were approved as part of the debate on the draft States Strategic Plan. The Council of Ministers recognises the intention of the States that these initiatives be developed and implemented at the earliest opportunity. Consequently, the relevant departments have amended their objectives and priorities to reflect the States intention.

The Council of Ministers is clear that the financial framework, agreed in the Strategic Plan, must not be exceeded. Consequently, once the proposals for dangerous structures, 3rd party planning appeals, the education and rehabilitation of prisoners and a winter fuel payment scheme are developed, they will be brought to the States together with equivalent funding options.

### Manpower

The overall costs of manpower are contained in the revenue expenditure totals in the Resources Forecast above. Detailed manpower implications will be assessed as policies are brought forward for approval and overall manpower numbers will also be identified in each States Annual Business Plan.

### Senator Terry Le Sueur

Minister for Treasury and Resources

# The Strategic Plan

## How the rest of this Plan is structured

### How the rest of this Plan is structured

The rest of the Plan is designed to show how the six commitments made by the Council of Ministers will be addressed.

Each section is prefaced by a short statement describing the main issues that relate to that commitment.

Under each of the six commitments there are a series of headings that set out the outcomes that we want to achieve. Each of the outcomes has beneath it a list of bulleted points which are the indicators that will be measured to assess progress towards that outcome.

The achievement of each outcome will be shaped by everything we do, including routine service provision and those major new initiatives which are described in a set of numbered statements set out in each of the sections.

They also show which Minister has the lead responsibility for delivering them using the following notation:

|      |                             |        |                                  |
|------|-----------------------------|--------|----------------------------------|
| CM   | Chief Minister              | ED     | Economic Development             |
| ESC  | Education Sport and Culture | HA     | Home Affairs                     |
| HOUS | Housing                     | HSS    | Health and Social Services       |
| P&E  | Planning and Environment    | SOCSEC | Social Security                  |
| T&R  | Treasury and Resources      | TTS    | Transport and Technical Services |

This Plan sets out those actions that will be completed over the next three years and identifies work that must be started to then be implemented within five years. Some tasks, such as planning for an ageing society, an energy policy and developing the Waterfront and St Helier, need to look forward to the next 20 years and beyond, so we must start them now to safeguard the Island's long-term future.

The level of detail contained in this Plan is deliberately high as it would be inappropriate to describe all the activities of every government department in such a strategy document. However, there is a clear linkage between the high-level priorities set by this strategy and the detailed departmental business plans that are published annually. The diagram on page 51 shows this relationship.

Throughout the following sections there are references to existing government policy documents. Readers wishing to explore these documents can find them on the government website [www.gov.je](http://www.gov.je), and typing the name of the document into the search facility. Alternatively, departments can be contacted directly for a hard copy.

# Detailed Plan

# Commitment One:

## We will maintain and enhance a strong, successful and environmentally sustainable economy

Jersey has a highly specialised economy. Its strong, internationally competitive finance industry provides a high standard of living and security for its direct employees, but also strengthens the economy of Jersey to benefit the whole community. Appropriate investment and action is required to retain and enhance this industry in the face of strong international competition.

Continuing success will also depend on Jersey providing world class business infrastructure, excellent local and international communications and reliable transport links. Tightening regulatory standards and enforcement regimes must be mirrored in Jersey to maintain our reputation for financial probity.

At the same time we will promote existing industries, which play a large part in preserving the Island's heritage and character. The role of these and emerging industries in enhancing the beauty of the Island, attracting people to locate here and providing diverse employment opportunities for Jersey people remains vitally important to both our quality of life and the health of our economy.

Whilst building on these traditional strengths, the Island will encourage new businesses and opportunities to broaden and deepen its economic base. Maximising local employment opportunities will require tailored educational programmes to develop relevant professional and vocational skills.

As an international financial centre we will not ignore the global threats of international terrorism and organised crime. Jersey is, and will remain, synonymous with the highest standards of practice and security in this industry around the world.

Our overall aim is to achieve and maintain low inflation rates whilst improving productivity to help create real economic growth of at least 2% per annum. In this way we can fund the Island's services and provide employment for local people.

### 1.1 Show the world that economic and environmental success can work together

#### Indicated by:

- A reduction in per-capita consumption of resources
- Targets and timescales for reductions in per-capita waste arisings that reflect best practice globally
- Targets and timescales for reductions in greenhouse gas emissions that reflect global commitments
- Minimisation of adverse environmental impacts resulting from economic growth
- Conservation and enhancement of biological diversity locally and contribution towards the conservation of global biodiversity where appropriate

#### What we will do:

- 1.1.1 Implement the five Environmental Priorities in the Executive Summary of "The State of Jersey – a report on the condition of Jersey's environment" (January 2005) (P&E)
- 1.1.2 Adopt the overall goal of the draft Biodiversity Strategy for Jersey (September 1995) and pursue the five objectives for conserving biodiversity set out in Section One (P&E)
- 1.1.3 Provide an annual report to the States by the Director of the Environment (P&E)

### 1.2 Economic growth is sustained through improved productivity

#### Indicated by:

- 2% per annum sustained increase in real Gross Value Added (the most useful measure of change in our gross domestic product)
- Productivity of all industry sectors increased (2% growth in GVA is achieved with growth in total workforce at less than 1% per annum)



**What we will do:**

- 1.2.1 Between 2006 and 2011, develop and implement existing and new strategies which will support the five key drivers in the economy – investment in physical capital, skills and human capital, innovation, competition and enterprise – and address the factors that are necessary for economic growth for existing, emergent and new sectors of the economy (ED)
- 1.2.2 Negotiate fiscal agreements with countries in order to increase opportunities for growth and diversification of the finance and other industries (CM)
- 1.2.3 Further develop economic and trade links with France and other European neighbours (ED)

### 1.3 Low inflation is sustained

**Indicated by:**

- Annual percentage change in RPI(X) is close to, or below, the set target

**What we will do:**

- 1.3.1 Ensure that States income matches or exceeds States expenditure over the economic cycle (T&R)
- 1.3.2 Retain any budget surpluses that occur before the introduction of the 0/10 tax changes (due in 2010) in the *Consolidated Fund* until the extent of any structural deficit as a result of the new fiscal strategy becomes clear, with these surplus funds being used to maintain revenue and capital spending in the short term whilst any structural deficit is addressed (T&R)
- 1.3.3 Improve the overall fiscal framework by the immediate establishment of a *Stabilisation Fund*, into which the balance of excess funds over liabilities held currently in the *Dwelling Houses Loan Fund* will be transferred as they become available (T&R)
- 1.3.4 Forward, for approval by the States, detailed proposals for the control of inflation to update the current inflation strategy, with the proposals to include details of the future use of the balance in the *Stabilisation Fund* created under 1.3.3 above; and the operation and long term use of the Fund which will be broadly as described in the Economic Growth Plan (P:38/2005) as adopted by the States. The proposals will also cover the role of fiscal measures, particularly GST rates, in this context (T&R/ED)

### 1.4 The potential of the Island's workforce is maximised

**Indicated by:**

- Sustained low unemployment
- Increased employment opportunities for all, particularly the under-25s and over-50s
- Increased participation rates in the workforce by local people
- Increased numbers of local graduates returning to the Island

**What we will do:**

- 1.4.1 Encourage growth in existing businesses across all sectors through a business and enterprise development strategy (ED)
- 1.4.2 Investigate the benefits of a vocational skills centre for 14-19 year olds during 2006 which will create a shift from imported skills to home grown skills (ED)
- 1.4.3 Increase employment levels by improving incentives/removing disincentives to work; addressing barriers to work; ensuring that unemployed people receive the right training to re-enter employment (ED)
- 1.4.4 Raise awareness of best practice in human resource management and in all aspects of business operation (ED)
- 1.4.5 Develop strategically important higher education programmes in the Island co-ordinated by the Higher Education Steering group and partnerships with HE institutions 2006-2009 (ESC)
- 1.4.6 Establish an international business school presence in the Island (ESC)

### 1.5 The economy is diversified and developed

**Indicated by:**

- Raised awareness of opportunities and support available to individuals and business
- Increased business start-up rates
- Business growth across all sectors of the economy
- New and worthwhile jobs created within net growth in workforce of up to 1%

**What we will do:**

- 1.5.1 Develop and implement an Enterprise and Business Development Strategy that will:
- Provide a customer services centre for businesses by 2007 (ED)
  - Introduce in 2006 products and programmes to remove the main barriers to enterprise, including establishing a Jersey *Business Angel Network*, a *Small Firms Loan Guarantee Scheme*, an enhanced *Business Advice Service*, access to venture capital, development of enterprise skills and a business incubator (ED)
  - Build strategic partnerships between secondary schools and *Highlands College*, *Jersey Business School*, *Chamber of Commerce*, *British Venture Capital Association*, local financial institutions, professional associations, *Jersey Business Angels Network* and government departments (ED)
  - Build strategic partnerships with first tier UK universities to deliver necessary academic and research elements of enterprise and business development (ESC)
- 1.5.2 In 2006, develop a revised Tourism Strategy that places greater emphasis on matching the Jersey offering to current market requirements, whilst retaining characteristics that preserve our existing tourism base. This will also include a revised marketing strategy that achieves a balance between existing and new opportunities and niche markets (ED)
- 1.5.3 Fully integrate marketing and promotional activity for the Harbours and Airport and the Tourism sector (ED)
- 1.5.4 Through the Island branding project, align this marketing with the marketing of the finance and other sectors (ED)
- 1.5.5 Introduce an economic measure to encourage the return of students (ED)
- 1.5.6 Implement the Rural Economy Strategy from 2006 (P&E/ED)

## 1.6 Jersey is a world class business centre

**Indicated by:**

- Internationally competitive communication and technology (ICT) provision
- External and competitive transport links maintained/improved
- Competitive cost of travel
- Positive international media image

**What we will do:**

- 1.6.1 Encourage the provision of sufficient competition in the ICT industry (ED)
- 1.6.2 Develop a comprehensive air and sea transport policy for consideration by the States (ED)
- 1.6.3 Complete a fundamental review of airport and harbours operations in 2006 recognising their pivotal role in tourism and the wider economy (ED)

## 1.7 The economy is more competitive

**Indicated by:**

- RPI(X) at or below target level
- 2% per annum sustained increase in real GVA after inflation
- Increased competition within business sectors leading to lower prices
- Reduced red-tape making it easier to set up a business in Jersey
- Increase in the number of wealthy individuals attracted to live in the Island – particularly those who can contribute to economic activity

**What we will do:**

- 1.7.1 Monitor the effects of the Competition Law now in force, leading where necessary to more effective control over monopolies or organisations in a dominant position (ED)
- 1.7.2 Introduce consumer protection legislation – e.g. the Distance Selling Law and the Supply of Goods and Services Law will be lodged in 2006 (ED)
- 1.7.3 Seek to enhance the role of the *Jersey Consumer Council* (ED)
- 1.7.4 Aim to reduce the levels of red tape and regulatory legislation in 2006 (ED)
- 1.7.5 Complete implementation of the Fiscal Strategy 2006-2010 (T&R)
- 1.7.6 Review and implement a high value residency strategy (ED)

## 1.8 There is a flourishing finance industry with an international reputation for integrity

### Indicated by:

- Growth, in real terms, in the financial sector
- Compliance with the international financial integrity standards to which Jersey has subscribed
- Increased number of: bank deposits, collective funds, assets under value, type of assets, number of licensed insurance businesses, number of company incorporations

### What we will do:

- 1.8.1 Implement the Financial Services Plan during 2006 (ED)
- 1.8.2 Introduce new information and disclosure powers with draft Law approved by the States Assembly by December 2006 (HA)
- 1.8.3 Meet the requirements of the EU Savings Directive from 2006 and monitor developments with the EU to ensure that we are well placed to respond (CM)
- 1.8.4 Participate in the OECD global forum on taxation from 2006 to safeguard the Island's interests and ensure a level playing field in the application of international standards (CM)
- 1.8.5 Negotiate individual Tax Information Exchange Agreements with OECD members and implement agreements in our own right where reciprocal economic benefits are of sufficient value to Jersey from 2006 (CM)
- 1.8.6 Implement and resource changes arising from:
  - new EU Money Laundering Directives
  - new UK primary and secondary legislation on financial crime
  - Corruption (Jersey) law (CM)
- 1.8.7 Introduce powers to assist other jurisdictions pursuing civil confiscation of criminal proceeds by 2008 (CM)

# Commitment Two:

## We will create the environment in which everyone in Jersey has the opportunity to enjoy a good quality of life

Our future depends on developing our economy. To make sure that everyone benefits from a growing economy and enjoys a high quality of life, we will ensure that the Island provides educational opportunities for people to develop the knowledge and skills they need to take up rewarding jobs. We recognise that all forms of investment in the Island's children from the earliest years are an important and necessary investment in the Island's future. Whilst there will always be a need to supplement the local workforce with inward migration, our emphasis will encourage local people to higher levels of attainment. Inward migration will be managed to avoid unsustainable population pressures.

For people who are not economically active, we will ensure that the system helps everyone to have a share in Jersey's prosperity. We will introduce an integrated tax, spending and welfare system allowing more effective help to go to those who need it most. At the same time, we will encourage people into employment and remove disincentives that work against this. Policies will be developed to provide greater opportunities for older people to remain in employment and to help people with disabilities to remain socially and economically active.

Our thinking must anticipate changes in the structure of our society – in particular the increasing proportion of older people. We must plan now to ensure that the funding is in place to meet these growing demands. We will encourage more people to invest in secondary pension provision.

Health and social service provision in Jersey is already of a very high standard. The government will work to ensure that all members of society have equal access to the Island's facilities and services. We must plan carefully to guarantee that all modern services are available to Islanders. We shall place an increasing emphasis on the promotion of health and well-being. In particular, we shall encourage participation in sport and introduce measures that encourage walking and cycling as an alternative to reliance on the car.

The government will also support, provide or enable the provision of a wide-range of cultural and leisure activities in the Island so that Islanders can continue to pursue their interests.

### 2.1 Jersey is well prepared to meet the challenges and opportunities presented by an ageing population

#### Indicated by:

- Increase in the number of older people provided with support to remain in their own homes
- States pension scheme funding sufficient to cover the anticipated demographic shift
- Increase in personal financial provision for old age (savings, pension schemes, investments etc.)
- More people opting to work beyond normal retirement age

#### What we will do:

- 2.1.1 Examine the economic consequences of an ageing population during 2006 (CM)
- 2.1.2 Monitor actuarial predictions, and then prepare and start to introduce a co-ordinated plan, including a review of pension provision, to meet the challenges and opportunities presented by an ageing population by 2010 (SOC SEC)
- 2.1.3 Amend building bye-laws to incorporate Lifetime Home Standards by 2007 (P&E)
- 2.1.4 Support interdepartmental working within the Island-wide Strategy for an Ageing Society (ISAS) and repeat ISAS-barometer 'attitudes to ageing' in 2008 (HSS)
- 2.1.5 Develop a concordat between the private, voluntary, charitable, and public sectors by 2008 as a means of building capacity for the care of older people who require residential accommodation (HSS)
- 2.1.6 Increase provision of community support to help people remain in their own homes (HSS)

### 2.2 Better health and well-being for all the people of Jersey

#### Indicated by:

- Positive performance against population level indicators
- Fewer financial barriers preventing access to primary health facilities (including medical, dental and optical)
- Indication of appropriate use of health facilities e.g. visiting GP rather than *Accident & Emergency*
- Reduction in primary care costs to individuals with chronic health conditions



**What we will do:**

- 2.2.1 Develop a strategic report identifying the high-level plan for the re-design of health and social care in Jersey by the end of 2006 (HSS)
- 2.2.2 Develop and implement a States of Jersey health improvement strategy (HSS)
- 2.2.3 Undertake a comprehensive review of the Island's existing health insurance scheme by 2010 (SOC SEC)
- 2.2.4 Implement a set of health indicators which are meaningful for monitoring year on year progress at a population level in Jersey in 2006 (HSS)
- 2.2.5 Introduce in early 2007 a winter fuel payment, based on the UK system, for all pensioners resident in Jersey (SOC SEC)
- 2.2.6 Complete a health related survey among school students in 2006 and distribute findings to schools for action by 2007 (HSS)
- 2.2.7 Deliver cost effective quality services in partnership with voluntary, independent and parish organisations (HSS)

## 2.3 Health and Social Services are of a consistently high standard

**Indicated by:**

- Positive outcome from independent inspection
- Positive result from benchmarking of quality and standards
- An annual report from the Medical Officer of Health on the health and well-being of the people of Jersey

**What we will do:**

- 2.3.1 The performance of the Health and Social Services Department in meeting "Standards for Better Health" will be independently inspected by the Healthcare Commission in April 2007 and the results of that inspection will be published (HSS)
- 2.3.2 Undertake regular service user reviews to benchmark quality and standards (HSS)

## 2.4 Regulatory services are appropriate and are impartially and efficiently delivered

**Indicated by:**

- Reduction in unnecessary regulatory red tape
- Positive result from benchmarking of service quality and standards
- Maintenance of high standards in public services
- Efficiency savings achieved by joint working with Guernsey

**What we will do:**

- 2.4.1 Bring forward proposals in 2006/7 to ensure that such regulatory functions as are carried out by the States are appropriate, and impartial (CM)
- 2.4.2 Investigate in 2006/7 the feasibility and potential efficiency savings of providing regulatory services in partnership with Guernsey, and report back to the States (CM)

## 2.5 Full employment

**Indicated by:**

- Low levels of registered unemployed
- Reduction in unemployment for under-25s
- Increased employment opportunities for under-25s
- Increased employment rate in ages 50 +

**What we will do:**

- 2.5.1 Review apprenticeship schemes in 2006. Introduce new schemes allied to developments in 14-19 curriculum in 2007 (ED)
- 2.5.2 Create a Higher Education Development Group in 2006 to co-ordinate strategically important higher education provision in the Island (ESC)
- 2.5.3 Introduce the 14-19 education curriculum with a view to increasing vocational options for young people from 2006 (ESC)

## 2.6 A skilled, motivated and qualified local workforce able to meet the Island's economic and social objectives

### Indicated by:

- Increase in the percentage of the workforce with appropriate qualifications/skills to match the skills needed
- More local graduates returning to the Island to work
- Increased participation in the workforce

### What we will do:

- 2.6.1 Implement a Skills Strategy seeking to secure appropriate skills in the workforce to meet economic requirements (ED)
- 2.6.2 Develop strategically important higher education programmes in the Island via the Higher Education Steering Group and partnerships with HE Institutions 2006-2009 (ESC)
- 2.6.3 Report on the need for the development of an Island Academy for Higher Education by 2009 (Plan for its development, if required from 2010 onwards) (ESC)

## 2.7 Access to high quality learning opportunities

### Indicated by:

- Higher proportion of children have access to affordable early years education and care
- Favourable comparison of Level 2 and 3 examination results with other jurisdictions
- Staying-on rates at 16 years maintained
- Maintain proportion and profile of people entering higher education
- School performance continues to compare favourably with UK benchmark authorities

### What we will do:

- 2.7.1 Bring proposals to the States in 2006 for an Early Years Strategy which will increase the number of children with access to affordable and equitable early years education and care (ESC)
- 2.7.2 Sustain ongoing school improvement by continuing to invest in critical skills and Assessment for Learning (ESC)
- 2.7.3 Introduce a revised scheme for school evaluation during 2007 (ESC)
- 2.7.4 Enhance 14-19 education curriculum in 2006 with a view to increasing vocational options for young people (ESC)
- 2.7.5 Consolidate arrangements for further, higher and adult education which take account of changing patterns of participation, provision and funding by end of 2007 (ESC)
- 2.7.6 Review school funding during 2006 to ensure that schools can meet curriculum needs within available resources (ESC)
- 2.7.7 Establish an Island-wide strategy for youth work in co-operation with voluntary youth organisations (ESC)
- 2.7.8 Provide an urgent replacement for the youth facilities at the Old Harbour Office in the area of the Waterfront (ESC)
- 2.7.9 Develop partnerships with parishes and a range of other providers to support informal work with young people (ESC)

## 2.8 An active programme of cultural development

### Indicated by:

- Increased participation in cultural activities
- Increased numbers of speakers of Jèrriais and increased protection of Jèrriais

### What we will do:

- 2.8.1 Form a Council for Culture, with priority actions to be identified and achieved by end 2006 (ESC)
- 2.8.2 Implement the Cultural Strategy and publish an action plan by end 2006 (ESC)
- 2.8.3 Establish partnership agreements for all cultural providers in receipt of States funding by the end of 2006 (ESC)
- 2.8.4 Investigate, during 2006, the feasibility of adopting Jèrriais as the Island's official minority language and work with the Société Jersiaise, Le Don Balleine and L'Assemblée d'Jèrriais to revive the language of Jèrriais (ESC)

## 2.9 Increased participation in sport

### Indicated by:

- Increase in the number of participants in sport

### What we will do:

- 2.9.1 Develop a new strategy for sport in 2006 for the period 2007 – 2011 (ESC)
- 2.9.2 Agree a plan by the end of 2006 to secure the future of sports and leisure facilities currently provided at Fort Regent (ESC)
- 2.9.3 Use the opportunity provided by the London Olympics to increase the profile of sport within the Island (ESC)

## 2.10 Island-wide transport systems and policies which meet the needs of the community

### Indicated by:

- Decrease in the relative share of trips made by private car
- Increased numbers of bus passengers
- Increased levels of car occupancy
- Reduced road congestion
- Improved cycle and pedestrian network
- Safer road network
- Improved air quality with a move to international air quality standards

### What we will do:

- 2.10.1 Bring proposals to the States in 2006 to adopt a sustainable travel and transport plan and have in place funding for implementation by the end of 2007 (TTS)
- 2.10.2 Bring forward a package of environmental tax and spend measures by 2007 that will replace Vehicle Registration Duty by 2008 and fund key deliverables as outlined in a sustainable travel and transport plan (P&E)
- 2.10.3 Agree a rolling programme of funding in 2006 that will secure improvements in the condition of Jersey's roads (TTS)
- 2.10.4 Deliver a new parking strategy to incorporate a revised charging system for public parking by the end of 2006 (TTS)

## 2.11 Inward migration matched to the Island's needs

### Indicated by:

- Minimal number of unemployed local people
- Net growth in the working population of less than 1% per annum
- Net migration contained within limits that can be accommodated within existing projections for housing need and the release of land for development

### What we will do:

- 2.11.1 Set up a Population Office in 2006 that will work towards amalgamating the functions of housing consent, regulation of undertakings and development and social security registration (CM)
- 2.11.2 Draft legislation to enable the creation of a register of the Island population introducing three categories of registration – entitled, licensed and registered by 2007 (CM)
- 2.11.3 Monitor migration and regulate the factors that govern migration through a system of job licensing for employers and overall control of employment in place by 2008 (CM)
- 2.11.4 Introduce policies to ensure that essential economic migrants have access to decent accommodation (see also 3.8.5) (CM)

# Commitment Three:

## We will promote a safe, just and equitable society

The Government signalled its commitment to protecting the rights of all individuals in the community with the enactment of the Human Rights Law in 2004, which will be brought into force in 2006, ensuring the basic principles of respect and equality for all. This protection will be extended specifically to ensure the rights of all employees and employers by 2009.

Important in the reduction in inequalities is the provision of a good standard of secure and affordable accommodation for all. This will require increased spending on the maintenance and refurbishment of States-owned social housing stock and will be funded from the capital programme and the sale of property that is no longer required. Home ownership will be encouraged.

We will implement an integrated system of benefits which helps residents to achieve and maintain financial independence and which provides appropriate financial support for local households and individuals unable to support themselves.

Low levels of crime are a feature of life in Jersey and we want to ensure that the Island remains a safe place to live, work and visit. Jersey faces the same threats as any other place in the developed world and we must maintain our vigilance in protecting our community from them. A priority is to educate people about the dangers and anti-social nature of drug taking and binge drinking, and to deal with its consequences.

Where there is crime we will ensure that offenders are brought to justice fairly, promptly and cost-effectively. We will improve our custodial facilities and work to reduce re-offending.

We will ensure that Jersey is protected against threat. We will review immigration controls and port security. We will continue to update our major incident planning and place a new emphasis on making sure that the Island is as resilient as possible against threats to its security and way of life.

### 3.1 Basic rights and equal opportunities are established for all sectors of society

#### Indicated by:

- Legislation in place that provides rights to employees and employers in line with best practice worldwide
- Reduction in avoidable health and safety incidents in the workplace
- Policies compliant with equal opportunities legislation
- Policies compliant with anti-discrimination legislation
- Government/public sector workforce more accurately reflects the make-up of the community
- Increase in employment of people with disabilities

#### What we will do:

- 3.1.1 Extend existing legislation to provide a comprehensive range of basic rights to employees and employers by moving into the second phase of employment reform, as approved by the States, starting in 2008 with redundancy rights and the protection of employees involved in business mergers and acquisitions (TUPE) and then addressing maternity rights, equal pay, flexible working and family friendly policies (including an investigation into issues in respect of paternity rights) (SOC SEC)
- 3.1.2 Implement the Human Rights Law during 2006 (HA)
- 3.1.3 Develop and implement anti-discrimination legislation commencing in 2007 (HA)
- 3.1.4 Develop and implement policies during 2006 to ensure that planning and resource priorities reflect the needs of people with disabilities (SOC SEC)



## 3.2 A safe community protected against crime and disorder

### Indicated by:

- High levels of public confidence in emergency services provided
- Low levels of crime
- High detection rates
- High public perception of neighbourhood safety
- Reduced levels of substance misuse
- High public perception of safety of town at night

### What we will do:

- 3.2.1 Establish a police consultative group, either through separate primary legislation or a new Police Force Law, by 2008 (HA)
- 3.2.2 Identify, cost and implement service agreements with new national and regional police services by 2009 (HA)
- 3.2.3 Introduce new public order legislation by 2006 (HA)
- 3.2.4 Fully implement the Alcohol Strategy by 2009 (HA, HSS, ESC )
- 3.2.5 Review licensing legislation by end 2008 (ED)
- 3.2.6 Introduce civil asset recovery legislation targeting local criminals by 2008 (HA)
- 3.2.7 Fully implement "Building a Safer Society" by 2009 (HA)
- 3.2.8 Develop *The Victim Agency Forum* by end 2006 (HA)
- 3.2.9 Increase opportunities for hard-to-reach groups to participate in sport and active recreation (ESC)
- 3.2.10 Review the effectiveness of the Children's Executive and the *Youth Action Team* by 2008 (HSS/HA/ESC)

## 3.3 Ensure offenders are brought to justice fairly, promptly and cost effectively

### Indicated by:

- Reduced rate of re-offending behaviour
- Reduction in the proportion of unresolved crimes
- High success rate in the rehabilitation of offenders achieved through sentence planning and other programmes.
- Custodial facilities for prisoners improved
- Educational facilities for prisoners improved

### What we will do:

- 3.3.1 Start implementing the recommendations of the Integrated Criminal Justice Scoping Study as appropriate in 2006 (HA)
- 3.3.2 Introduce the Crime (Disorderly Conduct and Harassment) (Jersey) Law 200\_ in 2006 (HA)
- 3.3.3 Complete the new prison wing by 2009 (HA)
- 3.3.4 Subject to appropriate funding being identified, increase programmes for the education and rehabilitation of prisoners in 2007 (HA)
- 3.3.5 Subject to appropriate funding being identified, increase access to vocational and academic education to prisoners leading to recognised qualifications, in addition to providing opportunities to address offending behaviour in 2007 (HA)
- 3.3.6 Introduce discretionary supervised release of prisoners by 2008 (HA)
- 3.3.7 Establish an informal forum for the criminal justice policy and planning involving the Minister/Assistant Minister for Home Affairs, the judiciary and the prosecution by 2008 (HA)

## 3.4 Strong protection against threats to the security, social and economic integrity and environment of the Island

### Indicated by:

- Effective immigration controls
- Security services at Jersey ports meet recognised standards
- Effective interception and deterrence of the illegal importation of prohibited or restricted goods
- Effective channels of communication with the French authorities in respect of the nuclear activities being carried out on the Cotentin peninsular established
- Appropriate arrangements in place for compensation to be paid to the Island following any nuclear accident or incident which proves harmful to the health of Islanders or to the Island's economy or environment
- Accurate, timely and independent information provided to the public of Jersey about the French nuclear activities

**What we will do:**

- 3.4.1 Introduce biometric passports concurrently with UK (HA)
- 3.4.2 Bring forward measures in 2007 that will have the effect of deterring criminal elements entering Jersey (HA)
- 3.4.3 In 2006, engage the relevant authorities in France, through appropriate channels, in discussions, and, in 2007 or earlier, bring forward measures to provide improved communication in relation to the nuclear activities on the Cotentin peninsula and compensation arrangements in the event of a nuclear accident (CM)
- 3.4.4 Work with the UK authorities to give greater emphasis to drug detection and apprehension in UK ports (HA)

### 3.5 Effective measures in place to deal with risks to life, property and the environment from major incidents and emergencies

**Indicated by:**

- Deaths, injuries and economic losses due to fires and other emergency incidents reduced
- A resilient and effective response to major incidents and emergencies in line with best practice

**What we will do:**

- 3.5.1 Fully implement the Integrated Risk Management Plan by 2009 (HA)
- 3.5.2 Carry out an annual major accident simulation exercise and produce a report of the lessons learnt (HA)
- 3.5.3 Review the Emergency Measures Plan by the end of 2007 to ensure that provision is being made for the Island to deal with major incidents affecting
  - Economic stability e.g. changes to the economy arising from sudden increases in fuel prices
  - Environmental stability e.g. an accident involving one of the nuclear installations on the Cotentin Peninsular (CM)

### 3.6 An integrated system of benefits which helps residents to achieve and maintain financial independence and which provides appropriate financial support for local households and individuals unable to support themselves

**Indicated by:**

- Reduction in the proportion of working age residents needing income support during each stage of the economic cycle
- Increase in the proportion of working age residents with long term health conditions in paid employment and retaining their jobs
- Equity and access to benefits for children and pensioners living in relatively low income households
- Increase in the employment rates for people with special employment needs
- Value of benefits maintained

**What we will do:**

- 3.6.1 Determine the priorities for future development of the Social Insurance System as reported in "Policy Review of the Social Insurance System in Jersey – Interim Report" by undertaking public consultation and developing future strategies for the States to consider by 2007 (SOC SEC)
- 3.6.2 Introduce a unified Income Support System that supports people in times of need and promotes work by mid 2007 (SOC SEC)
- 3.6.3 Continue to develop programmes to support people with long-term health conditions to retain, and where necessary, find suitable employment, both directly and in partnership with other providers by 2008 (SOC SEC)
- 3.6.4 Introduce a regular cycle of income distribution surveys and complete a poverty audit by 2008 (CM)

### 3.7 Social care to protect and support vulnerable people

**Indicated by:**

- Increased numbers of older people supported to live at home
- Improved choice and flexibility in the range of care settings available
- Reduction in the number of children in residential care, and increase in the proportion of family placements available for vulnerable children from 2006

**What we will do:**

- 3.7.1 By 2008, develop care pathways for young people with mental health problems who require care and support in the community or hospital admission (HSS)
- 3.7.2 Implement and continually monitor substantial three year programme of investment beginning in early 2006 to increase the number of foster carers through improved recruitment, training and financial support (HSS)

### 3.8 Good standard of affordable accommodation for all

**Indicated by:**

- Increased levels of home ownership
- Reduction in the number of people waiting to be adequately housed
- A supply of homes that better meets the Island's housing requirements
- Equity in access to the housing market
- Stable housing market/prices
- Building standards that are equal to those in the UK
- Increase in the percentage of homes in public ownership at Decent Homes Standard
- Increase in provision of Island-wide sheltered housing

**What we will do:**

- 3.8.1 From 2007, commence a programme to bring States-owned housing stock up to UK Decent Homes Standard by 2016 (HOUS)
- 3.8.2 Review Housing demand/supply through the publication of 'Planning for Homes' in 2006 (HOUS)
- 3.8.3 Produce detailed proposals for the procurement of funding to sustain a programme of refurbishment works for States rental accommodation with acceptance of a report and proposition by July 2006 (HOUS)
- 3.8.4 Review, develop and implement strategies for the provision of social housing in the Island, including the long term management of States rental accommodation (HOUS)
- 3.8.5 Introduce new policies which will ensure more equality in entitlement to accommodation by 2008 (see also 2.11.4) (HOUS)
- 3.8.6 Amend building bye-laws to incorporate Lifetime Homes Standards by 2007 (P&E)
- 3.8.7 Review building bye-law standards for fire safety, energy efficiency and structure following their forthcoming review and adoption in the UK (P&E)
- 3.8.8 Introduce a shared equity and, if appropriate, potential discount scheme, initially using existing Housing Department stock to increase home ownership (HOUS)
- 3.8.9 Introduce security of tenure legislation by 2007 (HOUS)

# Commitment Four:

## We will maintain and enhance the natural and built environment

A clean, healthy and safe environment is absolutely fundamental to the quality of our lives in Jersey. The Island's basic infrastructure – our roads, sewers, water supplies, public transport and sea defences – must be maintained and renewed to support a healthy environment. Historically, levels of funding have allowed many of these assets to deteriorate and this poor housekeeping has to be reversed.

Our physical environment is essential to both our well-being and to the Island's economy. Uncontaminated land, air and water should exist as a basic right for all people. To achieve this, both community efforts and comprehensive, long-term environmental policies will be required – and we have made good progress recently to establish these.

Few Islanders would disagree with the need to protect the Island's coast, countryside and built heritage – and to conserve and enhance the natural habitats that make Jersey unique. But this must be achieved at the same time as maintaining a diverse, working countryside and a vibrant town integrated with a new waterfront that recognises the needs of today – so some change is inevitable.

Town and country land-use planning is also a key tool to protect and improve our quality of life. We must plan for a vibrant and vital town and Waterfront for St Helier that delivers the economic growth we seek – but in a way that is welcomed by the community. We also need to ensure that we can provide the homes, offices, shops and other essential community facilities – like those that deal with our waste – in a way that minimises their impact on the environment. We need to manage change in the countryside to make sure that it remains economically viable whilst protecting and enhancing the features that make it special. The competing pressures for the use of the Island's coastal zone – both on land and at sea – also need to be carefully handled so as not to jeopardise this valuable asset.

There are worrying trends in world energy markets and Jersey must quickly develop and implement a robust and forward-looking energy policy. Associated with such a policy will be a package of environmental taxation/expenditure measures that will encourage beneficial shifts in behaviours.

### 4.1 A diverse working countryside

**Indicated by:**

- 2% increase, in real terms, of GVA of the rural sector
- Increase in land area supported by environmental initiatives
- Increase in number of new entrants into the agricultural industry
- Greater public access to the countryside

**What we will do:**

**4.1.1** Fully implement the measures contained within the Rural Economy Strategy in 2006, including:

- Implement the dairy industry recovery plan
- Complete the improvements at the abattoir
- Build on the initial success of the Countryside Renewal Scheme (P&E)

**4.1.2** Complete a review of Countryside Planning Policy in 2006 (P&E)

### 4.2 A vibrant town and Waterfront for St Helier

**Indicated by:**

- Progress of St Helier Waterfront
- Active levels of retail/evening/economy/ground floor-space in St Helier maintained
- Areas of public open space maintained and enhanced in St Helier
- Increase in family domestic accommodation in St Helier

**What we will do:**

- 4.2.1 Produce a Development and Regeneration Strategy for St Helier by the end of 2006, that integrates the town and the Waterfront and promotes high quality design and architecture (P&E/ED)
- 4.2.2 Implement a series of urban improvement projects in St Helier during 2006 (P&E)
- 4.2.3 Develop a viable proposal in 2006 to provide a new town park for St Helier within three to four years (P&E/TTS)
- 4.2.4 Agree a plan to secure the future of Fort Regent by the end of 2006 (T&R)
- 4.2.5 Publish updated planning guidance for the Waterfront in 2006 (P&E)
- 4.2.6 Support and encourage the *Waterfront Enterprise Board* to deliver high quality development which promotes economic benefits and provides housing and leisure facilities for residents and visitors (CM/P&E)

### 4.3 An energy policy for Jersey

**Indicated by:**

- Policy agreed by the States
- Greenhouse gas emissions contained at 1990 levels
- Increase in percentage of energy production from indigenous sources
- Decrease in the number of households experiencing fuel poverty
- Reduction in energy use in government buildings

**What we will do:**

- 4.3.1 Bring forward for consultation and debate in 2006 a comprehensive Energy Policy for Jersey that addresses (P&E):
  - Economic efficiency
  - Social equity
  - Security of supply
  - Environmental impacts
- 4.3.2 Within the Energy Policy for Jersey, examine the potential for exploiting the Island's indigenous energy resources to reduce the dependence on energy imports to satisfy the Island's energy requirements (P&E/ED)

### 4.4 Clean air, clean water and uncontaminated land

**Indicated by:**

- Achievement of international standards for air quality, drinking water, bathing water and land contamination
- Reduced number of pollution incidents
- Reduction in pollution-related health issues such as asthma
- Increase in effluent treatment works compliance
- Emissions standards achieved for new energy from waste plant

**What we will do:**

- 4.4.1 Bring into force the Waste Management (Jersey) Law 2005 in 2006 (P&E)
- 4.4.2 Debate and bring into force the Water Resources (Jersey) Law 200 - in 2006 (P&E)
- 4.4.3 Bring forward for consultation and debate in 2007 a package of environmental tax and expenditure measures (P&E)
- 4.4.4 Consult on, then debate and implement in 2007 a Contaminated Land Strategy (P&E)
- 4.4.5 Debate and implement in 2007 an Air Quality Strategy for Jersey, including proposals for monitoring and publishing levels of local air pollution, and targets, policies and timescales for reductions in air pollution levels that reflect best practice globally (P&E)

### 4.5 Jersey's natural and built heritage is sympathetically managed

**Indicated by:**

- Increase in the area of natural habitats achieving favourable conservation status
- Sustained levels of fish stocks, measured through landings
- No loss of indigenous species and a reintroduction of those that have been lost
- Increase in the number of Sites of Special Interest (SSI) registered
- SSIs and other conservation designations are respected and such sites are protected from damage and development

**What we will do:**

- 4.5.1 Deliver a vibrant, working countryside through the implementation of the Rural Economy Strategy (ED/P&E)
- 4.5.2 Designate a further seven ecological, ten geological sites and additional archaeological, architectural or historic Sites of Special Interest in 2006 (P&E)
- 4.5.3 Bring forward new measures in 2006 to control over-fishing by large scale trawling and modified pots in Jersey waters (P&E)
- 4.5.4 Through the *Ecology Trust Fund*, sponsor a project in 2006 that will create a dedicated environmental resource pack for Jersey schools (P&E)
- 4.5.5 In the period 2006-2009: implement the historic towers and forts project (TTS/P&E)

#### 4.6 Waste systems meet international standards and the use of resources is improved

**Indicated by:**

- Increased recycling and composting to at least 32% by 2009
- Decrease in cost per tonne of handling waste once new energy from waste plant (EfW) in operation
- Emissions standards achieved for new energy from waste plant
- Reduction in per-capita consumption of resources
- Waste growth reduced in line with the waste strategy

**What we will do:**

- 4.6.1 Implement the Solid Waste Strategy in 2006 to promote waste minimisation and better manage that waste which is generated (TTS)
- 4.6.2 Develop a sustainable liquid waste policy in 2007 to comply with EU standards (TTS)
- 4.6.3 Bring forward for consultation and debate in 2007 a package of environmental tax and expenditure measures that address current unsustainable patterns of resource use (P&E)
- 4.6.4 Complete and implement new guidance to the construction industry on waste management in 2006 (P&E)

#### 4.7 A new Island Plan that meets the Island's social, economic and environmental aspirations

**Indicated by:**

- Low number of departures from the Island Plan
- More new commercial floor-space provided
- More new homes developed relative to anticipated need
- Percentage of land that remains undeveloped

**What we will do:**

- 4.7.1 Carry out a review of the Island Plan during 2006/2007 (P&E)
- 4.7.2 Subject to adequate resources being made available, fully implement those parts of the Planning and Building (Jersey) Law 2002 that the States agreed to bring into force on 1st July 2006, together with associated secondary legislation, in 2006, and bring into force and implement the remaining provisions of the Law concerning third party appeals and the powers to remedy dangerous structures by early 2007 (P&E)
- 4.7.3 Hold meetings of the Planning Applications Panel in public from 2006 (P&E)
- 4.7.4 Introduce new supplementary planning guidelines in 2006 which promotes high quality design and architecture (P&E)
- 4.7.5 Bring forward for consultation and debate in 2006 a Coastal Zone Management Plan (P&E)
- 4.7.6 Undertake a scoping study for the future of the harbour areas at St Aubin and Gorey, having regard to their unique character and setting. This will include a technical and financial appraisal for any proposed schemes as well as a conservation plan and an environmental impact assessment covering both land and marine habitats. The cost of this study will initially be funded from the Central Planning Budget, with any advance repaid should such a funded scheme progress (P&E/T&R)



## 4.8 A physical infrastructure which supports the economic and social needs of the Island

### Indicated by:

- Annual maintenance costs at least equal to minimum investment identified to maintain assets
- Sea defences not breached
- No pollution incidents caused by lack of maintenance of infrastructure
- Percentage of highway maintenance undertaken annually measured against the recommended whole life cycle requirements

### What we will do:

- 4.8.1 Secure adequate investment and implement a programme of maintenance by 2008 to ensure waste management infrastructure is maintained to at least minimum standards (TTS)
- 4.8.2 Implement a rolling programme of funding by 2008 to improve the condition of highways infrastructure (TTS)
- 4.8.3 Implement the Sea Defence Strategy over the period 2006-2010 to ensure that the Island does not suffer breaches resulting in flooding (TTS)
- 4.8.4 Ensure that the physical infrastructure, including the water supply and waste strategies, is able to cope with any population increase (TTS)

## 4.9 Valued and well maintained public places

### Indicated by:

- Positive public feedback on cleanliness of municipal areas
- Current standards of cleanliness maintained and improved
- Customer satisfaction of facilities

### What we will do:

- 4.9.1 Work with the parishes to achieve an agreed plan of co-ordination by end of 2007 that ensures best use of resources (TTS)
- 4.9.2 New Town Park in place by 2010 (TTS)

# Commitment Five:

## We will create a strong, recognised identity for Jersey and promote a real sense of belonging

Jersey's proud and independent heritage is a cause for celebration. Today Jersey is successful, cultured and provides residents with a safe home for families. Jersey people are generous, proud of their Island and talk about it with enthusiasm and passion when they meet visitors, or when they are travelling abroad.

We want to move toward a society that has an improved sense of self-confidence, backed up by improved marketing of Jersey to the rest of the world – and where the public has a greater say in our affairs.

In an increasingly globalised world, it is more important than ever that we present the very best Jersey has to offer to an international audience. It is essential for the Island to create a strong international profile to ensure that the images and facts presented abroad reflect the very best the Island has to offer. This will improve the marketing of Jersey and our influence in the world.

In order to achieve this, it will be important for the Island to strengthen existing diplomatic and political links with both the United Kingdom and the European Union, as well as with international organisations. Constitutional arrangements will be reviewed and a way forward agreed.

The States accepts that it must keep the public much better informed of its activities to improve mutual understanding and increase confidence and pride in what we do. To add to this, the new system of government will provide greater openness and accountability – assisted by the scrutiny process – which will help to engage the community with the work of government.

These improved processes are designed to reconnect the public with its government, and establish a stronger sense of citizenship and community, so that Jersey becomes a place of confidence in which important issues are honestly presented, widely debated and clearly understood.

### 5.1 A stronger sense of citizenship and community

#### Indicated by:

- High levels of public satisfaction with government
- Positive public perception of access to services
- Formal consultation documents issued for all major policies
- Increased electoral turnout
- Fewer unfilled vacancies for honorary service
- Regular public briefings
- The way that the parish system plays a key part in Island life; that there is a close working relationship between the States, the Comité des Connétables and the parish authorities in providing services to the public

#### Strategic Initiatives

- 5.1.1 Work with the Privileges and Procedures Committee in reviewing the composition of the States, electoral reform and alternative methods of voting (CM/PPC)
- 5.1.2 Develop a mechanism during 2006 for effective public participation (CM)
- 5.1.3 Introduce a framework of formal consultation for all major policy developments from 2006 (CM)
- 5.1.4 Continue to work with young people towards the further development of the Youth Forum (ESC)
- 5.1.5 Review the work of the Detached Youth Work Project, funded by *Building a Safer Society (BASS)*, in St Helier in 2006 (ESC)
- 5.1.6 Introduce Prince's Trust provision within the Island by 2007 (ESC)
- 5.1.7 Review and enhance the Citizenship Curriculum provided in schools by 2007 (ESC)
- 5.1.8 Continue to support Island community events such as *Liberation Day*, the *Battle of Flowers* and the *Battle of Britain* displays (ED)
- 5.1.9 Work co-operatively and in consultation with the Comité des Connétables in providing services to the public (CM)
- 5.1.10 Encourage support from States departments and private sector employers to support the honorary system (CM)

## 5.2 Continued development of the Island's international constitutional position and international profile

### Indicated by:

- Jersey being internationally recognised and more widely understood
- An enhanced international reputation as a co-operative and generally well-regulated jurisdiction
- Jersey entering into international agreements directly with third countries where appropriate
- Compliance with relevant and reasonable international treaties
- Increased direct ministerial contact with leaders and senior ministers in other countries
- The development of a successful, highly visible and well regarded brand for Jersey
- Overseas Aid as a percentage of Gross National Income
- Increased participation at international organisations and forums

### What we will do:

- 5.2.1 Endeavour to agree a protocol with the Lord Chancellor which will support further extension of the Island's international personality and independence of action by December 2006 (CM)
- 5.2.2 Review our constitutional relationship with the UK to determine a long-term programme of action which will secure the Island's ability to maintain and enhance our independence in decision-making - review to be completed in 2007 (CM)
- 5.2.3 Establish a new Jersey brand in 2006 (CM)
- 5.2.4 Participate in the OECD global forum on taxation from 2006 to safeguard the Island's interests and ensure a level playing field in the application of international standards (CM)
- 5.2.5 Negotiate individual Tax Information Exchange Agreements with OECD members and implement agreements in our own right where reciprocal economic benefits are of sufficient value to Jersey from 2006 (CM)
- 5.2.6 Participate at international forums either as part of the UK delegation or in our own right (CM)
- 5.2.7 Establish presence and regular contact with EU institutions by 2007 (CM)
- 5.2.8 Over the period 2007-2010, meet, where possible, international standards set through the extension of international treaties and conventions (CM)

# Commitment Six:

We will ensure that States services are necessary, efficient and of good quality

Services provided by the States of Jersey are of an overall high quality, well used by the public and bear comparison with similar services provided in other jurisdictions. The quality and reliability of public services are right at the heart of any community large or small. They should be a source of pride to both those who use them and those who work in them.

There is a tension between the demands of the public for more and better services and the need to maintain public sector expenditure within affordable limits that do not cause an increase in inflation or lead to increased taxation. Government will constantly assess whether public services are best provided by directly employed staff, by another provider, or through a partnership arrangement.

At the core of good public services is sound financial management and balanced books. Jersey faces the need to make major changes in the tax system to remain competitive as a financial centre. This will make it doubly important to ensure that income and expenditure in the public sector are balanced over the financial cycle.

The efficiency programme will deliver £10 million by the end of 2006 and £20 million by the end of 2009. The Plan reinvests the £20 million efficiency savings in health and the rising costs of welfare, and also makes provision for investment in vocational training and economic growth, the unavoidable repayments on the Opera House and the deficiency in the teachers' pension scheme.

Limited growth has been allowed to support economic growth initiatives and skills development. The Strategic Plan also gives greater priority in the capital programme to the refurbishment of the States social rented housing stock and to road maintenance to reverse historic under-investment in public infrastructure. The revised capital programme will also include funding for the Town Park, and the commencement of a new reclamation site. The overall capital programme will be increased by £3 million a year from 2008 onwards.

The States Strategic Reserve is a prudent investment for our future. We will add to the Strategic Reserve if possible. Within the period of this Strategic Plan we will consider doing this through the sale of the States-owned utility companies. The utilities are strategic assets, so any sale proceeds will go into the Strategic Reserve and will not be used to generate either capital or revenue spending.

## 6.1 States income and expenditure balanced over the economic cycle

### Indicated by:

- Percentage increase in tax revenue
- Budget deficit/surplus
- Cash limits within forecasts
- Return to balanced budget by 2008
- Positive reviews of government
- Whole life costing of capital projects
- The ongoing cost of new/amended legislation understood and provided for
- Agreeing criteria for the use of Strategic Reserve

### What we will do:

- 6.1.1 Introduce a Goods & Services Tax (GST) by early 2008 which will remain fixed at 3% for a minimum of three years unless the States agree further exclusions (T&R)
- 6.1.2 Introduce the 0/10% corporate tax reforms and related provisions with draft Law approved by the States Assembly by 31st December 2006 (T&R)
- 6.1.3 A phased reduction of tax allowances and reliefs for those with higher incomes with the draft Law approved by the States Assembly by 31st December 2006 (T&R)
- 6.1.4 Bring forward firm recommendation on the possibility of the States paying rates on its properties by 2007 (T&R)
- 6.1.5 Ensure that any new policies will be financed within existing resources unless otherwise agreed by the States Assembly in the Annual Business Plan (CM)

- 6.1.6 Deliver the £20 million cash savings as identified in the Change Programme by 2009 (CM)
- 6.1.7 Deliver all savings as identified in public sector reorganisation: Five Year Vision for the public sector (P58/2004) (CM)
- 6.1.8 Publish annual performance reports and present the Annual Business Plan in a form that reveals the full cost of providing services, including output targets (T&R)
- 6.1.9 Ensure that the revenue consequences of capital projects and the legislation programme are fully quantified, and that the ongoing costs of new or amended legislation are fully understood and provided for (T&R)
- 6.1.10 Agree a policy for the Strategic Reserve (T&R)

## 6.2 Public services that are recognised as efficiently and effectively meeting people's needs

### Indicated by:

- Regular efficiency reviews undertaken to a timetable
- Planned efficiency savings achieved with no significant loss of service
- The costs and standard of States services comparing favourably with other appropriate jurisdictions
- Positive reviews of government policies and programmes by Scrutiny

### What we will do:

- 6.2.1 Implement a programme of internal reviews to check at frequent and regular intervals whether public services are provided efficiently and effectively, including the use of new technology and whether services are best provided by directly employed staff, by another provider, or through partnership arrangements (CM)
- 6.2.2 Fully implement the efficiency programme which delivers savings of £20 million per annum by 2009 and continue to identify and implement all possible efficiency savings (CM/T&R)
- 6.2.3 Implement the Head of Profession model for the finance function within the States with financial savings of £1.13 million by 2008 (T&R)
- 6.2.4 Complete the transformation of the HR and IT functions by 2008 delivering annual savings of £1.6 million (CM)
- 6.2.5 Create a new States Department responsible for all States property assets (except social rented housing and property under the administration of trading bodies) charged with delivering the first Property Plan (see Appendix A – web only) and revenue savings from property of £1.5 million by 2009 as well as capital receipts of £4 million (CM)
- 6.2.6 Implement an action plan to ensure States 2007 accounts are GAAP (Generally Accepted Accounting Principles) compliant (T&R)
- 6.2.7 Make it easier for the public to access services by creating a *Customer Access Centre* to centralise customer-facing services, achieving efficiency savings of £510, 000 by 2009 (CM)
- 6.2.8 By the end of 2006: complete a study to identify those public services that might be provided more efficiently by the private sector or through a partnership arrangement, and identify suitable pilot reviews, one of which to be completed by the end of 2007
- 6.2.9 Secure efficiency through improved procurement arrangements for goods and services to achieve efficiency savings of £1.9 million by 2009 (T&R)
- 6.2.10 Implement and test a full business continuity programme for the Income Tax Office by 31st December 2006 (T&R)
- 6.2.11 Review the resourcing and organisation of Law Officer functions to ensure that prosecution, legal advice and implementation of laws are handled as efficiently and effectively as possible (CM)
- 6.2.12 Review policies on the improvement of the delivery and efficiency of public services to ensure continued progress (CM)
- 6.2.13 By the end of 2006: complete a feasibility study into the proposal to combine the Jersey and Guernsey meteorological services into a single, more efficient Channel Island service (P&E)

## 6.3 Maximise the potential of States-owned strategic resources

### Indicated by:

- The securing of long-term supply of both energy and all other resources
- Demonstrable financial benefits for both the taxpayer and consumer
- Island's needs met both in the short and long term
- Recognition of the strategic importance of all utilities

**What we will do:**

- 6.3.1 Provide clear criteria for the protection and efficient provision of services provided by States-owned, and States-controlled, utility companies (ED)

## 6.4 Development of a long-term relationship between the States and the Parishes

**Indicated by:**

- The provision of cost-effective services provided by or for the parishes
- More joint working between States and parishes
- Clearly defined roles between parishes and the States
- Coordinated approach to waste disposal

**What we will do:**

- 6.4.1 Enhance the role of the parishes as a community resource and support the Honorary Police system (CM)
- 6.4.2 Encourage support and sustain community and parish activities (CM)
- 6.4.3 Develop a strategy that will enhance the relationship between the States and the parishes (CM)

## 6.5 Recognise the strategic importance of the Harbours and Airport

**Indicated by:**

- Affordable cost of travel for residents and visitors alike
- Increase in passenger numbers and destinations
- Provision of facilities that meet the future long-term needs of the Island
- Increased choice of travel for the general public

**What we will do:**

- 6.5.1 Develop a long-term strategy for both the Airport and Harbour (ED)
- 6.5.2 Secure sea and air links which are both cost-effective and beneficial to the Island (ED)
- 6.5.3 Work with other Channel Islands to develop a co-ordinated transport policy (CM/ED)

# Focus on Young People

Measures that will affect young people can be found throughout the outcomes and initiatives set out in the Plan. This is a deliberate departure from the previous strategic plan where Youth issues were dealt with as a separate strategic aim which had arisen out of the Imagine Jersey event and the desire of young people themselves to play an active role in the policy-making of the Island. Young people felt that their voices were not really being heard.

We have come a long way since the first Imagine Jersey; the Youth Forum has been established and we have consulted with young people on a number of key issues, including tax and the Waterfront development. For the present Plan, therefore, we have decided that it is preferable for issues concerning young people to be considered throughout all policy-making and not in isolation. We want young people to be taken into account in everything that we do.

We realise that many young people and their parents need reassurance that they can look forward to a safe and secure future in the Island. Policies on issues such as education, employment, housing, crime and the environment will impact on their future and also on the decisions of university graduates to return to the Island.

A greater range of jobs and employment opportunities within the Island, and an increased emphasis on skills acquisition will encourage trained and educated younger people back to the Island and secure the Island's future skills base. We will ensure that there is a much better process for the two-way matching of skills and the economic activity base of the Island.

Whilst Jersey offers some good facilities for young people in many areas, we realise that there is always scope to improve both the access and the range of opportunities available. But in particular, young people wish to have a say in how these activities are designed and delivered and to be consulted about the way that they operate. We will ensure that their voices are heard.



# Summary

of those measures that will directly affect young people:

## 1.4 The potential of the Island's workforce is maximised

- Increased employment opportunities for all, particularly the under-25s and over-50s
- Increased numbers of local graduates returning to the Island
- 1.4.1 Encourage growth in existing businesses across all sectors through a business and enterprise development strategy (ED)
- 1.4.2 Investigate the benefits of a vocational skills centre for 14-19 year olds during 2006 which would create a shift from imported skills to home grown skills (ED)
- 1.4.5 Develop strategically important higher education programmes in the Island co-ordinated by the Higher Education Steering Group and partnerships with HE institutions 2006-2009 (ESC)
- 1.4.6 Establish an international business school presence in the Island (ESC)

## 1.5 The economy is diversified and developed

- 1.5.1 Develop and implement an Enterprise and Business Development Strategy that will:
  - Build strategic partnerships between secondary schools and *Highlands College, Jersey Business School, Chamber of Commerce, British Venture Capital Association*, local lending banks, professional associations, *Jersey Business Angels Network* and government departments
  - Build strategic partnerships with first tier UK universities to deliver necessary academic and research elements of enterprise and business development (ESC)
- 1.5.5 Introduce an economic measure to encourage the return of students (ED)

## 2.2 Better health and well-being for all the people of Jersey

- 2.2.6 Complete a health related survey among school students in 2006, findings to be disseminated to schools for action by 2007 (HSS)

## 2.5 Full employment

- Increased employment opportunities for under-25s
- Reduction in unemployment for under-25s
- 2.5.1 Review of apprenticeship schemes in 2006. Introduce new schemes allied to Developments in 14-19 curriculum in 2007 (ED)
- 2.5.2 Create a Higher Education Development Group in 2006 to co-ordinate strategically important higher education provision in the Island (ESC)
- 2.5.3 Introduce the 14-19 education curriculum with a view to increasing vocational options for young people from 2006 (ESC)

## 2.6 A skilled, motivated and qualified local workforce able to meet the Island's economic and social objectives

- More local graduates returning to the Island to work
- 2.6.2 Develop strategically important higher education programmes in the Island via the Higher Education Steering Group and partnerships with HE institutions 2006-2009 (ESC)
- 2.6.3 Report on the need for the development of an Island Academy for Higher Education by 2009 (plan for its development, if required, 2010 onwards) (ESC)

## 2.7 Access to high quality learning opportunities

- Higher proportion of children have access to affordable early years education and care
- Favourable comparison of Level 2 and 3 examination results with other jurisdictions
- Staying-on rates at 16 years maintained
- Maintain proportion and profile of people entering higher education
- School performance continues to compare favourably with UK benchmark authorities
- 2.7.1 Bring proposals to the States in 2006 for an Early Years Strategy which will increase the number of children with access to affordable and equitable early years education and care (ESC)
- 2.7.2 Sustain on-going school improvement by continuing to invest in critical skills and Assessment for Learning (ESC)
- 2.7.3 Introduce a revised scheme for school evaluation during 2007 (ESC)
- 2.7.4 Enhance 14-19 education curriculum with a view to increasing vocational options for young people in 2006 (ESC)
- 2.7.5 By end of 2007: consolidate arrangements for further, higher and adult education which take account of changing patterns of participation, provision and funding (ESC)
- 2.7.6 Review school funding during 2006 to ensure that schools can meet curriculum needs within available resources (ESC)
- 2.7.7 Establish an Island-wide strategy for youth work in co-operation with voluntary youth organisations (ESC)
- 2.7.8 Provide an urgent replacement for the youth facilities at the Old Harbour Office in the area of the Waterfront (ESC)
- 2.7.9 Develop partnerships with parishes and a range of other providers to support informal work with young people (ESC)

## 3.2 A safe community protected against crime and disorder

- Reduced levels of substance misuse
- High public perceptions of safety of town at night
- 3.2.7 Fully implement "Building a Safer Society" by 2009
- 3.2.10 Review the effectiveness of the Children's Executive and the Youth Action Team actions by 2008 (HSS/HA/ESC)

### 3.6 An integrated system of benefits which helps residents to achieve and maintain financial independence and which provides appropriate financial support for local households and individuals unable to support themselves

- Equity and access to benefits for children and pensioners living in relatively low income households

### 3.7 Social care to protect and support the vulnerable

- Reduction in the number of children in residential care and increase in the proportion of family placements available for vulnerable children from 2006
- 3.7.1 By 2008: develop care pathways for young people with mental health problems who require care and support in the community or hospital admission (HSS)
- 3.7.2 Implement and continually monitor substantial three year programme of investment by early 2006 to increase the number of foster carers through improved recruitment, training and financial support (HSS)

### 4.5 Jersey's natural and built heritage is sympathetically managed

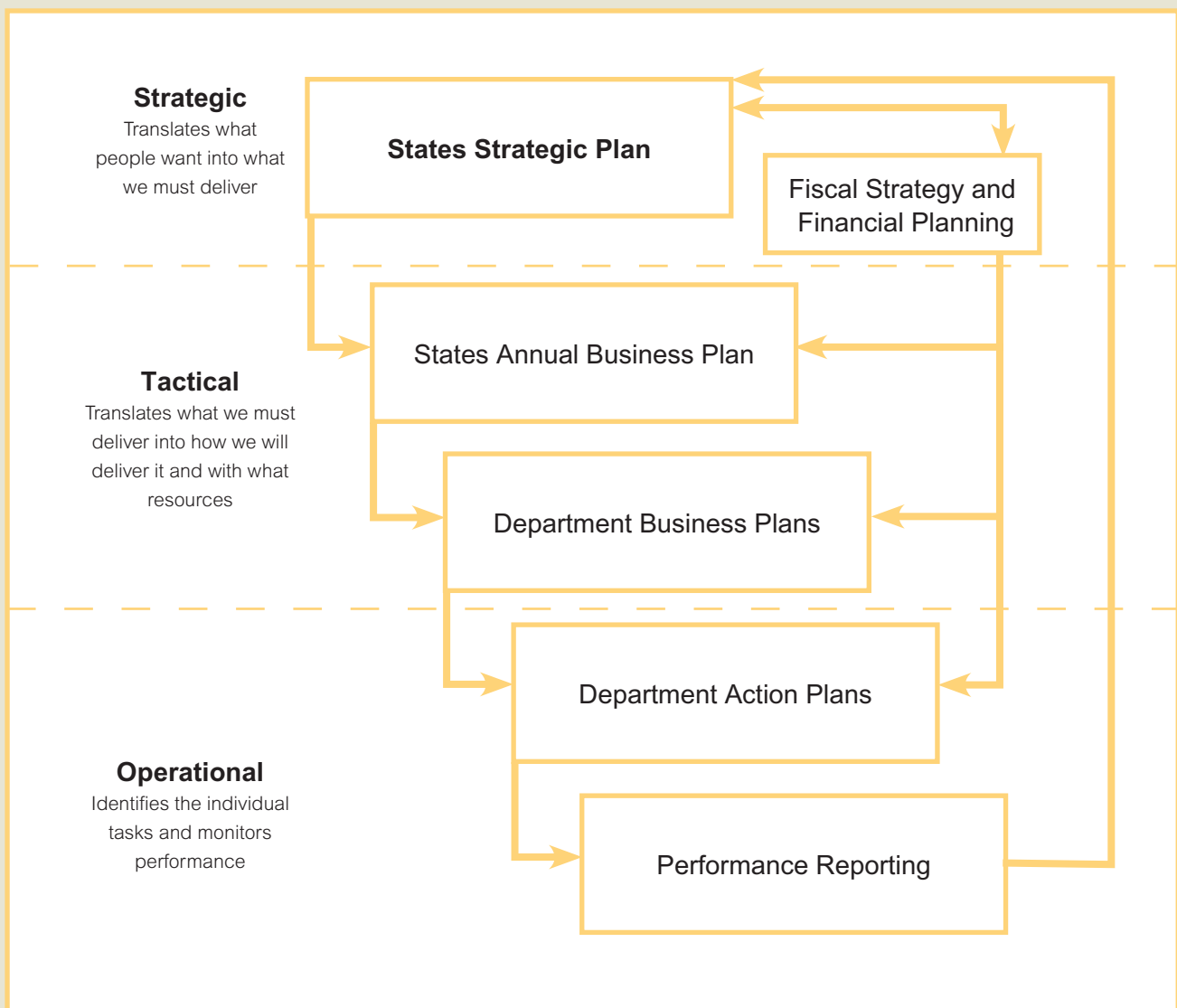
- 4.5.4 Through the Ecology Trust Fund sponsor a project in 2006 that will create a dedicated environmental resource pack for Jersey schools

### 5.1 A stronger sense of citizenship and community

- 5.1.4 Continue to work with young people towards the further development of the Youth Forum (ESC)
- 5.1.5 Review the work of the Detached Youth Work Project, funded by *Building a Safer Society (BASS)*, in St. Helier in 2006 (ESC)
- 5.1.6 Introduce Prince's Trust provision within the Island by 2007 (ESC)
- 5.1.7 Review and enhance the Citizenship Curriculum provided in schools by 2007 (ESC)

# How we will ensure that the Plan is delivered

This Plan sets the high level direction. Throughout, we define indicators which will be used to measure success. However, the Plan will be translated into actions by States departments, our staff and our partners. A full performance management framework is now in place and which is shown in a diagram below. Indicators of progress are reported publicly through the Annual Performance Report in May of each year to coincide with the publication of the States Accounts.



# Appendix A

Appendix A - States Property Plan, can be read on the Jersey government website at [www.gov.je](http://www.gov.je)



States of Jersey  
Chief Minister's Department  
PO Box 140  
Cyril Le Marquand House  
St Helier  
JE4 8QT

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