



2022

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Foreword



Richard Corrigan
Director General
Department for the Economy

Although this is the inaugural business plan for the Department for the Economy, which was fully established on 1 January 2022, there is a continuity to our plans and objectives.

The department's four public-facing directorates have been operating together within the Office of the Chief Executive since February 2020 and now have a distinct identity while continuing to have responsibility for securing the future of Jersey's economy by sustaining, diversifying and growing our economic sectors.

We also have responsibility for economic regulation and competition policy, and will ensure that the Jersey Financial Services Commission, the Office of the Information Commissioner, and the Jersey Competition Regulatory Authority provide the Island with effective and efficient regulation which protects and promotes competition in the interests of Jersey's consumers and businesses. To that end, a consultation on amendments to the competition framework is planned for the first half of the year.

In addition, our remit is to provide in-house economic advice and analysis across Government, which will be critical as we move away from post-pandemic economic recovery and renewal and increasingly focus on delivering initiatives which support the Common Strategic Priorities.

Economic recovery, however, will continue although it will gradually be integrated into our business as usual operations. The £10.2m allocated to recovery will continue to be used to support those areas of the economy which require ongoing support, and there is commitment to deliver schemes such as the Visitor Attraction and Events Scheme until the end of March 2022.

Working with Visit Jersey and the Ports of Jersey, we will seek to support growth in the visitor economy, with particular focus on the shoulder months, and to develop routes. We will also develop an aviation strategy which will help shape the future of both the sector and the Jersey Aircraft Registry.

We will analyse the Island's current export performance against a new Trade, Investment and Growth Framework, which brings together the Government's strategic objectives to maximise opportunities post-Brexit, and we will develop our collaborative approach to enhance exports from local companies. We will continue to attract high net worth individuals, and economically-beneficial businesses, to the Island and integrate them into Island life, encouraging them to assist local investment in business and philanthropy.

We will continue to support Jersey's financial services industry through the continued promotion and delivery of the Financial Services Policy Framework. The work being undertaken to demonstrate Jersey's commitment to international standards for combatting money laundering and the financing of terrorism will become more visible in 2022. Enhanced efforts are underway in preparation for 2023's MONEYVAL assessment on Jersey's commitment to combatting financial crime.

The Island's digital infrastructure will be supported through the safeguarding Islanders' data rights, security and interests, and supporting Islanders and businesses in capitalising on the opportunities presented by emerging technologies. We will also

ensure that Jersey's intellectual property framework continues to be appropriate for the Island.

Having been established in 2021, the Cyber Emergency Response Team will develop its independence, becoming a critical friend for Government and for all industries in the protection of Jersey's economy from online attack.

New strategies for our rural and marine economies will be designed to support market opportunities, increased productivity, greater alignment with local consumption, and a judicious use of Jersey's non-renewable resources. We will also develop a longer-term retail strategy, which will be based on the interim strategy published in February 2021.

Separate arts and heritage strategies will be used to ensure that the 1% of the Government's budget which is committed to arts, culture and heritage is focussed on inspiring a greater understanding, valuing, care and enjoyment of Jersey's arts and heritage. The sector not only contributes to the Island's unique identity, vibrant community and sustainable economy, but also provides rewarding employment for many people. In addition to the strategies, the refurbishment of Elizabeth Castle, and the development of Morel Farm as accommodation for the visitor economy will begin.

During the year, the development of the Island's first economic framework will continue. The framework provides a model of the economy which will be used to:

- develop a common vision and strategic objectives
- enable Ministers and officers to have a better understanding of a policy's consequences across the whole of the economy
- understand how best policy can be used to improve productivity and ensure that Jersey continues to have a sustainable and vibrant economy

The Department for the Economy has a positive year ahead of commitment to supporting all and every industry sector in the ways that are most appropriate to them.



Richard Corrigan
Director General
Department for the Economy

Department Overview

Department

Economy

Services covered

Local and Digital Economy

Financial Services

Financial Crime Strategy

Economic Advisory

Director General

Richard Corrigan

Ministers

Minister for External Relations and Financial Services

Minister for Economic Development, Tourism, Sport and Culture

Chief Minister

Minister for Treasury and Resources

Our Mission Statement

To secure continued social, economic and fiscal prosperity for our island community that comes from a sustainable and vibrant local economy which makes best use of our resources.

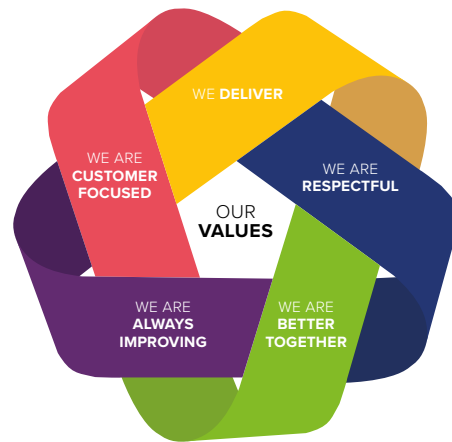
Our purpose

We are directly responsible for the stewardship of Jersey’s foundation economy, digital economy and financial services sector through the development of advice, policy and legislation which provide the right conditions for economic success. We promote an economy that works for all participants through our relationship with a range of arm’s length organisations that support economic development, regulation and conformance to recognised international standards.

Our Values

We are One Government, passionate about delivering public services for Jersey. Our 5 core values as an organisation are:

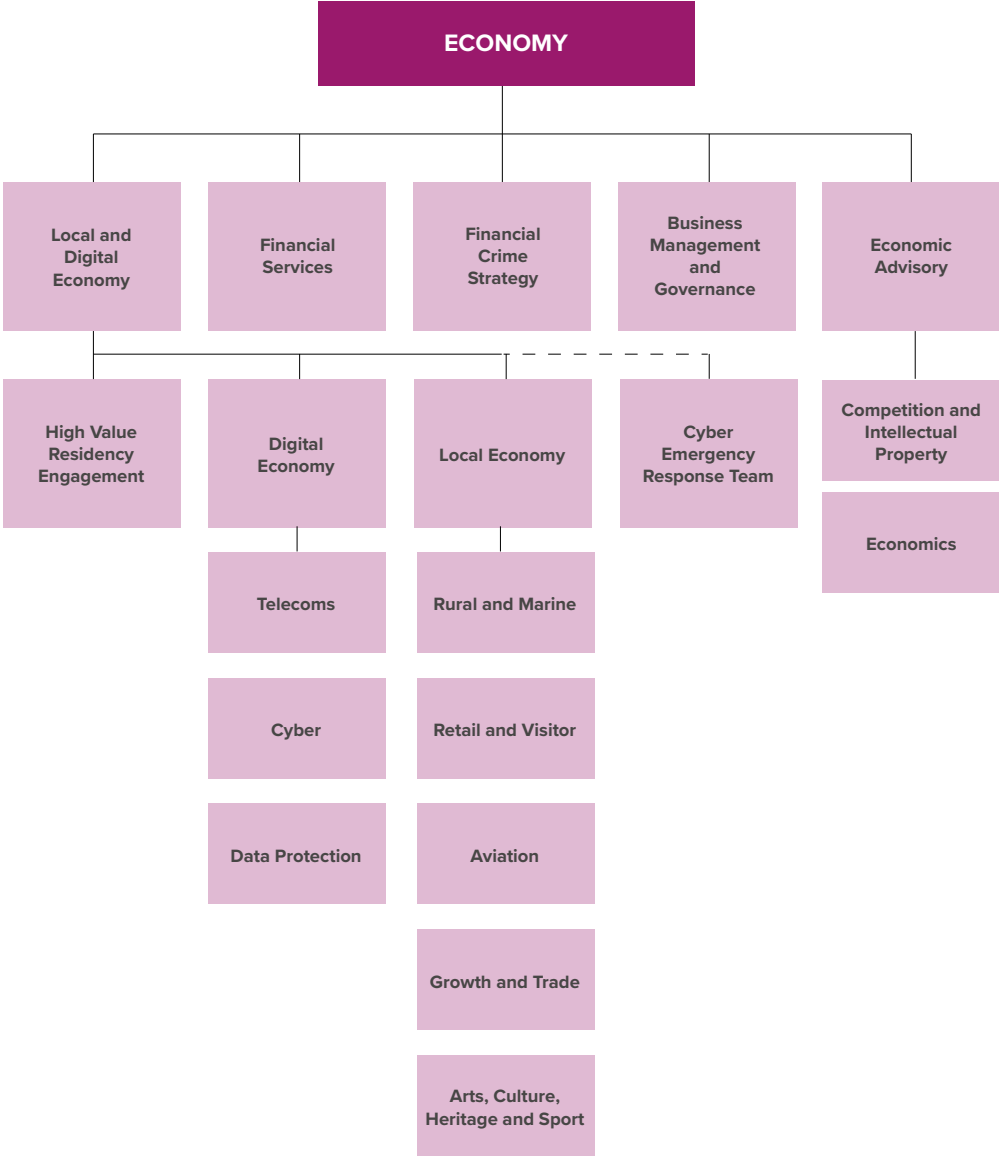
- We are respectful
- We are better together
- We are always improving
- We are customer focused
- We deliver



Our values are supported by a set of high-level behaviours, which guide us in our individual roles and how we work together to achieve our objectives.

Our mission statement is to secure continued economic prosperity for our island community that comes from a sustainable and vibrant local economy, that has our core values at the centre. To achieve this, we strive for continual improvement across our directorates and drive this through the Department Leadership Team. We focus on Jersey’s business community, responding to their needs in a timely, respectful and customer-focused manner. We work together with our partners to deliver a range of business support packages to secure livelihoods and infrastructure as we move from responding to the on-going pandemic, to economic recovery and renewal. We have made significant progress in the last two years in moving to a new department and structure and this work will be further embedded in 2022.

Our Department Structure



What we will do in 2022

Our key objectives for 2022

Key Objectives

Protect and diversify our economic interests

Our short and medium-term responses to Covid-19 will conclude in 2022 with the delivery and evaluation of the fiscal stimulus projects assigned to Economy. But beyond the immediate response to the pandemic, we will help Jersey businesses to emerge with improved efficiency and performance by strategically planning to protect our economy for the longer term. We will enable all areas of our economy to benefit from better-informed decision-making through the Future Economy Programme which, in 2022, will deliver an economic framework. The framework will provide a clear overview of Jersey's economy, which can be used to support sustainable and inclusive growth. We will also take account of the recommendations made by the Economic Council in their 'New Perspectives' report.

Protect and enhance our financial services industry

The financial services sector directly accounts for 39% of Jersey's economic output and 23% of employment which, together, significantly contribute to local spending power and fiscal receipts. Jersey must continue to demonstrate that it is a well-regulated, internationally co-operative finance centre, one that is able to meet prevailing global standards. In partnerships with key island agencies such as the Jersey Financial Services Commission, Jersey Finance, and law enforcement authorities, and notably through the implementation and development of the National Financial Crime Structure and Workplan, we will continue to implement regimes that meet international standards, support innovation, the global trend towards investment in environmental, social and governance, and enhance the reputation and attractiveness of the sector.

Enhance Jersey's international reputation

Working with other Government departments, arm's length organisations and external partners, we will promote Jersey's island identity, reputation and economic interests. We will support increased cultural exchange, visitor attraction, international trade and digital security and connectivity to develop Jersey's links overseas and will work across Government to extend our reach and impact.

Working in collaborations with CYPES to assist in the provision of a framework for delivering a skilled local workforce

Working with other Government departments, we will work to provide an overview of Jersey's economic ecosystem and the constraints, threats, and opportunities to employment, to determine how Jersey can have a workforce which has the skills needed for a sustainable and vibrant economy.

Key Objectives

Continue to strengthen and develop the digital economy

Through the continued investment in Digital Jersey, and by strengthening our digital infrastructure, we will continue to ensure that Jersey has a world-class digital infrastructure. In 2022, we will support the development of our Cyber Emergency Response Team, which was established in 2021. We will also implement Jersey’s Telecoms and Cyber Securities Strategies and develop a new Telecoms Security Framework. We will also continue to prepare for Jersey’s future digital connectivity requirements and the introduction of the next generations of digital networks enabling the Island to embrace the opportunities offered by new digital innovations.

Government Plan and Departmental Initiatives

For more information on each of the initiatives, please see the published Government Plans, which include:

- Government Plan 2022-25 and the Government Plan Annex 2022-25,
- Government Plan 2021-24 and Government Plan Annex 2021-24, and Government Plan 2020-23 and the
- Government Plan Additional Information Report 2020-23

CSP Reference	Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
GP20-CSP3-3-01	AML / CFT To build a sustainable AML/CFT regime for Jersey in line with international standards	The National Financial Crime Structure and Workplan will continue to deliver coordination, policies, legislation and risk assessment to implement Jersey's commitment to international AML/CFT standards and will begin preparations for the MONEYVAL evaluation.	Overall economic performance	Business environment, jobs & growth	Economy	Financial Crime	Minister for External Relations and Financial Services (MERFS)	BAU	Ongoing	On track
GP20-CSP3-2-02	Competition Policy and JCRA To improve the capacity and capability of the JCRA to pursue market studies and investigations in support of States strategies around anti-inflation, the economic framework and affordable living.	In 2020, £50,000 was reallocated for the purposes of reconstituting the authority following the CICRA demerger. The JCRA has been working on three projects and is developing a rolling programme of market studies and research to support States objectives for competition policy.	Overall economic performance	Business environment, affordable living, international reputation	Economy	Competition & Intellectual Property	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track
GP20-CSP3-5-01	Cyber Security Growth Development and delivery of the Cyber Emergency Response Team (CERT.JE) to provide an effective island-wide cyber security coordination, resilience and emergency response capability. Delivery of suitable IT provision and platforms, recruitment of team members, establishing governance and operations, delivery of cyber security and incident response leadership, support and enablement across the Island.	CERT's premises, staff, threat intelligence, incident response capability, and island-wide engagement will be developed during 2022, focusing on the sectors deemed high priority from the Island-Wide Cyber Risk Assessment. The progress towards CERT being an arms-length organisation will also continue so that that CERT can carry out its full role effectively. Budget and capability will be reviewed to ensure the CERT is appropriately resourced for its revised mandate.	Overall economic performance	Business environment, jobs & growth, international reputation	Economy	Digital Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	Project	Ongoing	On track

CSP Reference	Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
GP20-CSP3-2-03	Delivering the Digital Policy Framework To continue to deliver the ambitions of the Digital Policy Framework	Work in partnership with arms length organisations. Development of the Island's digital infrastructure to support innovative digital services. Safeguard islanders' data rights and interests. Support islanders and businesses to capitalise on the opportunities presented by emerging technologies.	Overall economic performance	Business environment, jobs & growth, international reputation	Economy	Digital Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track
GP21-OI3-19	Digital Jersey grant shortfall Address grant shortfall	Ensure appropriate funding for Digital Jersey	Overall economic performance	Business environment, jobs & growth	Economy	Digital Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	Complete
GP20-CSP3-2-05	Digital Jersey growth Delivery of Digital Jersey Business Plan	Ensure appropriate funding for Digital Jersey and work in partnership	Overall economic performance	Business environment, jobs & growth	Economy	Digital Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track
GP20-CSP3-2-06	Economic Framework The Future Economy Programme has the overall aim of delivering a framework for a sustainable, vibrant and inclusive economy and skilled local workforce for the future in Jersey. The framework will provide a common vision and strategic objectives for Jersey's future economy, and new tools to provide a consistent approach for evaluating different policies and investment decisions.	We will continue to work on the programme's four 2020 - 2022 iterative work packages: evidence review and development of supply-use tables; policy development; economic framework; and delivery plan.	Overall economic performance	Business environment, jobs & growth, sustainable environment	Economy	Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	Programme	Q2-22	On track

CSP Reference	Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
GP21-CSP3-C-01	Economic Recovery Lead the ongoing Covid-19 crisis response and economic recovery	As the situation continues into 2022, we will need to continue to develop policy and implement plans to ensure that we can best protect our Island's health and economy	Overall economic performance	Business environment, jobs & growth	Economy	Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	Programme	Ongoing	Partial deferral
GP22-CSP3-1-09	Financial Crime Strategy Enhancing our international profile and promoting our Island identity	Additional funding will enable the implementation of the requirements identified by the National Financial Crime Structure and Workplan. Funding will increase capacity to conduct policy and risk analysis, and provide increased investigation and prosecution resource. It will support the Government's objective of building a sustainable regime for anti-money laundering / combatting terrorist financing which is in line with international standards.	Overall economic performance	Business environment, jobs and growth, international reputation	Economy	Financial Crime	Minister for External Relations and Financial Services (MERFS)	Programme	Dec-22	New
GP20-CSP3-1-03	Future Economic Partnership Goods and Borders Cluster To provide resources to support government and businesses in the transition to new administrative and trading arrangements as a consequence of Brexit which has created new economic relationships with the EU and the UK. Provision of support to the Marine sector through the Freight Connectivity Support Scheme.	Significant areas of economic activity remain to be covered off into 2022, particularly in the context of fisheries. Funding may be required to be used for specific sector support schemes that allow for additional administrative burdens and non-tariff barriers as a result of Brexit, as well as technical consultancy relating to future free trade agreements and potentially short-term contracts to support the newly created Trade and Investment Framework. Key work areas will include the coordination of economic impact analyses and assessments of possible free trade agreements and the UK-EU, and rest of the world future relationships against the broad ambitions, and the specific technical details of Jersey's Future Economy Programme. This will require technical analysis and the development of negotiating positions in relation to trade remedies, competition policy, monopolies, subsidies and state aid. Government will develop these negotiating positions relating to the rules of origin for, and tariffs applied to, exported Jersey products with further negotiating positions in relation to road, sea and air transport, mutual recognition of qualifications, trade and labour and the cross-border trade in services. This may require further policy development in areas including aviation, maritime, state aid, services and investments, and cultural cooperation agreements.	Overall economic performance	Business environment, jobs & growth, sustainable environment	Economy	Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track

CSP Reference	Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
GP20-CSP3-5-02	Heritage, Arts & Culture Culture, Arts & Heritage sector development	Through the development of strategies for both arts and heritage, we will ensure that the commitment to spend 1% of the Government's budget on Jersey's arts, culture and heritage sectors is focussed and aligned with the needs of the sectors.	Quality of life in Jersey benefits from a thriving arts, culture and heritage sector	Vibrant & inclusive community	Economy	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	Project	Dec-22	On track
GP20-CSP2-1-01	Inspiring an active jersey Delivery of the Inspiring Active Jersey strategy	Delivery of the Inspiring an Active Jersey strategy in conjunction with Jersey Sport.	Quality of life in Jersey benefits from a thriving sports sector	Vibrant & inclusive community	Economy	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track
GP21-CSP3-2-12	JCRA Reconstitution Funding Reconstitute the JCRA as a Jersey-only body to allow it to better focus on the consumer matters that impact people in Jersey	JCRA has been reconstituted as a stand-alone body in 2020. Funding required on an ongoing basis associated with the cost of establishing the JCRA as an insular body under its own staff and Board.	Overall economic performance	Business environment, affordable living, international reputation	Economy	Competition & Intellectual Property	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Ongoing	On track
GP20-CSP3-3-02	Jersey Finance growth To maintain Jersey Finance purchasing power in overseas markets	Ensure full range of overseas business development activities as target markets enter post-COVID economic activity.	Overall economic performance	Business environment, jobs and growth	Economy	Financial Services	Minister for External Relations and Financial Services (MERFS)	BAU	Ongoing	On track

CSP Reference	Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
GP20-CSP3-3-02	Jersey Finance Growth - New York office To embed a New York office that promotes Jersey as an International Finance centre in the US.	Ensure that the development of business opportunities is maximised by the New York office	Overall economic performance	Business environment, jobs & growth	Economy	Financial Services	Minister for External Relations and Financial Services (MERFS)	BAU	Ongoing	On track
GP20-CSP3-2-08	Jersey Financial Stability Board To establish the Financial Stability Board (FSB) with appropriate legal powers	Provide the FSB with legal gateways and duties to enable it to operate most effectively	Overall economic performance	Business environment, jobs & growth	Economy	Economics	Chief Minister (CM)	BAU	Dec-22	On track
GP20-CSP5-2-03	Jersey National Park Jersey National Park (JNP)	Initiatives to be delivered include marketing (both in partnership with Visit Jersey and independently), fund raising, an education centre at the Francis Le Sueur Centre, community engagement, signage, bins and maintenance in the JNP, rezoning land to the JNP through the Island Plan 2021-30.	Jersey's natural habitats and species are protected and conserved	Natural environment	Economy	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track
GP20-CSP3-2-06	Productivity Support Scheme Enhancing productivity	Review the 2021 Productivity Support Scheme pilot and launch a new Productivity Scheme for 2022 to enable businesses to enhance their productivity levels through investment.	Overall economic performance	Business environment, jobs & growth	Economy	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track
GP20-CSP3-2-11	Rural Economy Strategy Delivery of Rural Economy Strategy 2022-2027	Delivery of a new Rural Economy Strategy for 2022-2027 which will include provision of a Rural Support Scheme and Rural Initiatives Scheme to support increased productivity, greater alignment with local consumption and judicious use of our island's resources	Agriculture sector performance	Business environment, jobs & growth, sustainable environment	Economy	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track

CSP Reference	Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
GP20-CSP3-2-10	Securing professional rugby in Jersey Securing professional rugby	Securing the longer-term future of professional rugby in Jersey will help to promote Jersey.	Quality of life in Jersey benefits from a thriving sports sector	Vibrant & inclusive community	Economy	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track
GP20-CSP3-2-10	Visit Jersey - Route Marketing Connectivity	Visit Jersey working with Ports of Jersey and the Department for the Economy will continue to develop and grow connectivity routes for the Island	Jersey's air and sea transport links are promoted and secure	Jobs & Growth, Vibrant & inclusive community	Economy	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track
GP20-CSP3-2-10	Visit Jersey - Short Breaks Visitor Economy	Working with Visit Jersey the Local Economy team will seek to support growth of visitor economy throughout the year, with particular focus on the shoulder months of the season.	Hospitality sector performance	Jobs & Growth, Vibrant & inclusive community	Economy	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track

Departmental Initiatives

This table shows departmental initiatives not included in the Government Plan that we will deliver in 2022.

Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Competition framework</p> <p>Competition framework amendments</p>	Amendments to the Competition Law progressed to States	Overall economic performance	Amendments to competition framework in line with plan	Competition and IP	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	Delay anticipated
<p>Competition policy</p> <p>Support the JCRA</p>	Manage the relationship with the JCRA	Overall economic performance	JCRA operating in conformance with Funding Agreement and Statutory Requirements. Consistent with States objectives.	Competition and IP	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track
<p>Intellectual Property framework</p> <p>Develop the intellectual property framework</p>	Seek extension of the WCT, monitor progress on Beijing treaty, TM forms Regulations and Order.	Overall economic performance	How we have delivered against the BP commitments.	Competition and IP	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track

Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
Marine Economy Strategy Marine Economy	We will deliver a Marine Economy strategy for the sector in conjunction with Marine Resources colleagues and the sector representatives	Overall economic performance	Business environment, sustainable resources	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Jun-22	New
Tourism Strategy Tourism Strategy Strategy	We will develop a Tourism Strategy	Overall economic performance	Business environment, built environment, natural environment	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Jun-22	New
Export Strategy Export Strategy	We will analyse and assess the Island's current export performance, and develop an overall strategy to enhance exports from local companies	Overall economic performance	Business environment,	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	New
Inward Investment Strategy Inward Investment Strategy	We will continue current work to increase the relocation and inward investment of companies to the Island. In 2022 this will include a refresh of the existing strategy for inward investment.	Overall economic performance	Business environment, vibrant and inclusive community	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Jun-22	On track

Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Retail Strategy</p> <p>Retail Strategy</p>	Building on the interim retail strategy published in February 2021, we will develop a longer-term retail strategy for the Island.	Overall economic performance	Business environment, built environment, vibrant and inclusive community	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track
<p>Aviation</p> <p>Aviation Strategy</p>	We will develop an aviation strategy for the Island, determining a way forward for the sector as well as the Jersey Aircraft Registry	Overall economic performance	Business environment, sustainable resources	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	Project	Q1-2023	New
<p>Economic diversification</p> <p>Development of a new medicinal cannabis, CBD and other medicinal products sector.</p>	Develop and implement a licensing strategy and provide an appropriate level of administration for the ongoing economic development of a high-value, securely-managed medicinal cannabis sector, with strong audit trails, appropriate pre-application advice and screening, determination and criteria for applicants, consideration and monitoring of licensing conditions and processes for revocation/ non-renewal and appeals.	Overall economic performance	Business environment, growth and jobs	Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	Programme	Dec-22	New
<p>Financial Crime Strategy</p> <p>Maintaining a resilient environment to financial crime in Jersey and ensuring our international obligations are met</p>	Continue to develop and understand risk that Jersey faces from financial crime and implement regimes to mitigate the impact of financial crime across the Government, JFSC, SOJP and LOD.	Overall economic performance	Business environment, vibrant and inclusive community	Financial Crime Strategy	Minister for External Relations and Financial Services (MERFS)	BAU	Ongoing	On track

Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Inward Investment Strategy</p> <p>Inward Investment Strategy</p>	Continue policy of attracting a limited number of high net worth families to the island and working with them to assist local investment in business and philanthropy.	Overall economic performance	Business environment, growth and jobs	Local Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	On track
<p>Telecoms Security Framework</p> <p>Creation of a new telecoms security framework for Jersey</p>	Continue to develop a telecoms security framework with three key elements: restrictions on high risk vendors, creation of a telecoms security requirements, a new compliance regime	Overall economic performance	Business environment, growth and jobs	Digital Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	Project	Dec-22	On track
<p>Future Digital Connectivity Review</p> <p>Conduct a review of future digital connectivity requirements</p>	Consider the way in which digital connectivity is provided in Jersey today and the challenges that Jersey will face to deliver the required connectivity in the 21st Century	Overall economic performance	Business environment, growth and jobs, international reputation	Digital Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	Project	Dec-22	New
<p>Data Policy</p> <p>Development of a high level data policy</p>	Develop a high level data policy	Overall economic performance	Business environment, growth and jobs, international reputation	Digital Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	Project	Dec-22	New

Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Cyber Security</p> <p>Continued delivery of the Cyber Security Strategy</p>	Continue to deliver the goals of the Cyber Security Strategy and new cyber security initiatives arising from the second Island Wide Risk Assessment	Overall economic performance	Business environment, growth and jobs, international reputation	Digital Economy	Minister for Economic Development, Tourism, Sports and Culture (MEDTSC)	BAU	Dec-22	New
<p>Fiscal Policy Panel economic assumptions</p>	Delivery of regular macroeconomic forecasts, for use in fiscal forecasts and planning.	Government has sustainable finances	Accuracy of forecasts	Economics	Minister for Treasury and Resources (MTR)	BAU	Dec-22	On track
<p>Fiscal Policy Panel Annual Report</p> <p>FPP 2022 Annual Report</p>	Support the FPP with drafting and analysis of their 2022 Annual Report	Government has sustainable finances	Sustainability of public finances in the long-term	Economics	Minister for Treasury and Resources (MTR)	BAU	Dec-22	On track
<p>Revenue forecasts</p> <p>Forecast for personal income tax, corporate tax and GST</p>	Produce regular forecasts for consideration by the Income Forecasting Group	Government has sustainable finances	Accuracy of forecasts	Economics	Minister for Treasury and Resources (MTR)	BAU	Dec-22	On track
<p>Creditors Winding Up</p> <p>Introduction of new regime so that a creditor can apply to the court to put an insolvent company into a winding up.</p>	Complete the legislative process and bring into force, subject to States Assembly approval	Finance sector performance	Business environment, growth and jobs	Financial Services	Minister for External Relations and Financial Services (MERFS)			

Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Limited Liability Companies Regulations</p> <p>Introduce Regulations necessary for LLCs to be operable and in force</p>	Complete the legislative process and bring into force, subject to States Assembly approval	Finance sector performance	Business environment, growth and jobs	Financial Services	Minister for External Relations and Financial Services (MERFS)	Project	Sep-22	On track
<p>Pensions Regulation</p> <p>Bring the advice given by local Independent Financial Advisors to pension consumers into the regulatory regime for investment business</p>	Complete the legislative process and bring into force, subject to States Assembly approval	Finance sector performance	Economic wellbeing	Financial Services	Minister for External Relations and Financial Services (MERFS)	Project	Jun-22	On track
<p>Limited Partnerships amendments</p> <p>Updates to LP law to support competitiveness of regime and effective regulatory oversight and enforcement</p>	Complete the legislative process and bring into force, subject to States Assembly approval	Finance sector performance	Business environment, growth and jobs	Financial Services	Minister for External Relations and Financial Services (MERFS)	Project	Sep-22	On track
<p>Power of Attorney amendments</p> <p>Amendments to Powers of Attorney (Jersey) Law 1995</p>	Complete the legislative process and bring into force, subject to States Assembly approval	Finance sector performance	Business environment, economic wellbeing	Financial Services	Minister for External Relations and Financial Services (MERFS)	Project	Dec-22	On track
<p>Banking services policy review</p> <p>Review to ensure that Jersey remains at the forefront of corporate and private banking and a jurisdiction of choice to base the wealth offering of global institutions.</p>	Undertake and complete review	Finance sector performance	Business environment, growth and jobs	Financial Services	Minister for External Relations and Financial Services (MERFS)	Project	May-22	On track

Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
<p>Electronic customer identification</p> <p>Framework to ensure financial services firms are able to deploy electronic verification of their customers</p>	Develop and confirm approach, through implementation of a trust framework	Finance sector performance	Business environment, growth and jobs	Financial Services	Minister for External Relations and Financial Services (MERFS)	Project	Dec-22	On track
<p>Sustainable finance strategy</p> <p>Programme of work to champion and enable Jersey as a leading international finance centre for sustainable finance</p>	Programme of work to include legislative framework	Finance sector performance	Business environment, growth and jobs	Financial Services	Minister for External Relations and Financial Services (MERFS)	BAU	Dec-22	On track
<p>Charitable law definition</p> <p>Align more closely definitions of charitable purpose in charities and trust law</p>	Develop and lodge amendment	Finance sector performance	Business environment, growth and jobs	Financial Services	Minister for External Relations and Financial Services (MERFS)	Project	Dec-22	On track
<p>Consumer lending law</p> <p>Introduce consumer protection for borrowers through a new law</p>	Develop, consult over and lodge primary law	Finance sector performance	Economic wellbeing	Financial Services	Minister for External Relations and Financial Services (MERFS)	Project	Dec-22	Dec-22
<p>Pensions law - Phase 2</p> <p>Introduce protection for pension holders through a new law</p>	Introduce protection for pension holders through a new law	Finance sector performance	Economic wellbeing	Financial Services	Minister for External Relations and Financial Services (MERFS)	Project	Dec-22	On track

Initiative	What we will do in 2022	Island wellbeing outcomes impacted by success	Island indicators or service performance measures impacted by success	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
Jersey Resolution Authority Establish Bank Resolution Authority	Pass and amend the relevant law, subject to States Assembly approval, establish Authority, develop working arrangements	Finance sector performance	Business environment; economic wellbeing	Financial Services	Minister for External Relations and Financial Services (MERFS)	BAU	Dec-22	On track

Legislation Programme

Name of Legislation	Lead Department / Directorate	Lead Minister	Target Delivery Date
Heritage & Antiquities legislation (NEW)	Local Economy	MEDTSC	Q4
Amendments to Shipping legislation	Local Economy	MEDTSC	Q2
Extension of the Cape Town Convention	Local Economy	MEDTSC	Q4
Amendments to the Telecommunications (Jersey) Law 2002 (expect in separate sets for High Risk Vendors; Telecoms Security Requirements; and compliance and potentially for Global Titles)	Digital Economy	MEDTSC	Q2
Amendments to the Data Protection Jersey Law	Digital Economy	MEDTSC	Q2
Amendments to the Data Protection Authority Jersey Law (depending on the outcome of the work on funding model)	Digital Economy	MEDTSC	Q2
Amendments to the Electronic Communications (Jersey) Law 2000 dependent on consultation with industry working group	Digital Economy	MEDTSC	Q2
Enabling legislation for the Financial Stability Board	Economic Advisory	Chief Minister	Q1
Amendments to the Competition (Jersey) Law 2005	Economic Advisory	MEDTSC	Q1
Civil Penalties (extension of scope of regime)	Financial Crime	MERFS	Q1
Exemptions to AML/CFT regime concerning Funds and other activities	Financial Crime	MERFS	Q2
Amendments to the Proceeds of Crime Law concerning structure and governance of the Financial Intelligence Unit	Financial Crime	MERFS	Q2
Amendments to Financial Services Law concerning risk and licensing	Financial Crime	MERFS	Q2
Not for Profit Organisations – amendments to regulatory regime	Financial Crime	MERFS	Q1

Name of Legislation	Lead Department / Directorate	Lead Minister	Target Delivery Date
JFSC ability to supervise Targeted Financial Sanctions	Financial Crime	MERFS	Q2
Criminality checks for Owners and Directors of certain regulated businesses for AML/CFT	Financial Crime	MERFS	Q1
Confiscation of criminal instrumentalities	Financial Crime	MERFS	Q1
Amendments concerning disclosure of Suspicious Activity Report (SARs)	Financial Crime	MERFS	Q4
Introduction of a regulate Virtual Asset Service Providers (VASPs)	Financial Crime	MERFS	Q4
Money Services Business amendments	Financial Crime	MERFS	Q1
Amendment to Limited Partnership law	Financial Services	MERFS	Q1
Powers of Attorney	Financial Services	MERFS	Q3
Charitable Purposes Definition	Financial Services	MERFS	Q4
Consumer Lending	Financial Services	MERFS	Q4
Jersey Private Fund Supervision	Financial Services	MERFS	Q4

Given that the election is planned for June 2022, there are no plans to lodge legislation which would have a significant effect of reform on any institution or process because it would not pass within the remaining sitting dates of the Assembly. It is possible that the Government may wish to legislate on a range of matters after the election in June, therefore, the Department for the Economy will undertake preparations to advise and support Ministers should they wish to do so.

Monitoring service performance – our service performance measures

Our services are having a direct impact on Islanders' lives. It is important to us to monitor how we are doing across the department. We have selected key performance measures that reflect how we are doing across our services. These are listed below and will be published with data in Jersey's Performance Framework .

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Local Economy	One to one advisory support: no. of businesses supported ('Growth Clients')	2020	Annually	60 Growth	Maintain	No
Local Economy	One to one advisory support: no. of businesses supported ('Advisory Clients')	2020	Annually	150 Advisory	Maintain	No
Local Economy	One to one advisory support: no. of businesses supported ('Light Clients')	2020	Annually	500 Light	Maintain	No
Local Economy	Direct Business Support: Partners Net Promoter Score	2020	Annually	>= 50%	Maintain	No
Local Economy	To reach 50% of ABC1 Adults through UK marketing activity (7.3m customers)	2021	Annually	7.3m customers	Maintain	No
Local Economy	Number of industry opportunities	2021	Annually	250	Maintain	No
Local Economy	Number of business licenses allocated to digital sector businesses	2020	Annually	7	Increase	No
Economy - HNW	Number of high value residency approvals	2014	Annually	15	Increase	No

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Local Economy	Number of jobs created and filled by inward investment businesses assisted by Inward Investment – Business Relocation to establish in the Island	2014	Annually	2,000	Increase	No
Local Economy	% of farmland managed under LEAF/Organic Certification	2020	Annually	75%	Increase	No
Local Economy	Number of businesses which qualify for Tiers 2 and 3 of the Rural Support Scheme	2020	Annually	40	Increase	No
Local Economy	Number of projects supported by Rural Initiative Scheme	2020	Annually	15	Increase	No
Financial Services	Number of members & gatekeepers attending JFL events	2020	Annually	8,050	Maintain	No
Local Economy	Number of strategic & technical initiatives launched	2020	Annually	57	Maintain	No
Local Economy	Optimise/ increase visitor numbers (measured by an exit survey)	2019	Annually	771,000	Increase	No
Local Economy	Increase visitor spend (measured by an exit survey)	2019	Annually	280m	Increase	No
Local Economy	Marketing: ROI on Visit Jersey grant (measured by a campaign evaluation)	2019	Annually	8.4:1	Increase	No

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Local Economy	Engagement with the community, resident and visiting, to participate in Island heritage and share in a common understanding of our cultural heritage.	2020	Annually	55,000 resident visits	Increase	No
Local Economy	The promotion of heritage to attract visitors, secure positive coverage in the promotion of Jersey and maintain the value of our heritage assets through agreements with their respective owners.	2020	Annually	150,000 visits	Increase	No
Local Economy	Promote heritage to students within formal education, support internships and community roles, work with other voluntary organisations in the cultural sphere to increase inclusion.	2020	Annually	5000 school visits	Increase	No
Digital	Jersey's consumer fixed line broadband speeds are ranked as being within the top five for jurisdictions in the world	2021	Annually	Currently ranked No.1 by cable.co.uk	Maintain	Yes - but not formal
Digital	Jersey's consumers have access to a range of fixed line broadband services differentiated by speed and price	2021	Annually	In development	In development	No
Digital	Jersey maximises the benefits of its JT owned world class fibre network	2021	Annually	In development	In development	No
Digital	Jersey's telecoms networks are secure and resilient	2021	Annually	In development	In development	No

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Local Economy	The promotion of heritage to attract visitors, secure positive coverage in the promotion of Jersey and maintain the value of our heritage assets through agreements with their respective owners.	2020	Annually	In development	In development	No
All	% of Economy C&AG, PAC and Scrutiny recommendations outstanding at the start of the year implemented during the year	2021	Quarterly	N/A	In development	No

Our operating context

Key Strategies and Service Plans for the Department

This section summarises what we do day-to-day by setting out our key departmental delivery strategies and service plans.

Lead Service	Strategy/Plan	Planned / Developed	Delivery Timeframe
Financial Crime	Financial Crime Strategy	Planned	Q3 2022
Financial Crime	National financial services risk statement	Planned	Q2 2022
Financial Crime	Development of National Risk Assessment of Money Laundering and Terrorist Financing for publication in 2023	Planned	Q4 2022
Financial Crime	National Risk Assessment of ML/TF – sector reports: Funds, Legal Persons and Arrangements, High risk jurisdictions for ML, Family Offices Industry Outreach and engagement programme	Developed	Q1-Q4 2022
Financial Services	Financial Services Policy Framework	Developed	Q1-4 2022
Economics	Support the FPP economic forecasts	Developing	March 2022
Economics	Support the IFG revenue forecasts	Planned	TBC 2022
Economics	Support the FPP Annual Report	Planned	Q4 2022
Local Economy	Visitor Economy Strategy	Planned	Q1 2022
Local Economy	Skills Accelerator Programme	Planned	Q2 2022
Local Economy	Heritage & Arts Strategy	Planned	Q1 2022
Local Economy	Economic Framework and Associated Policy Development	Planned	Q1 2022

Lead Service	Strategy/Plan	Planned / Developed	Delivery Timeframe
Local Economy	Develop revised Rural and Marine Economy Strategy	Planned	Q2 2022
Local Economy	Aviation Strategy	Planned	Q4 2022
Local Economy	Delivery plan and process plan to support the Cannabis Investment Framework	Planned	Q2 2022
Inward Investment	Trade and Investment Framework	Planned	Q2 2022
Digital Economy	Review Digital Policy Framework	Developed	Q1 2022 (Delivery update) Q4 2022 (policy refresh)
Cyber Security	Review Cyber Security Strategy	Developed	Q2 2022
Digital Infrastructure	Review Telecoms Strategy	Developed	Q1 2022 (Delivery update) Q4 2022 (refresh)
Digital Economy	Data Policy	Scoping	Q1 2022

Monitoring Progress of delivery of the Business Plan Change Initiatives

The Department for the Economy's leadership team monitor the delivery plan on a monthly basis. As part of this, they will identify any areas of concern and re-plan as required.

All Government programmes and projects are reported monthly to the Corporate Portfolio Management Office (CPMO) via the portfolio reporting tool, Perform. Departmental leadership team portfolio reviews are undertaken on a monthly basis, to review and assess the delivery of programmes/projects within the directorate.

Major and strategic programmes/projects tracking Red or Amber are escalated by the CPMO to the Executive Leadership Team along with any issues or risks which cannot be resolved at the programme or project board/ departmental level. The CPMO also provides a Governance and Control quality assurance function to assess and health check strategic and major programmes/projects on an on-going basis and provides governance oversight along with best practice standards, templates, tools and techniques, which are set out in the Government of Jersey Project Delivery Framework .

Relevant Ministers will be regularly briefed on the delivery of the business plan, through meetings attended by the Director General. Ministers also have formal quarterly meetings with Scrutiny Panels and the Public Accounts Committee.

Risk Management Reporting Arrangements

The Government of Jersey has a corporate approach to risk management that can be found online at gov.je . It describes the guidance that helps operationalise the Risk Management Strategy, and defines the approach, procedures, roles and responsibilities for managing risks associated with the Government of Jersey.

Economy follows the corporate risk management framework. The control framework describes the mechanisms by which risks are identified and managed in the department. The impact of the COVID-19 pandemic is likely to be felt across Jersey for some time. There is a significant likelihood that any further waves of the pandemic will have a notable impact on the current plans of the department. Plans will need to be reviewed on a continuous basis and re-assessed as these risks emerge.

Economy follows best practice as set out in the Risk Management (RM) Strategy and Guidance, ensuring that we embrace and embed a positive risk culture by following the steps in the Risk Management Framework. The purpose of risk management is to help our Department and, in turn, the local economy and arm's length organisations, to make informed, risk-based decisions, achieve our objectives, and to protect the interests of Islanders. The risk management process is a continuous cycle. It aims to help manage threats that may hinder delivery of priorities and to maximise opportunities to deliver them.

Health and Safety

The Government of Jersey has a corporate approach to Health & Safety. Health & Safety Risk is managed through the Risk Management reporting arrangements (detailed above). All departments are expected to comply with the minimum standards found in the H&S policy . These include:

- a forum to regularly discuss H&S issues
- active management of H&S risks, including the actions and controls to mitigate them
- allocated staff to coordinate and manage H&S activity
- active investigation of all H&S incidents, accidents and near-misses
- provision of all departmental role-specific training
- the department ensures that all colleagues have healthy working assessments and appropriate provision for both the office and their home working environments.

Our customers

This section outlines who our customers are, and the projected demand for our department's services.

Service Users and Projected Demand for Services

All Islanders will be impacted in some way by the work of the Department for the Economy. For example, Islanders could feel the effects of policy implementation, enjoy employment opportunities realised through the promotion of finance and digital sectors or appreciate the opportunities to enhance their wellbeing through engagement with Jersey Heritage, Jersey National Park and Jersey Sport. Colleagues engage with a range of professionals:

- Island businesses through a variety of COVID business support packages
- International businesses and inbound visitors making use of the relevant island propositions e.g. in financial services or tourism
- Governments, regulators and supranational bodies as necessary to sustain economic relations, international equivalence and compliance with global standards e.g. HM Government, Financial Action Task Force, Moneyval, OECD, European Commission, International Monetary Fund and World Bank
- Regulatory bodies within the island including Office of the Information Commissioner, Jersey Financial Services Commission and Jersey Competition Regulatory Authority
- Arms-length organisations such as Visit Jersey, Jersey Finance, Digital Jersey
- Representative bodies such as the Jersey Chamber of Commerce and the Economic Council

This section also outlines how we will ensure our services align with the principles detailed in the customer strategy. The strategy provides a framework on how we will continue to deliver improvements for our customers and is based around four principles – make it accessible, make it consistent, make it easy and think ahead (ACE+)



ACCESSIBLE | CONSISTENT
EASY | + THINK AHEAD

<p>MAKE IT ACCESSIBLE:</p> <p>Ensure customers can access services and information in the way that's best for them</p>	<ul style="list-style-type: none"> Increase online and self-service availability with additional support where necessary Make services, information and facilities accessible and inclusive for all our diverse customer groups Make personal information we hold easy to access and update Share customer information between departments with consent Connect customers to other services or information relevant to their needs
<p>MAKE IT CONSISTENT:</p> <p>Make every customer interaction consistently positive</p>	<ul style="list-style-type: none"> Give customers a consistently good experience no matter which service they need Ensure our staff are trained to be knowledgeable and accurate Provide clear and accurate information however we communicate Protect customer's confidential information Use customer feedback to improve services and experiences
<p>MAKE IT EASY:</p> <p>Make it easy for customers to interact with us</p>	<ul style="list-style-type: none"> Offer simple and straightforward processes and services Respond to customer's requests promptly and efficiently Tell customers clearly what we need from them and when we need it Spend time listening and responding to customer's individual needs Proactively supply accurate and up to date information to suit customers
<p>+ THINK AHEAD</p> <p>Design and deliver services to meet customers' future needs</p>	<ul style="list-style-type: none"> Create services that work for all our customer groups Work together to provide insightful and innovative customer focused services Align our services around life events to make it easy for customers to get what they need Group services and information in one easily accessible place Actively use technology to meet current and future customer needs

Service description	How will you make it more Accessible?	How will you make it more Consistent?	How will you make it Easier	+ How will you think ahead?
Economics	Enhanced opportunities to access economic and fiscal forecasts	Provision of detailed supporting evidence to allow customers to understand forecasts in more depth	Developing new ways to access economic forecasts and data, such as provision of a dashboard	Proactively seek out feedback and views on the usefulness of analysis and information provided
Digital Economy	Provision of new clear strategies in the digital economy with appropriate consultation and user needs assessment	Use of VC and using MCMG to identify development needs	Regular partnership meetings	Regular engagement with representative bodies such as CoC and EC
Local Economy	Delivery of sector specific strategies that have been developed through consultation and coproduction with stakeholders	Use of VC and using MCMG to identify development needs	Regular partnership meetings	Regular engagement with representative bodies such as CoC and EC
Financial Crime Strategy and Financial Services	Delivery of clear strategies in financial services and financial crime with enhanced industry engagement through physical and online events	We will plan and deliver a programme of short-, medium- and long-term engagement outlining the clear strategy for Jersey	A revised approach to customer/industry facing engagement including revising pages on www.gov.je and clearer communications plans	We consistently monitor emerging financial services opportunities and financial standards worldwide looking to inform our strategies and the position of Jersey

Our people

The Government of Jersey People Strategy was developed by our people, for our people and sets out our ambitions of what sort of organisation we want the Government of Jersey to be.

Economy Employee profile

In 2021 Economy employed 31 people.



51.6% male (16) and 48.4% female (15)

The gender pay gap, as defined by the UK Government, is the difference between the average earnings of men and women in organisation. The gender-pay gap in Economy is calculated, as of 30 September 2021, to be: at the median men are paid 29.6 % more than women and the mean average for male employees in Economy is 33.8 % more than women in the department. While there are an equal number of men and women in senior (grade 14-15) Tier 3 positions, there are presently no women in Tier 1 or 2 positions. We are particularly mindful of this diversity gap in our leadership, one that is largely attributable to employment law obligations in the organisational change process that brought the Department into existence. Through a process of job-matching of existing colleagues, there was no opportunity to expand diversity the existing leadership team. Our workforce planning programme demonstrates our commitment to supporting career development for all colleagues in the department. We are committed to empower more women to pursue leadership positions both within the department as well as wider GOJ.

Economy has an equal number of males and females in the workforce. Men and women in the same roles are paid the same amount, as established by the Civil Service Pay Scale set out by the States Employment Board (SEB). However, across GoJ women occupy a higher proportion of roles in lower tiers.

- These are our four commitments as set out in our Government of Jersey People Strategy:



People Strategy

In support of the People Strategy, our department commits to:

- developing and implementing a People and Culture Plan that will support the department to embed the People Strategy. As part of the People and Culture Plan we will develop a workforce plan to ensure a targeted approach to resourcing and talent management to build the capability of our department
- From these plans and the results of our Be Heard employee survey, we have identified the following priority actions to take over 2022:
- To support our managers in their role as leaders within the organisation
- To provide developmental opportunities for colleagues in order that they can progress their careers
- To review and improve systems to ensure that communication is efficient and effective across the department
- To provide a working approach that promotes inclusivity, diversity and flexibility that enhances productivity whilst supporting wellbeing

We also commit to:

- ensure that all staff members understand their objectives and the behaviours required of them and receive regular feedback on their progress and performance and ensure development plans are in place. We will do this by embedding the corporate appraisal process, 'My Conversation My Goals'
- embed positive behaviours and Government of Jersey values through engagement in the Team Jersey programme, supporting our people to attend colleague and leadership workshops, and teams to use the 'Our Values' toolkit. In addition, we will sponsor and mentor our department Team Jersey lead community, to deliver interventions that respond to the 'Be Heard' employee survey and support a positive workplace culture
- welcome new starters and ensure that they receive appropriate support throughout their probation through the provision of a clear induction plan using the My Welcome online induction programme
- ensure that all employees complete mandatory training requirements
- ensure the health and safety of our people ensuring adherence to all health and safety requirements and actively support wellbeing and mental health through an agreed programme of activity
- ensuring a strategy is in place to improve staff engagement responding to issues highlighted through the Be Heard employee survey
- have a dedicated Mental Health First Aider and utilise the Axa referral system when needed
- promote the opportunities to enhance career development through corporate initiatives, for example, the Board Apprentice scheme along with secondments, both internal and external
- provide opportunities for local interns to gain valuable work experience

Economy aims to improve and recognise levels of workplace engagement. Our department management team and departmental Be Heard survey champions will support the process and meet on a regular basis to create joint ownership and to check on progress.

We will be:

- embedding the organisational values and behaviours and ensuring these are role modelled by the Economy leadership team
- holding to account those who do not demonstrate the required standards of behaviour
- ensuring compliance with organisational standards regarding behaviours and our values
- providing regular opportunities for all members of the department to engage with the leadership team in different ways e.g. Director General updates, directors' drop-in sessions etc.

We are aiming for Economy to be a great place to work, where colleagues are supported, belong and are valued and create opportunities for everyone to achieve their potential.

Diversity and Inclusion

We value diversity and are committed to building a safe, supportive inclusive working environment, free from bullying and harassment where our people feel valued as individuals and are able to express and be themselves.

We will do this by:

- Supporting flexible and agile working and practices that support diversity, attract and retain talent and support increased wellbeing
- engaging in the Inspiring Women Into Leadership and Learning 'I WILL' initiative, supporting our people to attend their events and participate in the mentoring, shadowing and Board Apprenticeship schemes
- ensuring that all recruitment and appointment procedures are unbiased and provide interviews for all disabled applicants who meet the essential criteria for the role
- as part of the People Strategy, take action to address inequality and disparity and to address the gender pay gap through encouraging applications for roles from those who meet the assessment criteria
- having an Inclusion and Diversity Champion to ensure that we continue to embed equality and diversity on a daily basis, and we will challenge all forms of discrimination

Our financial context

Financial Table 1 provides an analysis of our budget across each of our service areas. For more information on the activities of each of the service areas, please see Part 1.

Financial Table 1 – Detailed Service Analysis

Service Area	Income	DEL	Near Cash 2022 Net Revenue Expenditure	Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	£'000	£'000	£'000	£'000	£'000	
Department for the Economy	54	36,732	36,678	0	36,678	42
Net Revenue Expenditure	54	36,732	36,678	0	36,678	42

Financial table 2 provides the budget allocations for our department that are held separately within the Covid-19 Head of Expenditure.

Financial Table 2 – Covid-19 Allocations

Service Area	Income	DEL	Near Cash 2022 Net Revenue Expenditure	Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	£'000	£'000	£'000	£'000	£'000	£'000
Economic Recovery	-	10,200	-	10,200	0.0	0.0
Net Revenue Expenditure	-	10,200	10,200	10,200	10,200	0.0

Financial table 3 provides a breakdown of the different types of expenditure within our budget.

Financial Table 3 – Statement of Comprehensive Net Expenditure

		2022 Net Revenue Expenditure £'000
Income		
Earned through Operations		54
Total Income		54
Expenditure		
Staff Costs		4,029
Other Operating Expenses		4,707
Grants and Subsidies Payments		27,996
Total Expenditure		36,732
Total Net Revenue Expenditure		36,678

Financial tables 4 and 5 show the additional investment in our services included in previous Government Plans.

Financial table 4 – Government Plan Growth

CSP Priority	Sub-priority	CSP Ref	Programme	2022 Allocation (£000)
Vibrant Economy	Enhancing our international profile and promoting our Island identity	CSP3-1-09	Financial Crime Prevention	1,800
Vibrant economy Total				1,800
Grand Total				1,800

CSP Priority	Sub-priority	GP Ref	Programme	2022 Revised Allocation (£000)
Improve Wellbeing	Support Islanders to live healthier, active, longer lives	CSP2-1-01	inspiring an 'Active Jersey'	965
Wellbeing Total				965
Modernising Government	A modern, innovative public sector	OI3-19	Digital Jersey grant shortfall	303
Moderising Government Total				303
Protect Our Environment	Protecting the natural environment	CSP5-2-03	Jersey national Park	200
Protect our Environment Total				200
Vibrant Economy	Enhancing our international profile and promoting our Island Identity	CSP-1-03	Future Economic partnership Goods and Borders Cluster	250
		Future economy Programme		
		CSP3-2-02	Competition policy and JCRA	270
		CSP3-2-03	Delivering the Digital Policy Framework	541
		CSP3-2-05	Digital Jersey growth	1,400
		CSP3-2-06	Economic Framework and Productivity Support	1,000
		CSP3-2-08	Jersey Financial Stability Board	50
		CSP3-2-10	Promoting Jersey	900
		CSP3-2-11	Rural Economy Strategy	473
		CSP3-2-12	JCRA Reconstitution Funding	150
	Infrastructure Investment	CSP3-5-01	Cyber Security growth	443
		CSP3-5-02	Heritage Arts and Culture	3,197
	Protect and build our financial services industry	CSP3-3-01	AML/CFT	300
CSP3-3-02		Jersey Finance growth	750	
Vibrant Economy Total				9,724
Grand Total				11,192

Financial table 5 – COVID-19 investment

CSP Priority	Sub-priority	CSP Ref	Programme	2022 Revised Allocation (£000)
Vibrant Economy	Government Covid-19 Response	CSP3-C-01	Economic Recovery	10,200
Vibrant economy Total				10,200
Grand Total				10,200

Financial table 6 shows the budget for projects and capital works to be undertaken by the department in 2022.

Financial table 6 – Projects and Capital expenditure

	Delivery/ Budget Dept	CSP	2022 Estimate (£000)
Major Projects			
Elizabeth Castle	DfE	5	1,250
Grand Total			1,250

Rebalancing Government Expenditure

The Government Plan 2020-23 set out a commitment to deliver £100 million of efficiencies, now increased to £120 million with the inclusion of 2024. The objective for 2022 is to deliver £20 million of efficiencies and rebalancing measures in addition to any efficiencies not delivered through recurring measures in 2020 and 2021.

In 2022 the department’s contribution towards the Government’s £20 million objective is £236k. Financial Table 7 contains a breakdown of this figure.

Financial table 7 – Rebalancing and efficiencies

Theme	Efficiency Title	Efficiency Description	Recurring/ one off	Budget impact	2022 (£)
Modern & Efficient workforce	General Staffing Productivity Increase	Recruitment freeze within the Economic Framework and Productivity Support team	Recurring	Spend Reduction: Staff	20
Modern & Efficient Processes and Systems	General reductions in non-staff budget	Reduce funding within the Future Economic Partnership workstream	Recurring	Spend Reduction: Non-Staff	100
Modern & Efficient workforce	General Staffing Productivity Increase	Reduction in staffing budget within the Corporate Resources team	Recurring	Spend Reduction: Staff	64
Modern & Efficient Processes and Systems	General reductions in non-staff budget	Financial Services: Reduction in grant payments	One off	Spend Reduction: Non-Staff	52
Total					236

Financial table 8 – Rebalancing items brought forward from previous years

NOT APPLICABLE