



Foreword



Catherine Madden
Chief of Staff
Office of the Chief Executive

The Office of the Chief Executive (OCE) undertakes a range of functions and activities that allow us to sustain and grow our economy; and facilitate international trade, strong external relationships and inward investment. The department is also responsible for the strategic oversight of ministerial business across Government; directly supporting Ministers with research and policy development to ensure they are able to discharge their roles effectively and efficiently. It also supports all departments to ensure the right governance arrangements are in place to better join up the machinery of government. This is supported by communications support within the organisation, externally with stakeholder, and across the Island using advertising and both traditional and social media.

All of these functions have been especially important during the Covid-19 pandemic throughout 2020, as colleagues across the Government of Jersey have often faced increased workloads – whilst working remotely – to manage the unique and unprecedented challenges the situation has brought with it.

In the OCE, which provided central coordination for the Government-wide response to the pandemic, our resilience and capacity to respond quickly to changing circumstances were challenged on a daily basis as the global situation quickly deteriorated and our closest geographic and constitutional neighbours followed dramatically different strategies.

Without many dedicated colleagues from across the organisation, Jersey's critical infrastructure and hidden support functions may have failed, but the way colleagues worked together when redeployment to other areas of Government has clearly demonstrated the value of working as One Government. On behalf of myself and the Chief Executive, I would like to say thank you to all of you who have worked tirelessly to support Jersey's Covid-19 response.

Throughout the emergency response, we provided critical support to Ministers and their departments to address both the health and economic impacts of the pandemic; we led the economic stability and recovery measures to ensure Islanders remained in work and businesses were insulated from the worst financial impacts; we communicated critical public health messages and informed Islanders how they should protect themselves and their families. We supported departments in their engagement with the UK Government on matters critical to Jersey's Covid-19 response. We also supported the management of Jersey's Essential Traveller regime and facilitation of repatriation flights, assisting over 650 individuals in 49 countries return home, as travel restrictions were implemented around the world, and Jersey's own border was closed.

In 2021, the OCE will continue to be at the centre of the Government's approach to managing the impact of the pandemic, and lead the Government's 'Respond, Recover and Renew' strategy to manage the economic impact of COVID-19. We will ensure that Ministerial Government continues to operate efficiently, that communications remain clear, timely and accessible to all Islanders and that financial support is available to critically affected sectors as we look to renew our economy.

Globally, Jersey will continue to face external challenges during 2021. The Coronavirus pandemic and associated financial impacts are likely to amplify criticism of low-tax jurisdictions, which could impact our financial services industry. OCE teams in External Relations and

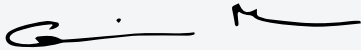
Economy will work with colleagues in Revenue Jersey and across industry to ensure the Island develops appropriate, timely and long-term responses to these challenges.

We will also continue to ensure relationships with our closest neighbours and target countries outside the UK and EU are maintained and built upon, as we continue to promote Jersey's international identity and reputation, to protect our constitutional autonomy, and to manage the impacts of the UK's departure from the European Union.

In 2021, building relationships with other jurisdictions will be especially important, as we work to represent Jersey's interests in the UK's trade negotiations as it establishes itself as an independent trading nation. We will also continue to build Jersey's position as an international trading partner in its own right, consolidating and strengthening Government to Government relations with target markets.

It will be important for Jersey to work collaboratively with its fellow Crown Dependencies, and External Relations will continue to lead on managing the relationships with Guernsey and the Isle of Man in respect of the Island's international engagement. Funding agreed in the Government Plan will ensure we can continue to deliver this programme of trade facilitation, profile raising and international engagement that is critical to enhance Jersey's reputation and global standing.

Lastly, in 2021 the OCE will continue the work of coordinating the delivery of the Government's Common Strategic Policy, modernising our service provision and embedding Government-wide cultural change through Team Jersey. This will allow us to provide an effective public sector that supports Ministers to deliver on their strategic priorities to improve outcomes for all Islanders.



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Department Overview

Department

Office of the Chief Executive

Services covered

Chief of Staff – Government Business and Ministerial Support Unit

Communications Directorate

External Relations

Economy Directorate

Partnerships Function

Director General

Lead Officer – Chief of Staff – Catherine Madden

Minister(s)

All Ministers, primarily Chief Minister

Assistant Chief Minister with Responsibility for Communications

Minister for External Relations

Minister for Economic Development, Tourism, Sport and Culture

Our Mission Statement

Delivering Jersey's long-term strategic approach, by protecting Jersey from external risks and operating a robust internal governance framework for the delivery of Government business, in partnership with all the departments of the Government of Jersey:

- Leading the Government's operational response to recover from the economic and fiscal position Jersey finds itself in as a result of the global pandemic
- Looking outward to identify external risks and opportunities, including to our economic and constitutional position, and responding by nurturing our relationships with domestic and international partners to raise Jersey's profile and visibility, and to support economic recovery and growth.
- Maintaining an organisational framework that supports the Council of Ministers, coordinates the development and delivery of public services, leads the modernisation of the Government, and communicates its work with stakeholders, both internally and externally

Our purpose

The Office of the Chief Executive (OCE) operates across all departments. We work strategically and in collaboration with colleagues in other departments to support the Council of Ministers to deliver Jersey's long-term strategic objectives, despite the current economic and fiscal challenges we collectively face as a result of the coronavirus crisis.

The Office ensures that the day-to-day operation of the corporate organisation runs effectively, in order to:

- React and plan for the ongoing crisis response and recovery, including providing economic advice to Ministers, supporting the re-balancing of Government finances and providing accurate and reassuring communications to Islanders
- Deliver business as usual activities in a disrupted environment that will support positive outcomes for successive generations of Islanders.

In order to do so, the department brings together several corporate functions, coordinates cross-Governmental work and enables the Chief Executive to have close oversight of principal risks to our Island. As we have seen during 2020, an extraordinary world event has meant that the nature of the risks we anticipated has shifted. For example, if we do not take into account risks such as the ongoing public health crisis, and anticipate and respond to external challenges through our international engagement, the Island faces a range of potentially adverse consequences including a significant economic downturn, higher levels of unemployment (and associated risks to Islander's health and wellbeing) and threats to Jersey's constitutional position.

In order to preserve and sustain Jersey's economic and political infrastructure, the respective directorates of the OCE will continue to lead the Government's operational response to the Covid-19 crisis and advise on long-term decision making to support recovery:

- **Chief of Staff – Government business and Ministerial support** – responsible for supporting the Council of Ministers by providing advanced, detailed, high-quality and impartial briefings and information for Ministers to support their decision making, and to provide constructive challenge where appropriate. In turn, this will reinforce better collective decision making and strong, political governance. The Ministerial Support Unit provides private office support to Ministers with their day-to-day responsibilities and facilitates the flow of information between departments and Ministers. The OCE will also work in partnership with all departments to maintain effective working relationships with colleagues in government and the C&AG and Public Accounts Committee (PAC), to drive forward the modernisation and reorganisation of the Government of Jersey, to lead and provide critical challenge to major projects such as Our Hospital and the Office Accommodation project, and to ensure that the operation of the corporate organisation runs effectively.
- **External Relations** – responsible for protecting and promoting Jersey's interests with external stakeholders. This includes leading the programme of work to progress Jersey's international trade objectives following the UK's exit from the European Union, building and maintaining Jersey's relationship with the UK Government, Parliamentarians, and with EU stakeholders, and working to increase access to, and improve trade links with, high-growth markets outside the UK and EU ('Global Markets').
- **Economy Directorate** – responsible for securing the future of Jersey's economy, by sustaining, diversifying and growing our economic sectors. We will achieve this through the development of policy, legislation and promoting efficiency and effectiveness of associated arm's length organisations. In the 2020 OCE operational business plan, we noted that

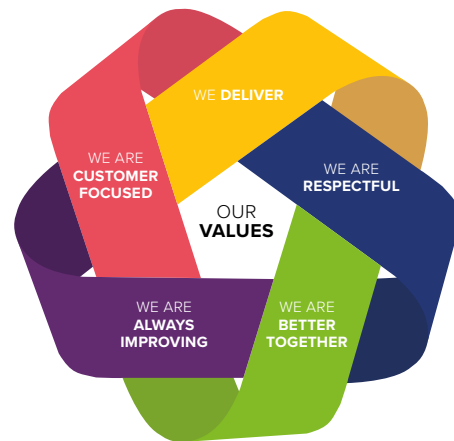
as risks to Jersey’s prosperity evolve, services may transfer into OCE. During 2020 the Financial Services and Digital Economy group welcomed colleagues from Growth, Housing and Environment. This will mean that all of the Government’s economic functions are led from a central team, including encouraging, supporting and promoting sport, arts, heritage and culture as an important and valued part of Jersey life. As part of its remit, the Economy Directorate also provides in-house economic advice and analysis across Government. This advice has proved critical in the Government’s policy response to support businesses and individuals financially during the coronavirus crisis and will also be of paramount importance to support policymaking for economic recovery.

- **Communications Directorate** – responsible for supporting Ministers and senior officers in communicating with staff, stakeholders and Islanders. We will continue to provide information about services available to Islanders, their legal obligations and deadlines, and how the Government is performing on their behalf. We will continue to encourage action and behaviours that will benefit our lives, our livelihoods, and our environment. As the global pandemic response evolves, including the mass vaccination of populations, we will be there to provide fact-based information, rebut misinformation and reassure Islanders on the route back to normal life.
- **Partnerships** – develops aligned, collaborative and effective partnership working with government-owned businesses in order to optimise the delivery of agreed government objectives.

Our Values

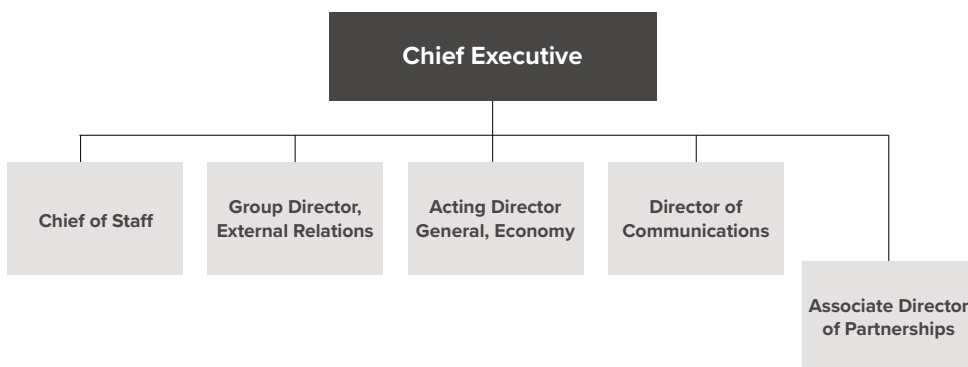
We are One Government, passionate about delivering public services for Jersey. Our 5 core values as an organisation are:

- 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.

Our Department Structure



Our key objectives for 2021

The Office of the Chief Executive leads and coordinates the work of Government. It ensures that the day-to-day operation of the corporate organisation runs effectively, whilst identifying risks to our Island prosperity and leading any mitigating activity. In doing so, the OCE supports, either directly or indirectly, all of the Strategic Priorities, Common Themes and Ongoing Initiatives of the Common Strategic Policy (CSP).

The work of the OCE particularly supports the Strategic Priority of the CSP to 'create a sustainable, vibrant economy and skilled local workforce for the future', the Common Theme to 'promote and protect Jersey's interests, profile and reputation internationally' and the Ongoing Initiatives to provide 'a modern, innovative public sector that meets the needs of Islanders effectively and efficiently' and 'a States Assembly and Council of Ministers that work together for the common good'.

As an enabling function, supporting other departments 2021 objectives for the Office of the Chief Executive remain similar to those set out for 2020. However, the Covid-19 crisis has meant that our focus has shifted from growing and diversifying our economy to protecting it and recovering from the economic shock that we have experienced.

Key Objectives	Lead Service/ Directorate
<p>Lead the ongoing Covid-19 crisis response and economic recovery</p> <p>Our Island economy suffered significant disruption in 2020 from the Covid-19 pandemic and the short-to-medium term outlook for treatment of the virus and the social and economic impact of its presence remains uncertain. Whilst we saw a healthy level of resilience across many households and businesses during 2020, the ability to withstand further economic shock has undoubtedly been diminished and Government will remain agile in its support as we build back this capacity over time.</p>	<p>Chief Executive</p> <p>Economy Directorate</p> <p>Ministerial Support Unit</p> <p>Communications Directorate</p>
<p>Protect and diversify our economic interests</p> <p>Aside from the short-to-medium term response to support economic recovery post-Covid-19, the Government of Jersey needs to plan strategically to protect our economy in the longer term. We will need to consider how all areas of our economic framework can support Jersey to thrive, from financial services to art, culture and heritage.</p> <p>Financial services represent c. 50% of Jersey's economy, providing employment opportunities, supporting domestic sectors and yielding the tax revenue to support ambitious Government plans. In order for sector to thrive, Jersey must continue to demonstrate high standards internationally, support innovation and promotion, and ensure islanders have the range of services to meet their domestic needs.</p>	<p>Economy Directorate</p>

Key Objectives	Lead Service/ Directorate
<p>Protect our Island against external risks, in the context of a global economic downturn and Brexit</p>	<p>External Relations Economy Directorate</p>
<p>The impacts of the pandemic and Brexit will continue to be felt in 2021.</p>	
<p>External Relations will lead the cross-government programme of work to understand the risks and opportunities from the UK's new trade relationships, ensuring our position is understood and represented by the UK its negotiations.</p>	
<p>We will continue to deliver a programme of trade facilitation, profile raising and international engagement critical to Jersey's reputation and global standing through implementation of our Global Markets strategy.</p>	
<p>We will ensure continued horizon-scanning and engagement with key stakeholders in the UK, France, Brussels and other EU national governments, and contacts across the diplomatic community in London and further afield, to ensure our constitutional position, and role as a cooperative, well-regulated and mutually-beneficial jurisdiction is recognised.</p>	
<p>We will work with colleagues in Revenue Jersey and across industry to ensure the Island develops appropriate, timely and long-term responses to the challenges facing our economy, particularly in response to developments at global (OECD) and EU level.</p>	
<p>We will maintain relations with international organisations such as the OECD, UN, IMF/World Bank, and Commonwealth, to raise Jersey's profile and to contribute to the development of global standards in tax and transparency that could affect the Island's economy and global reputation as a responsible international finance centre</p>	
<p>We will continue to ensure the Island meets its international obligation to implement UN and UK sanctions and ensuring that the island's constitutional relationship is protected when international treaties are extended.</p>	
<p>We will work with other GoJ departments, ALOs and external partners to deliver an ambitious programme to promote and enhance Jersey's Island Identity, and to increase the breadth of Jersey's international relationships.</p>	

Key Objectives	Lead Service/ Directorate
<p>Continue the modernisation of public services and improve connectivity across government</p> <p>A modern, progressive and future-proofed public service that is innovative, transparent and responsive will be in a better place to support the ambitions of Ministers and the expectations of Islanders.</p> <p>In order to deliver this vision, the OCE leads the One Government initiative, which has delivered improvement across all departments since it was introduced in 2018. However, there remains more work to be done. The objective is to deliver a modern, efficient and effective range of public services, which are Islander-focussed and use customer and colleague feedback to improve the way we deliver services. This feedback will be used not only to improve services individually, but to improve the organisation as a whole by applying the learning points across departments. By delivering a more effective organisation, we will raise standards and improve connectivity across departments to support capability, capacity and culture change.</p>	<p>Chief Executive Chief of Staff</p>

Key Objectives	Lead Service/ Directorate
<p>Communicate with stakeholders and disseminate information to Islanders, particularly about the Government’s response to the global Covid-19 pandemic and especially the mass vaccination programme.</p> <p>The Communications Directorate is responsible for the internal and external communication of Government policies and initiatives, including those relating to the healthcare and economic measures enacted in response to the ongoing pandemic.</p> <p>In 2021 we will continue to ensure that Islanders are provided with timely, accessible and accurate information to protect themselves and the community from the spread of Covid-19. We will provide continued public updates on the testing and monitoring of Covid-19 cases in the Island, practical measures which Islanders should implement as a result of updated medical advice received from STAC and public health officials. We will also be supporting the implementation of the vaccination roll-out and informing and encouraging prioritised groups of Islanders about how, where, and why to take part.</p> <p>In 2020, government social media channels have provided an effective medium for getting messages out to Islanders – evidenced by increases in both impressions and engagement. In 2021, the Communications Directorate will continue to use traditional and social media, marketing and campaigns channels to disseminate key government messages, including managing any negative impacts as a result of a new post-Brexit UK-EU relationship.</p> <p>We will also continue to facilitate regular events and provide communication channels and messages for Senior Leaders and Senior Mangers within the Government, to ensure a joined-up leadership coalition with common objectives and vision.</p>	<p>Communications Directorate</p>

Key Objectives	Lead Service/ Directorate
<p data-bbox="252 510 983 537">Support government business and governance frameworks</p> <p data-bbox="252 568 1054 734">The Chief Executive and colleagues within the OCE lead on the development of strategic government business and ensure that the regular machinery of government runs smoothly. This allows the Chief Executive to hold departments to account for the delivery of strategic priorities.</p> <p data-bbox="252 766 1054 931">In order to do this effectively, the OCE oversees the governance arrangements of the organisation, through managing the key decision-making groups, such as the Executive Leadership Team and One Gov Board, which are made up of the most senior officers in the Government of Jersey.</p> <p data-bbox="252 963 1054 1128">The Chief Executive and Chief of Staff also provide the key point of contact between the Government of Jersey, Comptroller and Auditor General (C&AG) and the Public Accounts Committee (PAC). The OCE leads the Government review of government processes following recommendations from the C&AG and PAC.</p> <p data-bbox="252 1160 1054 1357">As part of the OCE, the Ministerial Support Unit supports 21 Ministers and Assistant Ministers in the discharge of their responsibilities. This includes delivering effective interaction with the wider civil service to promote good working practises, and aiding Ministers in their official duties, including accounting to the States Assembly, including Scrutiny.</p> <p data-bbox="252 1388 1054 1585">This is done by providing procedural and administrative advice and services so that these duties can be discharged effectively. This includes supporting the code of conduct and practise, maintaining the listings of ministerial and departmental responsibilities, facilitating compliance with the “engagement code” with Scrutiny Panels, and other points of guidance.</p> <p data-bbox="252 1617 1054 1841">As well as providing these services to individual Ministers, the Ministerial Support Unit also oversees a range of ministerial boards, helping to coordinate the work of government across departments and Ministers, and advancing policies. This includes the Regeneration Steering Group, One Government Political Oversight Group, Housing and Work Advisory Group, Legislation Advisory Panel, Emergencies Council and Competent Authority meetings.</p>	<p data-bbox="1107 510 1262 537">Chief of Staff</p> <p data-bbox="1107 568 1334 629">Ministerial Support Unit</p>

Key Objectives	Lead Service/ Directorate
<p>Deliver a partnership strategy that reflects the Government of Jersey's strategic objectives, establishes new ways of working to address future challenges and exploit new opportunities.</p> <p>Working across government to ensure that positive working relationships are embedded with all government-owned businesses. Ensuring all partnerships demonstrate strategic alignment to the Government Plan. Ensuring greater engagement between the States Assembly and all government-owned businesses.</p>	Partnerships function

What will we do in 2021?

The tables below set out the means by which the objectives for the department will be translated into action.

Government Plan Initiatives

This table shows the Government Plan initiatives that we will deliver in order to support the Government of Jersey's strategic priorities as set out in the Common Strategic Policy.

For more information on each of the initiatives, please see [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 Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
We will create a sustainable, vibrant economy and skilled local workforce for the future	Lead the ongoing Covid-19 crisis response and economic recovery	As the situation continues into 2021, we will need to continue to develop policy and implement plans to ensure that we can best protect our Island's health and economy	Economy Directorate	BAU department	Ongoing	Government has sustainable finances Overall Economic performance	N/A
		The Ministerial Support Unit will coordinate the policy response in partnership with other Departments	Ministerial Support Unit	BAU department	Ongoing		
		The Office of the Chief Executive will continue to lead the operational response in partnership with all departments, primarily Justice and Home Affairs and Health and Community Services	Chief Executive	BAU department	Ongoing	Effective public health interventions help prevent avoidable deaths.	Preventable mortality rate per 100,000 population

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
GP20CSP3-2-06 – Economic framework and productivity support scheme	Protect and diversify our economic interests	Bring forward evidence-based economic policies, targeted interventions to deliver policy and periodic refresh of our economic evidence base to support sound resource allocation and promote good decision-making	Economy Directorate	Project	Ongoing	Households have sufficient income to afford a decent standard of living Overall economic performance	Median weekly household income after tax and benefits Average earnings index (allowing for inflation)
GP20-CSP3-2-10: Promoting Jersey		<p>Continue to focus on promoting Jersey through Visit Jersey and Jersey Reds Initiatives.</p> <p>Visit Jersey will encourage sustaining and growing route connectivity and businesses to remain open outside of the peak-season.</p> <p>Securing the longer-term future of professional rugby in Jersey will help to promote Jersey.</p>	Economy Directorate	Project Programme	Ongoing	<p>Hospitality Sector Performance</p> <p>Quality of life in Jersey benefits from a thriving sports sector</p> <p>Quality of life in Jersey benefits from a thriving arts, culture and heritage sector</p>	<p>Contribution to GVA (£ million)</p> <p>Productivity in constant 2018 values (£ thousand)</p> <p>Number of jobs</p> <p>Number of visitors to Jersey</p> <p>% of Islanders who rate Jersey's range of sporting activities and events as good or very good</p> <p>% of Islanders who rate Jersey's range of cultural events, attractions and activities as good or very good</p>

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
		<p>Continue to focus on supporting and delivering inward investment through the following:</p> <ul style="list-style-type: none"> • New High Value Residents • New appropriate business • Refocusing and developing shipping and aircraft registries • Development of Retail Strategy • A Framework for Cannabis Investment in Jersey 	Economy Directorate	<p>BAU</p> <p>BAU</p> <p>BAU</p> <p>BAU</p> <p>Project Programme</p>	Ongoing	<p>Create a sustainable, vibrant economy and skilled local workforce for the future by delivering inward investment opportunities</p> <p>Islanders benefit from a strong, sustainable economy and rewarding job opportunities</p> <p>Agriculture sector performance</p>	<p>Increased GVA</p> <p>Increased GDP</p> <p>Productivity</p> <p>% of permitted migrant staff working in private sector who have licensed status</p> <p>Total number of jobs</p> <p>Number of jobs finance sector</p> <p>Contribution to GVA (£million)</p> <p>Productivity in constant 2018 values (£ thousand)</p> <p>Average earnings index</p> <p>Number of jobs</p> <p>% of Jersey's surface area classified by green space</p>

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
GP20-CSP3-2-11 - Rural Economy Strategy		Delivery of Rural Support Scheme and a Rural Initiatives Scheme by continuing to invest in our agriculture and fisheries sectors to support increased productivity, greater alignment with local consumption and judicious use of our island's resources	Economy Directorate	Project programme	Ongoing	Agriculture sector performance Jersey's natural habitats and species are protected and conserved	Contribution to GVA (£million) Productivity in constant 2018 values (£ thousand) Average earnings index Number of jobs % of Jersey's surface area classified by green space
		For each respective ALO continue to ensure compliance with KPI's as detailed per business plan and per Partnership Agreement/Grant Agreement/grant assurance checklist (where applicable). It must be noted that all ALO's will use their best endeavours to deliver their 2021 KPI's in the background of COVID-19. However, OCE will note particular challenges posed by COVID-19 as and when they arise in the context of assessing performance.	Economy Directorate	BAU department	Ongoing	Overall economic performance	Contribution to GVA (£ million) Productivity in constant 2018 values (£ thousand) Number of jobs

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
GP20-CSP3-5-02. Heritage, Arts and Culture		Maintain our commitment to spend 1% of the Government's budget on Jersey's arts, culture and heritage sectors	Economy Directorate	Project Programme	Ongoing	Islanders enjoy life in a strong, inclusive community Quality of life in Jersey benefits from a thriving arts, culture and heritage sector	% of Islanders who rate the range of social and recreational activities in Jersey as good or very good % of Islanders who rate Jersey's range of cultural events, attractions and activities as good or very good. % of Islanders who attended at least one cultural event in the previous 12 months % of Islanders who had visited a heritage site in Jersey in the previous 12 months
GP20-CSP5-2-03. Jersey National Park		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.	Economy Directorate	Project Programme	Ongoing	Environmental well-being: Natural environment: Jersey's unique natural environment is protected and conserved for future generations: Jersey's natural habitats and species are protected and conserved	% of Jersey's surface area classified by green space Area of land protected as ecological and geological Sites of Special Interest (hectares)

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
GP20-CSP3-2-02. Competition policy and JCRA		Continued development of the competition framework and management of the relationship with the Jersey Competition Regulatory Authority (JCRA)	Economy Directorate	BAU	Ongoing	Jersey is an affordable place to live. Overall Economic performance	JCRA operating within governance arrangements and agreed business plan. JCRA reorganisation under its own board and staff Progress on remaining Oxera competition framework recommendations
		Continued development of the intellectual property framework so that Jersey is an attractive place for the owners and users of intellectual property and for IP administration.	Economy Directorate	BAU department	Ongoing	Overall Economic Performance	International recognition of good standards of IP through extension of treaties. Continued BREXIT related IP framework developments

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
GP20-CSP3-2-03.	Delivering the Digital Policy Framework	<p>In partnership with Digital Jersey and the Office of the Information Commissioner.</p> <p>Developing the Island's digital infrastructure to support innovative digital services including fintech, digital health and the Internet of Things (IoT) in order to enhance inward investment appeal to encourage business relocations and start-ups.</p> <p>Ensuring that citizens' data rights and interests are safeguarded.</p> <p>Supporting Islanders and businesses to capitalise on the opportunities presented by emerging technologies such as artificial intelligence, block chain and IoT.</p> <p>Research future applications for 5G technology and map out options for network infrastructure and subsequent rollout of 5G services.</p>	Economy Directorate	BAU	Ongoing	<p>Government has sustainable finances</p> <p>Overall Economic performance</p>	<p>Contribution to GVA (£million)</p> <p>Number of digital jobs</p>

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
GP20-CSP3-2-08.	Jersey Financial Stability Board	Develop the Jersey Financial Stability (FSB) Board to provide independent advice on risk to the financial system as a whole and to provide a forum for key economic stakeholders to liaise and develop strategies and policies to enhance Jersey's capability to deal with threats to financial stability. The FSB will be put on a statutory footing in 2021.	Economy Directorate	BAU	Ongoing	Government has sustainable finances Overall Economic performance	Performance against income forecasts (£ million) Balancing the government budget: expenditure including depreciation shown against income (£ million) Net asset value of the States of Jersey core funds (£ million)
GP20-CSP3-4-01	- Anti-Money Laundering and Countering Financial Terrorism (AML/CFT)	<p>GP20-CSP3-4-01 - Anti-Money Laundering and Countering Financial Terrorism (AML/CFT) Continue to promote AML/CFT with our internal and external stakeholders in order to maintain Jersey as an international finance centre.</p> <p>Address action points identified through the National Risk Assessment and the development of a framework for ongoing risk assessment of Money Laundering.</p> <p>Development of a Financial Crime Strategy for Jersey 2021-2024.</p> <p>Developing and delivering policy, including beneficial ownership policy commitments, and policy resulting from engagement with MONEYVAL and FATF.</p>	Economy Directorate	BAU	Ongoing	Government has sustainable finances Overall Economic performance	Contribution to GVA (£ million) - finance sector Productivity (£ thousand) - finance sector Average earnings index - finance sector Number of jobs - finance sector

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
		Refresh Jersey's financial services framework to ensure the Government's priorities support a thriving and resilient financial services sector.	Economy Directorate	Project	Dec 2021	Overall Economic performance	
		Introduce Limited Liability Companies Framework.	Economy Directorate	Project	May 2021	Overall Economic Performance	
		Establish Bank Resolution Authority.	Economy Directorate	Project	2021	Reduction in financial sector stability risk	
		Introduce Creditors Winding Up reform.	Economy Directorate	Project	2021	Greater flexibility in insolvency arrangements	
		Reform approach to Control of Borrowing Order.	Economy Directorate	Projects	Ongoing	Reduction in financial sector conduct risk	
		Bring pensions with scope of Jersey Financial Services commission regulation to ensure better protection for pension holders.	Economy Directorate	Project	Ongoing	Greater benefit to islands of saving for old age	

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
		Bring consumer lending within scope of Jersey Financial Services Commission regulation to ensure better protection for borrowers	Economy Directorate	Project	Ongoing	Greater protection for vulnerable borrowers	
Promote and protect Jersey's interests, profile and reputation internationally	Protect our Island against external risks, in the context of a global economic downturn and Brexit	<p>GP20-CSP3-1-03 – Future Economic Partnership Goods and Borders Cluster.</p> <p>Prepare for circumstances for the end of the Brexit transition period i.e. either UK/ EU FTA or NFNO and be in a position to respond in an agile way to the outcome of the end of the withdrawal agreement and further rest of the world negotiations.</p> <p>Respond to level playing field issues around competition policy and monopolies, subsidies and state aid.</p> <p>Position various sectors of the economy to take advantage of new opportunities post transition period. Maintaining an appropriate Air and Sea Transport Policy to sustain this and to support other sectors of the visitor economy.</p> <p>Production of an Economic Data Collection Strategy.</p>	Economy Directorate	Project Programme	Ongoing	<p>Overall economic performance</p> <p>Retail Sector Performance</p>	<p>Total GVA (£million)</p> <p>Economic standard of living in constant 2018 values</p> <p>Productivity in constant 2018 values</p> <p>Total number of Jobs</p> <p>Total GVA (£million)</p> <p>Average earnings index</p> <p>Productivity in constant 2018 values</p> <p>Number of jobs</p>

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
GP20-CSP3-1-6	Continuation of External Relations funding	<p>This investment consolidates contingency funding granted in past years into a base budget for External Relations, and will ensure GoJ is resourced to achieve optimum economic, political and constitutional outcomes from its international engagement in future years. It will enable External Relations to:</p> <p>Manage the risks – and opportunities – arising from the UK emerging as an independent trading nation, and to build Jersey’s potential as a trading partner in its own right. We will assess, coordinate and represent cross-government interests on future UK trade agreements, such as those with the USA, Japan, Australia and trans-pacific countries.</p> <p>Represent Jersey’s interests on the new United Kingdom -Crown Dependencies (UK-CD) Customs Committee, and the UK-CD Trade Committee (WTO) respectively, when the arrangements come into force at the beginning of 2021.</p> <p>Deliver the Government’s Global Markets strategy, building Jersey’s political and economic links with markets outside the UK & EU to improve access to decision-makers, increase the Island’s visibility on the world stage, and facilitate business opportunities.</p>	External Relations	BAU department	Ongoing	Islanders benefit from a strong, sustainable economy and rewarding job opportunities	<p>Total GVA (£million)</p> <p>Number of jobs</p> <p>International and local media coverage</p> <p>Participation in multilateral events</p> <p>Meaningful interaction with key external decision-makers</p>

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
		<p>Enhance the Island's treaty network in support of trade and positive external relationships by negotiating new International Agreements and Arrangements with priority jurisdictions.</p> <p>Build links and increase awareness of Jersey with key stakeholders in the UK, Brussels and European capitals, responding effectively to emerging policy and regulation with the potential to impact the Island's constitution and economy.</p> <p>Continue to represent Jersey on the international stage, at global fora such as the OECD, Commonwealth, and relevant International Monetary Fund, UN and World Bank meetings.</p> <p>Undertake a targeted and comprehensive visit programme in 2021 to promote Jersey on the international stage, building on established governmental, political and diplomatic relationships that have been 'virtually' maintained during Q2, Q3 and Q4 of last year.</p> <p>Ensure effective and timely implementation of UN and UK sanctions to protect our position as a responsible international finance centre.</p> <p>Work to support implementation of the International Identity project e.g. by expanding our fledging diaspora initiative (started in UAE in 2020).</p>					

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
		Support other departments in international engagement e.g. CYPES by facilitating relationships with international educational bodies and schools in priority markets, and IHE to provide advice and recommendations for Jersey's fishing policy, especially the review of the Bay of Granville Agreement.					
A modern, innovative public sector that meets the needs of Islanders effectively and efficiently	Continue the modernisation of public services and improve standards and connectivity across government	<p>Complete and refine overall corporate and departmental structures</p> <p>Continue to promote and embed OneGov working and Team Jersey culture</p>	Chief Executive and All DGs	BAU department	End 2021	N/A	Public service productivity.
		Work with the Chief Operating Office and Treasury and Exchequer to make operational efficiencies that will support the rebalancing of government funds following the impact of Covid-19	Chief Executive and All DGs	BAU department	Ongoing	Government has sustainable finances	<p>Performance against income forecasts</p> <p>Balancing the government budget: expenditure including depreciation shown against income</p>

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
		<p>GP21-OI3-21 - Office Modernisation</p> <p>Complete plans to make best use of our estates and to consolidate our office estate. In 2021 we will commence construction of a new centre of operations for public services, which will deliver operational efficiencies.</p>	Chief Executive and Chief of Staff	Project	End 2023	N/A	<p>Operational efficiencies</p> <p>Public service productivity.</p>
		<p>GP20-OI3 – Integrated Technology Solution</p> <p>Work with the Chief Operating Office and Treasury and Exchequer to replace outdated finance, commercial and HR systems for all departments</p>	Chief Executive	Programme	End 2023	N/A	<p>Operational efficiencies</p> <p>Public service productivity.</p>
		<p>GP20-OI3-07 - Guernsey-Jersey Joint Working Programme</p> <p>Continue our work with the States of Guernsey, so that that Channel Islands work more collaboratively and deliver better public services for both Islands</p>	External Relations	BAU department	Ongoing	N/A	<p>Operational efficiencies</p> <p>Public service productivity.</p>
		<p>Continue to lead the I WILL initiative – Inspiring Women into Leadership, which aims to champion the voice of women and support all colleagues in furthering their career by creating opportunities to network across all grades and areas of the organisation.</p>	External Relations	BAU department	Ongoing	<p>Islanders enjoy living in a vibrant and diverse community</p> <p>Islanders benefit from a strong, sustainable economy and rewarding job opportunities</p>	N/A

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
	Communicate with stakeholders and disseminate information to Islanders, particularly about the Government's response to the global Covid-19 pandemic	We will advise how communications can help put the customer at the heart of how we deliver on the front-line. We will make sure that information about critical front-line services, timely reminders about complying with legal requirements, and news about changes to services are communicated to colleagues and Islanders as an essential part of our activity.	Communications Directorate	BAU department	Ongoing	Islanders enjoy life in a strong, inclusive community	Average score for Islanders' level of trust in the States Assembly
		Support departments to implement the Government Plan 2021-24 by engaging Islanders in strategic campaigns on the issues that affect them. We will support internal and external advocacy for the Plan, the services and initiatives it commits to, and explain to Islanders how they are going to be paid for.	Communications Directorate	BAU department	Ongoing	Perceptions of Government	Average score for Islanders' level of trust in the States Assembly
		Establish Jersey's post-Brexit identity by making sure Islanders understand the evolving constitutional relationship between our Island the UK as a result of Brexit. Informing Islanders on how Jersey will pursue its trade and diplomatic objectives, with the EU, individual European Union Member States, and target global partners.	Communications Directorate	BAU department	End 2021	Perceptions of Government Islanders benefit from a strong, sustainable economy and rewarding job opportunities	N/A

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
		Supporting the efficiencies and rebalancing agendas by keeping colleagues, stakeholders and members of the public informed about progress with the Rebalancing Plan, identifying savings made, and providing employees with an understanding of the practical impacts that any efficiencies may have on their day-to-day operations	Communications Directorate	BAU department	Ongoing	Perceptions of Government	N/A
		The Press Office will provide a central point of contact for local and national media enquiries and work closely all departments to promote a clear understanding to media organisations, other stakeholders and most importantly Islanders of how Government is working for Jersey.	Communications Directorate	BAU department	Ongoing	Perceptions of Government	N/A
		Develop the collaboration with the Youth Service established during 2020, which involved the launch of Gov Life on TikTok and Snapchat, aimed at the younger members of our community.	Communications Directorate	BAU department	Ongoing	Perceptions of Government	N/A
		Continue to communicate and engage effectively with internal audiences across the organisation, including Senior Leaders and Senior Managers Groups about key strategic issues facing the Government					

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
		Continue development of a new intranet news facility, which started in 2020. This will enable us to improve sharing of information with colleagues, through video news and pages that are more accessible on mobile devices.	Communications Directorate	BAU department	Ongoing	N/A	N/A
		GP21-OI3-18 – Re-organisation – Communications. This investment will establish base budgets for the communications directorate in order to continue supporting departments in delivering core services.	Communications Directorate	BAU department	Ongoing	N/A	N/A
	Support government business and governance frameworks	Through the Executive Leadership Team and One Gov Board, provide assurance that new schemes and policy initiatives being developed by officers on behalf of Ministers by identifying any strategic and operational implications before they are considered by the Council of Ministers and States Assembly. This will be achieved through ELT and one Gov Board. Through the Executive Leadership Team and One Gov Board, oversee the operational performance of the organisation, by considering key organisational and departmental risks, resource planning, programme delivery, budgets and performance metrics.	Chief Executive and Chief of Staff	BAU department	Ongoing	Government has sustainable finances	Performance against income forecasts Balancing the government budget: expenditure including depreciation shown against income

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
		Provide a leadership role in the delivery of major strategic projects, by chairing key policy and delivery groups and providing oversight of governance and decision making for key initiatives such as Our Hospital Senior Officer Steering Group and the Office Accommodation Project	Chief Executive and Chief of Staff	BAU department	Ongoing	N/A	N/A
		Work with the C&AG and PAC to communicate the wide range of initiatives that support the Government to improve its governance arrangements and processes for delivery, and to describe how those arrangements support the delivery of strategic initiatives to improve outcomes for the Island.	Chief of Staff	BAU department	Ongoing	N/A	N/A
		Continue to ensure that where recommendations of the C&AG and PAC are accepted, they are responded to, tracked, monitored by the Executive Leadership Team and acted upon. Where recommendations identify systemic issues, the Chief of Staff will ensure that corresponding actions are applied across the organisation to support corporate improvement.	Chief of Staff	BAU department	Ongoing	N/A	N/A

CSP Ref	Title of Initiative	Description of the deliverables (what will we do in 2021?)	Lead Service/ Directorate	Project Programme BAU	Target Delivery Date	Island Wellbeing Outcomes impacted by success	Island Indicators or Service performance measures impacted by success
		Receive requests for information from the public under the Freedom of Information (Jersey) Law 2011, and bring together responses from across the Government of Jersey	Chief of Staff	BAU department	Ongoing	N/A	N/A
A States Assembly and Council of Ministers that work together for the common good		<p>GP21-OI3-17 - Re-organisation Ministerial Support Unit (MSU)</p> <p>This will establish base budget for the MSU to continue its work with all departments. This activity facilitates smooth and effective working with Ministers, including coordinating decision-making processes of the Council of Ministers and ministerial groups.</p> <p>The MSU also provides joined-up Private Office support to individual Ministers, including procedural advice and guidance, and secretariat services, processing correspondence, managing diaries, procuring responses to questions, and managing responses to propositions in the States Assembly.</p>	Ministerial Support Unit	BAU department	Ongoing	N/A	N/A

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.

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Chief of Staff and Ministerial Support Unit	% Satisfaction levels of ministers and assistant ministers with service levels	No	Annually	To be baselined Q1 2021	Increase baseline	No
	% of propositions and comments lodged on time	No	Annually	To be baselined Q1 2021	Increase baseline	No
	% FOI requests responded to within 20 days	Yes	Monthly	2019 97% (inc Extensions)	Increase baseline	Yes (though probably issues with comparable jurisdictions)
	Number of live PAC and C&AG recommendations	2019	Quarterly	To be baselined Q1 2021	Reduce baseline, subject to variation in complexity and number of recommendations issued in any given period	No
	Number of PAC and C&AG recommendations closed	2019	Quarterly	To be baselined Q1 2021	To demonstrate ongoing corporate improvement	No
	Number of scrutiny recommendations progressed	2019	Quarterly	To be baselined Q1 2021	To demonstrate ongoing corporate improvement	No

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Communications Directorate	% media satisfaction with background briefings	None	Quarterly	To be baselined Q1 2021	Increase	No
	NPS: Media impact		Quarterly	January 2021 Positive = 20% Negative = 18% Mixed = 30% Neutral = 32%	Increase	No
	% of engagements/ impressions		Quarterly	6% from 375,331 engagements from 6,044,681 reach Dec 20	Increase	No
	Manager update - % opened		Quarterly	To be baselined Q1 2021	Increase	No
	We Are Team Jersey - % opened		Quarterly	To be baselined Q1 2021	Increase	No
External Relations	NPS: International and local media coverage	2020	Quarterly	To be baselined Q1 2021	Increase	No
	Participation in external/ multilateral events.	2020	Quarterly	To be baselined Q1 2021	Increase	No
	Number of meaningful interactions with key decision-makers, such as Ministers, Parliamentarians, and senior government officers	2020	Quarterly	To be baselined Q1 2021	Increase	No

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

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
	Number of jobs created and filled by inward investment businesses assisted by Inward Investment – Business Relocation to establish in the Island	2014	Annual	2000	Increase	No
Rural Economy						
	% of farmland managed under LEAF/ Organic Certification	2020	Quarterly	75%	Increase	No
	Number of businesses which qualify for Tiers 2 and 3 of the Rural Support Scheme	2020	Quarterly	40	Increase	No
	Number of projects supported by Rural Initiative Scheme	2020	Quarterly	15	Increase	No
ALO: Jersey Finance						
	Number of members & gatekeepers attending JFL events	2020	Annually	8050	Maintain	No
	Number of strategic & technical initiatives launched	2020	Annually	57	Maintain	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
Chief Executive	One Island, one community, one government, one future	Published July 2018	Launched Mar 2018 – 5 yr programme of work, consisting of three phases: <ul style="list-style-type: none"> • Stabilisation Recovery • Repositioning
Communications directorate	Communications Strategy and Plan 2021	Developed Q3 2020	Throughout 2021
Monitoring Service Performance – Our Service Performance Measures as detailed in section 4.	To ensure there is a golden thread between the Common Strategic Policy, Government Plan, the Business Plan and individual work programmes we will be establishing a delivery plan and associated tracker.	Planned	2020
Economy Directorate	Interim Retail Strategy	Planned	2021-2022
Economy Directorate	Heritage & Arts Strategy	Planned	2021-2024
Economy Directorate	Tourism Strategy	Planned	2022-2027
Economy Directorate	Skills Accelerator Programme	Planned	2022
Economy Directorate	Economic Framework and Associated Policy Development	Planned	2021-2022
Economy Directorate	Financial Services Policy Framework – update from 2014 version	Planned (revision)	2021

Lead Service	Strategy/Plan	Planned / Developed	Delivery Timeframe
Economy Directorate	Develop revised Rural and Marine Economy Strategy	Planned	2021-2022
Economy Directorate	Inward Investment strategy	Planned	2021
Economy Directorate	Inward Investment Strategy	Planned	2021
Economy Directorate	Aircraft Registry Strategy	Planned (by third party)	2020-2025
	Shipping Registry Development Strategy	Planned	2021-2026
Economy Directorate	Framework for Cannabis Investment in Jersey	Planned	2021-2022
External Relations	Global Markets Strategy phase 2	Developed Q2 2019	2020 - 2023
External Relations	UK Affairs Strategy	Developed Q2 2020	2020 - 2023
External Relations	UK Parliamentary Strategy	Developed Q3 2020	2021
External Relations	European Relations Strategy	Developed Q2 2020	2020 - 2023
External Relations	Channel Islands Brussels Office Business Plan	Developed Q4 2020	2021
External Relations	Bureau des Isles Anglo-Normandes Business Plan	Developed Q4 2020	2021
External Relations	Jersey London Office Business Plan	Developed Q4 2020	2021

Working with others

The achievement of many of our objectives relies on successful collaboration with colleagues across Government. Critical inter-dependencies with other departments, agencies and non-governmental organisations which we depend on in helping to deliver services and strategic priorities are:

Other departments	Linked Service/ Directorate	Deliverables
We will work with colleagues from all departments	All services	To deliver the ambitions of the Council of Ministers and provide Private Office support to individual Ministers
We will work with colleagues from all Government and non-ministerial departments	All services	To implement, communicate and promote the OneGov vision and embed a Team Jersey culture to modernise and improve public services and to promote a positive workplace culture.
We will work with colleagues from Treasury and Exchequer and the Chief Operating Office	Modernisation and Digital Commercial Services People and Corporate Services Finance Transformation	To modernise public service by embedding modern working practice and improving our outdated finance, commercial and HR systems
We will work with colleagues from all departments	All services	To support departments delivering core services by advising how communications to colleagues and Islanders can help put the customer at the heart of how we deliver front-line services and our response to Covid-19.
We will work in partnership with all departments	Primarily Strategic Policy, Planning and Performance, Health and Community Services and Justice and Home Affairs, Customer and Local Services and Treasury and Exchequer	To drive the policy and operational response to the Covid-19 crisis
We will work with colleagues from Children, Young People, Education and Skills		To embed a corporate parent approach, so that all services contribute to the best start for Island children.

Other departments	Linked Service/ Directorate	Deliverables
Health and Community Services, Treasury and Exchequer and Infrastructure, Housing and Environment		To oversee and challenge the Our Hospital Project, to design and deliver outstanding new health and care facilities for Jersey
We will work with colleagues from Infrastructure, Housing and Environment		To deliver a new office building and engage with colleagues across the public service to ensure that the design for a new office building meets the requirements for all stakeholders
We will work with colleagues from Chief Operating Office		To identify areas where the OCE and organisation can deliver efficiency savings
We will work with colleagues from Customer and Local Services	Customer Services	To receive and respond to customer feedback, compliments and complaints, to make improvements within the OCE and across the organisation.
We will work with colleagues from Treasury and Exchequer	Risk and Audit Directorate	To track and monitor progress related to the accepted recommendations of the C&AG and PAC

Monitoring Progress of delivery of the Business Plan

Units within the department monitor their own metrics and KPIs to measure success against objectives. These metrics are then reviewed by relevant tier 2 and 3 colleagues to ensure that unit performance and delivery is as anticipated. Where this is not the case management action will be taken to address the situation.

In most cases, projects will also report into their respective project boards or other governance arrangements.

All programmes/projects are reported monthly in the corporate portfolio reporting tool (Perform). Departmental portfolio reviews will be undertaken on a monthly basis, to review and assess the delivery of programmes/projects within the directorate. Major or strategic programmes/projects tracking Red or Amber are escalated by CPMO to Executive Leadership Team along with any issues or risks which cannot be resolved at the departmental level. The CPMO also provides a 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, tools and techniques.

A summary of the progress against the business plan, risks and issues relative to each of the key OCE projects and deliverables will be considered by the OCE Senior Leadership Team on a monthly basis using Perform. We will use this tool to identify where our work is resulting in the outcomes we anticipate and where adjustments need to be made.

Performance metrics will be provided from the department that contribute to the corporate performance framework

Relevant Ministers will be regularly briefed on the delivery of the business plan, through meetings attended by the Chief Executive, Chief of Staff, Group Directors and Director of Communications as appropriate. Ministers also have formal quarterly meetings with Scrutiny Panels and the Public Accounts Committee.

Risk Management Reporting Arrangements

The impact of COVID-19 pandemic is likely to be felt across government for some time. There is a significant likelihood that there are risks in all departments that will not surface or begin to be understood until 2021 or beyond. There is therefore the potential for these risks to have a significant impact on the current plans of departments. Plans will need to be reviewed on a continuous basis and re-assessed as these risks emerge.

The Office of the Chief Executive 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 set out in figure 1. The purpose of risk management is to help our Department and, in turn, the Government, to make informed risk-based decisions, achieve our objectives, and to protect the interests of our customers and 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.

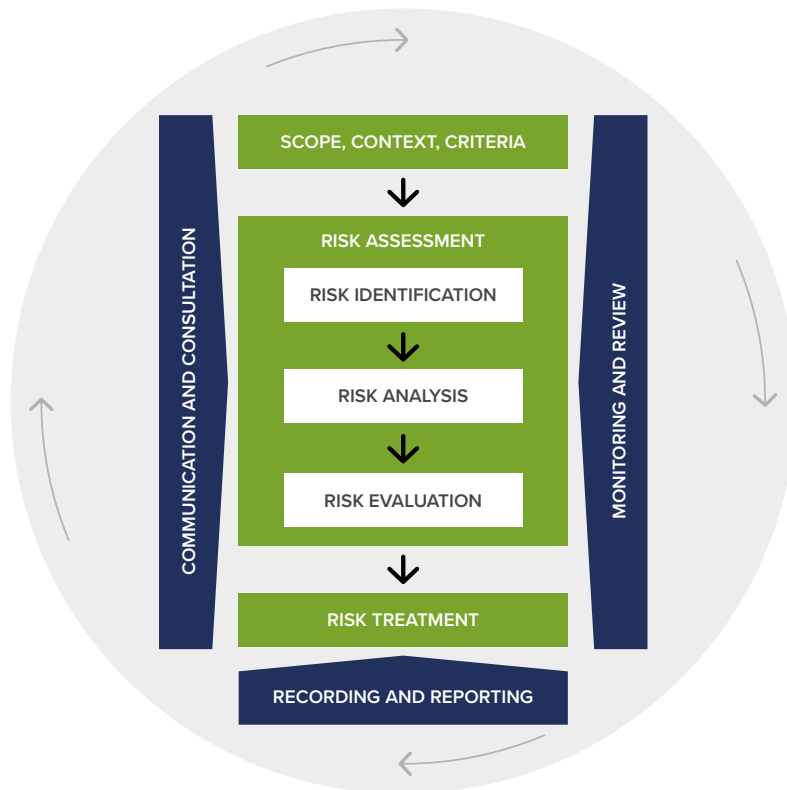


Figure 1. Risk Management Framework

We define a risk as:

‘Something that might happen that could have an effect on GoJ objectives’

This means that a risk can be seen as either a negative threat or a positive opportunity. The Risk Management Framework is as follows:

- **Risk Identification** - takes place regularly as part of the business planning process. Risks identified at the strategic level are aligned to the tactical and departmental objectives of The Office of the Chief Executive to establish interdependencies.
- **Risk Analysis and Evaluation** - risks are analysed to identify the Cause, Event and Impact and evaluated using the impact and likelihood ratings set out in the RM Guidance. These ratings set out the levels at which tolerances and thresholds for each risk are set in line with the Risk Appetite of the Government. Risks are recorded on our departments risk register, and risk action owners assigned.
- **Controlling Risks and Treatment** - risks owners are responsible for controlling the risk(s). Risk controls and risk treatment options are identified by those who are directly involved in the management of the activity or by experts who have detailed knowledge of the underlying risks and who have actively engaged in the risk identification and evaluation process. Risk owners review the risk treatment routinely to ensure that; any changes to the risk are identified and re-evaluated, and, the treatment has effectively treated the risk and continues to deliver the business’ requirements.

- **Monitoring and Review** – the monitoring and review of key risks and key controls is carried out by risk owners and our Departmental Senior Leadership Team with the ongoing support from the Risk and Audit Function, the Office of the Chief Executive Senior Leadership Team review the Departmental Risk Register monthly. The department attends regular Departmental Risk Group (DRG) meetings to: discuss risks at corporate level; scan for emerging risks and how the global risk landscape translates into a local context; consider risk around programmes; and discuss insurance risk related issues. In addition, the GoJ Head of Risk meets with the OCE DRG lead to discuss their departmental risks on a monthly basis and regular meetings are also held with Director Generals.
- Recording and Reporting - The Office of the Chief Executive risk review and reporting cycle is:
 - Risks are recorded in the Departmental Risk Register held on the corporate SharePoint site and they are reviewed and reported on the following basis;
 - Annual - Risk Identification and Risk Register Review as part of business planning process –including lessons learnt
 - Quarterly - Key Risks are reviewed quarterly by the Senior Leadership Team and assessed as part of Risk Management cycle
 - Ad-hoc - Key risks or operational level risks that are more dynamic in nature form the basis of one to one meeting between the Treasurer and Senior Leadership Team members and between Senior Leadership Team Members and their direct reports

Significant risks that need to be escalated are reported directly to the Chief Executive and the Executive Leadership Team through the Chief of Staff, the Risk and Audit Committee or through the Departmental Risk Group – depending on the proximity and level of risk against identified tolerances.

Our customers

This section outlines who our customers are, and the projected demand for our department's services. This section also outlines how we have/will engage our customers and what we will deliver as part of the customer strategy. The customer strategy provides a framework on how we will continue to deliver improvements for our customers and is based around four principles – make it easy, make it consistent, make it accessible and think ahead.

Service Users and Projected Demand for Services

Due to the diverse nature of the activities coordinated through the Office of the Chief Executive, the department works with a wide range of stakeholders, although it does not have service users in the traditional 'customer' context. All Islanders will be impacted in some way by the work of the OCE. For example, Islanders could feel the effects of policy implementation, enjoy employment opportunities realised through the promotion of finance and digital sectors, engage with communication initiatives such as the flu vaccination campaign or benefit from the decisions of Ministers that are backed up by research in the Ministerial Support Unit.

The stakeholders affected by the work of the OCE are best examined by considering each group directorate separately:

Chief of Staff – Government business and Ministerial support:

- The OCE works across all departments of the Government of Jersey, so directly or indirectly supports all colleagues through the coordination of cross-organisational initiatives, such as the modernisation of Government and Team Jersey and the roll out of fiscal legislation.
- The Council of Ministers, which is responsible for coordinating the policies of Government, and prioritising legislative and executive business.
- Responsible for the overall co-ordination and relationship with the Comptroller and Auditor General, Public Accounts Committee and Scrutiny Panels
- All Islanders; as they can request information from the Government through Freedom of Information requests.

External Relations:

- UK Government, Parliamentarians, civil servants, wider civil society in the UK (e.g. think tanks, trade associations).
- EU Institutions (Brussels), national Governments of EU Member States (capitals), diplomatic missions of EU Member States (London), regional representatives and bodies within France (predominantly Brittany and Normandy).
- Governments and diplomatic missions of priority markets as outlined in the Global Markets strategy.
- Multilateral bodies e.g. United Nations (UN), Organisation for Economic Cooperation and Development (OECD), and Commonwealth bodies.

Economy Directorate

- Island businesses and residents
- 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 Heritage Trust, Jersey Finance, Digital Jersey.

Communications Directorate:

- Colleagues and potential future employees
- Islanders in Jersey, Islanders living/working/studying overseas, leisure and business visitors, overseas public
- Media, including local, national and international media, commentators and influencers
- Stakeholders, including business groups, professional bodies, independent bodies and State-owned businesses,
- Voluntary and charitable sector, including local and international pressure groups and charities.

Engagement and consultation exercises planned for 2021-2024

Exercise	Informal/ formal	Who we will engage with	What we want to achieve with the engagement / consultation
Engaging with the public	Informal	Islanders	The Communications Directorate provides a feedback loop to political, policy and operational colleagues through engaging with Islanders via traditional and social media channels and capturing their views on key current and future issues and proposals.
Our Hospital Project	Informal	All Islanders	Our Hospital Project will engage with Islanders, both through the Our Hospital Citizens' Panel, and a range of planned engagement activities to make sure have the opportunity to contribute to the design of Our Hospital
Engagement with key stakeholders	Informal	All islanders	Engagement with key stakeholders will help to achieve the relevant Sector Lead's and Economy's directorate key deliverables as listed in section 5 above.

Our people

This section outlines how we will develop our people, their capabilities, a positive workplace culture that supports us to succeed, and our approach to diversity and inclusion.

People and Cultural Development

In support of the People Strategy our department commits to:

- develop and implement a department workforce plan to ensure a targeted approach to resourcing and talent management to build the capability of our department,
- 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 MyConversation MyGoals,
- 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 survey and support a positive workplace culture,
- welcome new starters and ensure they receive appropriate support throughout their probation through the provision of a clear induction plan using the My Welcome online induction programme, and
- 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 survey

Diversity and Inclusion

We value diversity and are committed 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:

- promoting agile working and practices that support diversity, attract and retain talent and support increased wellbeing;
- engaging in 'I Will', supporting our people to attend their events and participate in the mentoring, shadowing and Board apprenticeship schemes;
- embedding the organisation values and behaviours and ensuring these are role modelled by the department leadership team;
- holding to account those who do not meet the required standards of behaviour;
- providing training where necessary to raise awareness of equality and diversity and ensure compliance to organisational standards;

- ensuring that all recruitment and appointment procedures are unbiased and provide interviews for all disabled applicants who meet the essential criteria for the role; and
- developing and implementing an action plan to address the gender pay gap in our department.

Our financial context

Detailed Service Analysis tables for 2021 to 2024

The following tables show the budget allocation for OCE that has been included in the 2021 to 2024 Government Plan:-

- Detailed service analysis
- Statement of Comprehensive Net Expenditure
- Revenue and capital investment

Detailed service analysis - Office of the Chief Executive

Service Area	Near Cash		2021 Net Revenue Expenditure	Non Cash 2021 Net Revenue Expenditure	Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL				
	£'000	£'000	£'000	£'000	£'000	
Chief of Staff	0	3,270	3,270	0	3,270	33
Communications	0	2,238	2,238	0	2,238	33
External Relations	145	3,142	2,997	0	2,997	13
Net Revenue Expenditure (excluding Financial Services and Digital)	145	8,650	8,505	0	8,505	79
Financial Services and Digital	54	33,615	33,561	0	33,561	50
Net Revenue Expenditure	199	42,265	42,066	0	42,066	129

Statement of Comprehensive Net Expenditure (FSDE) - Office of the Chief Executive

	2021 Net Revenue Expenditure
	£'000
Income	
Earned through Operations	54
Total Income	54
Expenditure	
Staff Costs	4,295
Other Operating Expenses	3,326
Grants and Subsidies Payments	25,994
Total Expenditure	33,615
Net Revenue Near Cash Expenditure	33,561

Statement of Comprehensive Net Expenditure (Other) - Office of the Chief Executive

		2021 Net Revenue Expenditure
		£'000
Income		
Levied by the States of Jersey		40
Earned through Operations		105
Total Income		145
Expenditure		
Staff Costs		5,771
Other Operating Expenses		1,805
Grants and Subsidies Payments		1,074
Total Expenditure		8,650
Net Revenue Near Cash Expenditure		8,505

COVID Service Analysis - Office of the Chief Executive

Service Area	Near Cash		Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL		
	£'000	£'000	£'000	
Economic Recovery	0	15,500	15,500	0
Total	0	15,500	15,500	0

Government Plan 2020 Growth - Office of the Chief Executive

CSP Priority	Sub-priority	GP Ref	Programme	Minister	2021 Revised Allocation (£000)
Improve Wellbeing	Support Islanders to live healthier, active, longer lives	GP20-CSP2-1-01	Inspiring an 'Active Jersey'	Minister for Economic Development, Tourism, Sport and Culture	779
	Support Islanders to live healthier, active, longer lives Total				779
	Put patients, families and carers at the health of Jersey's health and care system	GP20-CSP2-3-04	Regulation of Care - income deferred	Chief Minister	200
	Put patients, families and carers at the health of Jersey's health and care system Total				200
Improve Wellbeing Total					979
Vibrant Economy	Enhancing our international profile and promoting our Island identity - Brexit response	GP20-CSP3-1-03	Future Economic Partnership Goods and Borders Cluster	Minister for Economic Development, Tourism, Sport and Culture	250
	Enhancing our international profile and promoting our Island identity - Brexit response Total				250
	Enhancing our international profile and promoting our Island identity	GP20-CSP3-1-06	Continuation of External Relations funding	Minister for External Relations	1,234
		GP20-CSP3-1-09	Trade & Export function	Minister for Economic Development, Tourism, Sport and Culture	0
	Enhancing our international profile and promoting our Island identity Total				1,234
	Future economy programme	GP20-CSP3-2-02	Competition policy and JCRA	Chief Minister	250
		GP20-CSP3-2-03	Delivering the Digital Policy Framework	Minister for Economic Development, Tourism, Sport and Culture	541
		GP20-CSP3-2-05	Digital Jersey growth	Minister for Economic Development, Tourism, Sport and Culture	1,200
		GP20-CSP3-2-06	Economic Framework and Productivity Support	Minister for Economic Development, Tourism, Sport and Culture	1,000
		GP20-CSP3-2-08	Jersey Financial Stability Board	Chief Minister	50
		GP20-CSP3-2-10	Promoting Jersey	Minister for Economic Development, Tourism, Sport and Culture	1,000
		GP20-CSP3-2-11	Rural Economy Strategy	Minister for Economic Development, Tourism, Sport and Culture	272
	Future economy programme Total				4,313
	Protect and build our financial services industry	GP20-CSP3-3-01	AML / CFT	Minister for External Relations	550
		GP20-CSP3-3-02	Jersey Finance Growth	Minister for External Relations	750
Protect and build our financial services industry Total				1,300	
Infrastructure investment	GP20-CSP3-5-01	Cyber Security growth	Minister for Economic Development, Tourism, Sport and Culture	600	
	GP20-CSP3-5-02	Heritage, Arts & Culture	Minister for Economic Development, Tourism, Sport and Culture	963	
Infrastructure investment Total				1,563	
Vibrant Economy Total					8,660
Protect our Environment	Protecting the natural environment	GP20-CSP5-2-03	Jersey National Park	(blank)	150
	Protecting the natural environment Total				150
Protect our Environment Total					150
Modernising Government	A modern, innovative public sector	GP20-OI3-07	Guernsey-Jersey Joint Working Programme	Chief Minister	40
	A modern, innovative public sector Total				40
Modernising Government Total					40
Grand Total					9,829

Government Plan 2021 Growth - Office of the Chief Executive

CSP Priority	Sub-priority	CSP Ref	Programme	Minister	2021 Allocation (£000)
Vibrant Economy	Future economy programme	CSP3-2-12	JCRA Reconstitution Funding	Minister for Economic Development, Tourism, Sport and Culture	150
Vibrant Economy Total					150
Modernising Government	A modern, innovative public sector	O13-17	Re-organisation Ministerial Support Unit	Chief Minister	1,390
		O13-18	Re-organisation - Communications	Chief Minister	623
		O13-19	Digital Jersey grant shortfall	Chief Minister	303
Modernising Government Total					2,316
Total					2,466

CSP Priority	Sub-priority	CSP Ref	Programme	Budget Minister	2021 Allocation (£000)
Vibrant Economy	Government Covid-19 Response	CSP3-C-01	Economic Recovery	Minister for Economic Development, Tourism, Sport and Culture	15,500
Vibrant Economy Total					15,500

Government Plan 2021 Capital - Office of the Chief Executive

Capital Programme Area	Head of Expenditure	CSP	2021 Allocation (£000)
Estates including new Schools	Office Modernisation (Major Project)	6	650
Total			650

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 2021 is to deliver £20 million of efficiencies in addition to any efficiencies not delivered in 2020.

Efficiencies and rebalancing measures in 2021

Whilst the department is contributing to the Government's wider financial re-balancing objectives, it is not contributing directly to the 2021 efficiencies plan. In 2021 the department's contribution towards the Government's financial re-balancing objective is £0.021m.

Efficiencies brought forward from 2020

The following efficiencies were delivered non-recurrently in 2020 through a combination of staff vacancies within the Economy and Partnership and deferring / delaying planned 2020 Government investments within External Relations. Some of these savings are expected to be achieved through the implementation of the new Department for Economy Target Operating Model, however, more work is required to identify how the balance of these savings will be delivered on a recurrent basis during 2021:

Programme	Project		Recurring or one-off?	£'000
Efficient commercial operations	Contract efficiencies	Cross Cutting	Recurring	200
Modern and efficient workforce	Reduction through Target Operating Model and other staff changes	Economy Directorate	Recurring	228
Efficient commercial operations	Contract efficiencies	Economy Directorate	Recurring	80
Total				509