



2022

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Foreword



Tom Walker

Director General, Strategic Policy, Planning and Performance

It gives me pleasure to present the 2022 Departmental Operational Business Plan for Strategic Policy, Planning and Performance.

After the disruption to the Department's activities caused by the pandemic, 2021 has been a year of some recovery and progress, but also of continuing challenge. We have appointed the Island's first Director of Public Health, who is busy setting up a new directorate to build on the valuable work done over the past 18 months and deliver on our critical health promotion and prevention work. Towards the end of 2021, we welcomed colleagues working on the COVID-19 operational response, who will work alongside our Vaccination Programme over the coming year to help keep us all safe and well.

Other significant achievements for our teams included the successful delivery of the 2021 Census, real progress in our policy teams and the development of a Policy Pipeline to support the Council of Ministers, the publication of the proposed Bridging Island Plan,

a renewed Government Plan for 2021-24, good engagement from Islanders on the Citizen's Jury on Assisted Dying and the Citizen's Assembly on Carbon Neutrality, and the work we've done within the Department to look at how we can support our staff after such a sustained period of work pressures.

The year ahead will be another very busy one for us, as we will be working hard to deliver on policy priorities in advance of the General Election. Once the new Assembly and Government is in place, we will stand ready to support them in developing a new Common Strategic Policy and Government Plan. We will be analysing the results of the Census and carrying out the Living Costs and Household Income Survey, leading on the work behind the Housing Action Plan, and of course continuing to head up our response against the evolving risk of COVID-19.

None of these achievements would have been possible without the talent and dedication of the staff of SPPP, who have given everything they have to delivering high quality work at pace and under considerable scrutiny. They have been innovative, persistent and indefatigable, always looking to perform to the highest possible standards and deliver for Islanders - I thank them all for being so fabulous and so totally devoted to our Island. I will be proud to work alongside them through 2022 and look forward to seeing even more of their remarkable achievements.

A handwritten signature in black ink, appearing to read 'T. Walker', written in a cursive style.

Tom Walker

Director General, Strategic Policy, Planning and Performance

Department Overview

Department

Department for Strategic Policy, Planning and Performance (SPPP)

Services covered

Public policy and legislation,
Strategic planning and performance,
Place and spatial planning,
Sustainability and foresight,
Strategic Housing and Regeneration,
Public health,
Statistics and analytics,
Sponsorship of arm's-length functions

Director General

Tom Walker

Minister(s)

All Ministers; Chief Minister as Chair of Council of Ministers

Our Mission Statement

Leading strategic policy,
planning and performance
to achieve the ambitions of
Islanders for the future.

Our purpose

The Department delivers much of the Council of Ministers' public policy and legislation, enabling the priorities agreed by the Assembly to be progressed - including, for example, putting children first, improving health and wellbeing and protecting our environment.

SPPP also helps guide the development of Jersey through the long-term strategic framework, leading on Future Jersey, the Jersey Performance Framework, the Common Strategic Policy, Government Plan and Island Plan.

The lead department for public health, SPPP devises policy and leads the delivery of high profile, multi-departmental services such as Covid testing, tracing and vaccinations.

As the 'sponsor department' for several statutory and arm's-length functions, ensuring these important teams can operate effectively and with appropriate functional independence. These include Statistics Jersey, Commissioner for Children and Young People, Jersey Care Commission, Charity Commission, Jersey Arbitration and Conciliation Service, Official Analyst and Safeguarding Partnership Boards.

The Department seeks to introduce new and innovative ways of working and improving existing approaches. This includes leading three professional communities of practice in the areas of Public Policy, Analytics, and Planning, being the centre of expertise for strategic business planning, and by developing new ways to engage with Islanders, such as citizens' assemblies.

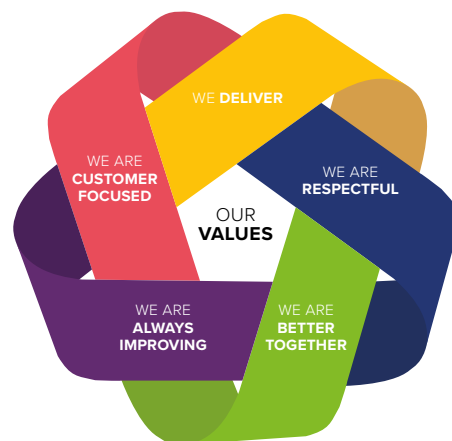
This work helps to support our community and make Jersey an attractive place to live and work.

Our Values

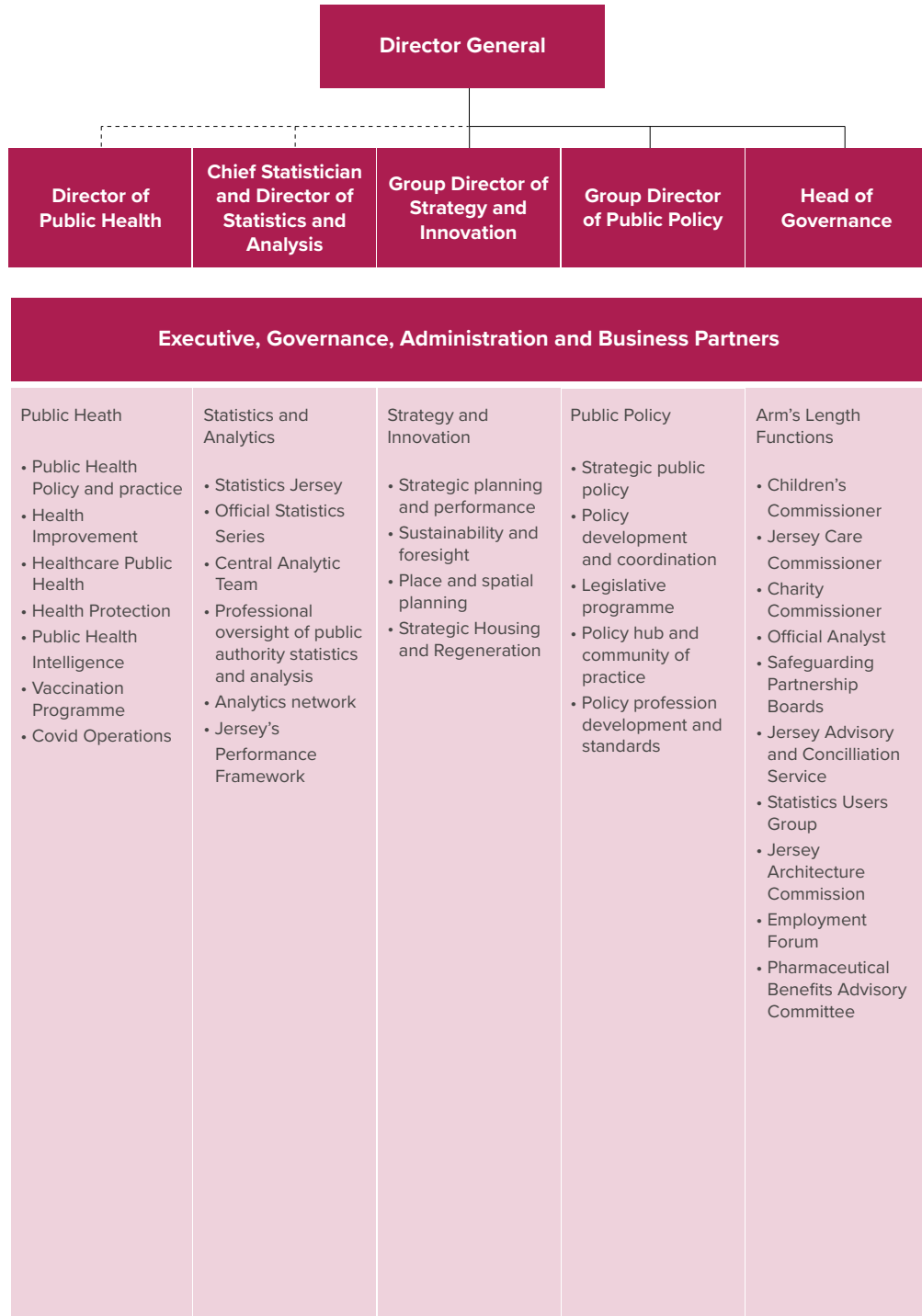
We are One Government, passionate about delivering public services for Jersey. Our 5 core values as an organisation are:

- 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 Department Structure



Public Policy

Public policy translates the intentions of ministers into actions that improve the lives of Islanders. An effective policy capability is fundamental to democratic government. In producing policy, SPPP considers all the Government levers at ministers' disposal, including revenue/expenditure, oversight/regulation, convening partners, communicating, and, if needed, legislation.

As well as delivering ministers' priorities as set out in the Government Plan, the focus in 2022 and beyond is to continue to improve and professionalise what the department does: being trusted, objective and impartial policy advisers to ministers and the States Assembly, and continuously improving the quality of policy development within SPPP teams and across government.

Strategic policy and legislation responsibilities include, but are not limited to:

- Children and families
- Education and skills
- Employment
- Housing standards and affordability
- Justice (criminal, civil, youth, administrative)
- Population and migration
- Regulation of public services
- Social assistance and financial security
- Social inclusion, disability and diversity
- Structure and administration of government and constitutional matters

The policy projects the Department is responsible for delivering in 2022 are set out in Section 3. In addition, officers will support the new Council of Ministers with any policy and legislative development requirements during the remainder of 2022 and beyond.

Strategy and Innovation

The Strategy and Innovation teams share many of the characteristics, skills and priorities of the Policy Directorate, and are a key part of the policy community that seeks to deliver strategic priorities across government. The Strategy and Innovation teams are responsible for developing overarching corporate and Island-wide plans that respond to challenges over the medium and longer terms. This includes key plans in the Government's long-term strategic framework.

The directorate is structured in four areas. Each team works in close partnership with stakeholders within government and across the Island.

Strategic Planning and Performance

- Design and implementation of the Strategic Framework
- Coordinated delivery of: Common Strategic Policy (4 years); Government Plan (rolling 1+3 years); Departmental Operational Business Plans; Annual Report and updates
- Strengthening public sector accountability and governance
- Leading the One Gov Business Planners network

Place and Spatial Planning

- Planning policy, including the Island Plan and housing land supply
- Place-making and master-planning
- Urban design policy
- Historic environment

Sustainability and Foresight

- Environmental, energy and climate change policy
- Strategic transport policy
- Sustainability (economic, environmental and social)
- Foresight (horizon scanning, scenario modelling, mega-trends, macro-trends)

Strategic Housing and Regeneration

- Coordination of the Strategic Housing Partnership
- Housing market analysis
- Support to the Regeneration Steering Group
- Housing Action Plan

Public Health

Throughout 2020 and 2021 the Department has led the policy response to the COVID-19 pandemic, advising ministers on the steps needed to protect the health and wellbeing of Islanders. A new, expanded Public Health directorate was established towards the end of 2021, delivering the ongoing response to COVID-19 and ensuring wider health protection of the public from communicable and non-communicable diseases and environmental hazards. This directorate will also be driving and delivering strategic public health initiatives across the government, health care services and key partners by:

- Monitoring the pattern of disease in the community and assessing the health needs of the population
- Advising and developing initiatives for how the population's health needs can be met to improve health and wellbeing and reduce health inequalities
- Advising on changes to the legal framework for public health, emergency planning and death registration

- Advising on the commissioning preventative services, such as stop smoking and substance misuse services
- Providing specialist healthcare public health advice and support on the Jersey Care Model

COVID-19 Operations

Staff in the **Covid Testing Team** support the design and implementation of the Government's testing policy at every stage, participating in policy development through discussions on operational considerations, and implementing new and redesigned services quickly, in partnership with other departments. The services are delivered from testing centres, through home visits and in workplaces, and supported through the public-facing 'Health Helpline'.

The **Covid Safe Team** undertakes contact tracing, to identify Direct Contacts of positive cases, and monitors individuals who are isolating, to ensure adherence with requirements and to oversee their welfare. Pre-departure certificates and critical worker exemptions are also processed as required. The team also supports businesses and organisations to remain 'Covid Safe', providing advice and guidance

The **Vaccination Programme** aims to vaccinate the eligible population of Jersey against COVID-19 with maximum uptake. Vaccine stock has been safely administered by registered professionals as soon as possible after arrival into the Island. Priority Groups as defined by the JCVI have been adopted by the programme to ensure that population groups are immunised in priority order, for first, second, and booster doses. Levels of uptake have been high across all priority groups and confidence in the programme high. The programme has had an ethos of working in partnership, removing barriers to access, data and information, conversation and engagement

The vaccination programme throughout 2022 will continue to be a challenging operational programme, with high levels of scrutiny. Programme governance will be combined with the Flu Vaccination Programme, which will be accountable to the Director of Public Health Director and SPPP Director General. This will ensure that the Programme's policy and operation is driven from a public health perspective

Statistics and Analytics

Data, analytics and insight are crucial to understanding where the Island has come from, what the current and future challenges and opportunities are and how the Government can, based on this information, make better decisions for the future

Working together, Statistics Jersey and the Central Analytics Team provide the strategic lead for data analysis and expertise, in order that data driven insights can enable better decision making.

Statistics Jersey is the statutorily independent provider of official statistics that measures and monitors the condition of the jurisdiction – including, for example, the size and structure of the economy, population, and employment. Key activities in 2022 will include:

- Analysing the results from the 2021 Census and the 2021 Children and Young Persons Survey

- Delivering the regular economic statistics
- Running the Living Costs and Household Income Survey and publishing income distribution analyses
- Running the Jersey Opinions and Lifestyle Survey

Statistics Jersey outputs are pre-announced in line with the official Statistics Code of Practice. The 2022 outputs are included in the release schedule - [Publication release schedule \(Statistics Jersey\) \(gov.je\)](#).

The **Central Analytics Team** will be developed in 2022 to provide the professional lead for the distributed network of data experts and analysts across all departments and arm's-length bodies. Key areas of focus for this team include:

- Co-ordinating the production of Jersey Performance Framework statistics; and publication of the departmental service performance measures
- Implementation of the Analytics Transformation Programme
- Re-invigorating the professional analytics network ANet, to develop a better data and analytics culture

Governance and Arm's-length Functions

Good corporate governance ensures that SPPP is compliant with legislation, corporate policies and best practice relating to the public service, and that the Department delivers on the duty of care for our people and other resources

The Head of Governance and colleagues work across the Department, and more widely with governance leads across Government, in the areas of data protection; health, safety and wellbeing; information governance and records management; risk management; executive decision making; and compliance with the Public Finances Manual and States Employment Board codes of practice and HR policies.

SPPP also acts as the sponsor department to a number of important arm's-length functions, working to promote and support good governance across the public sector.

What will we do in 2022?

Our key objectives

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

Key Objectives

Leading the transition from COVID-19 Emergency Pandemic Status to the management of COVID-19 on a non-emergency basis, including the modernisation of health protection functions, stepping down of emergency governance and operations, research to understand the effects of the pandemic, and implementation of post-pandemic learning and recovery, whilst delivering world-leading COVID-19 operational services including testing, tracing, Covid Safe support to businesses, and our vaccination programme.

Strengthening the public health directorate so that it can cover the full range of public health policy and delivery functions: improving health and tackling inequality, protecting health, healthcare public health and public health intelligence, as well as continuing Medical Officer of Health functions.

Supporting ministers to publish key policies and legislation in the first quarter of 2022, including key changes to population and migration policy, the Strategic Housing Action Plan, children and family law reforms.

Delivering key long-term strategies for debate and decision in the States Assembly, including the Bridging Island Plan, Carbon Neutral Roadmap and transport and housing plans.

Preparing for the new Council of Ministers after June 2022 and supporting the development of a new Common Strategic Policy, with its consequential effect on the Government Plan and Government’s Legislative Programme.

Publishing high quality Statistics Jersey outputs according to the pre-announced release dates, including 2021 Census results, and initial income distribution analyses in time for the Common Strategic Policy process. Work with departments to improve Departmental Service Performance Measures for 2022; ensure publication to an agreed timetable. Improve procedures so that Island Outcomes and Indicators are kept up to date.

Government Plan and Departmental 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 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?	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
CSP5 GP20- CSP5-1-01	<p>Climate Emergency Super programme (includes Climate Emergency Fund and Carbon Neutral Roadmap)</p> <p>Deliver a Carbon Neutral Roadmap for debate by the States Assembly (previously called Long-term Climate Action Plan). Support the Assembly and Ministers to debate the Carbon Neutral Roadmap. Manage the ‘Climate Emergency Super Programme’ in accordance with agreed expenditure agreed in the Government Plan 2022-2025. This comprises carbon neutral and sustainable transport policy development in accordance with the agreed Carbon Neutral Roadmap, delivery components of the Carbon Neutral Roadmap and Sustainable Transport Plan and co-ordinating project and initiatives related to the Biodiversity Crisis with IHE.</p>	<p>This is ongoing work building from 2021 when a people-powered approach was carried out to build the foundations for the development of the Carbon Neutral Roadmap. In 2022, once debated and agreed we will move to the implementation phase of the Carbon Neutral Roadmap whilst maintaining momentum on climate emergency projects and initiatives agreed in previous Government Plans.</p>	Strategy and Innovation	Minister for the Environment (MENV)	Programme	2022	On track
GP20- O11-01	<p>Census 2021</p> <p>Measure size and structure of Jersey’s resident population, including age, sex, employment and health status of islanders.</p>	<p>Publish 2021 Census results.</p>	Statistics Jersey	Chief Minister (CM)	Project	Q3 2022	On track
GP20- O11-01	<p>Living costs and household income measurement</p> <p>Measure the income distribution and spending of households in Jersey, to produce required depth and breadth of information on household incomes, relative low income, income inequality, and to maintain an accurate RPI. Publish income distribution analyses from the 2019/20 survey which had to be stopped in spring 2020 due to Covid-19 restrictions.</p>	<p>Publish results from 2019/20 survey by May 2022.</p>	Statistics Jersey	Chief Minister (CM)	Project	Q2 2022	On track

CSP Reference	Initiative	What we will do in 2022?	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
GP22-CSP2-C-11	<p>A Health and Social Recovery Fund with political oversight will ensure we can continue to develop investment projects to support Islanders Covid-19 recovery such as:</p> <p>Children’s Dental Health: by providing preventative learning, assessment and treatments improving outcomes, particularly in low-income families in response to the closure of dental services due to Covid-19 which has increased the risk of childhood disease.</p> <p>Long COVID: by developing supported multidisciplinary pathways for improved recovery and productivity.</p> <p>Early Years: by providing additional free nursery places and building workforce capability to support language development in response to the impact of isolation has had on the normal development and language skills for vulnerable groups.</p> <p>Children and Young People’s Education and Health: by closing attainment gaps caused by Covid-19 disruption.</p>	<p>Support the development of projects across government, in partnership with other departments, that support the health and social recovery of Islanders most impacted by the pandemic. This will include working alongside MSU to provide secretariat coordination of a Political Oversight Group with decision making on COVID Recovery projects funded from the COVID Health and Social Recovery Allocation.</p>	Public Health	Chief Minister (CM)	Project	Q1 2022	On track

CSP Reference	Initiative	What we will do in 2022?	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
GP22- CSP4-3-03	<p>Income and Expenditure Survey</p> <p>We will restart the Living Cost and Household Income Survey from September 2021. The last published survey results are for 2014/15, published in 2016. The 2019-20 survey started in July 2019 and, due to Covid-19 restrictions on carrying out surveys in people’s homes, had to be cancelled in March 2020. Only half the required sample was achieved. Statistics Jersey aim to publish analyses of this incomplete data before May 2022.</p> <p>This LCHIS survey measures household income and expenditure over a 12-month period. It will enable:</p> <ul style="list-style-type: none"> • Production of income distribution analyses for the first time since 2016. Information on income distribution/income inequality will allow Government to develop policies to support those living on relative low incomes, leading to better life outcomes. • Updating of the ‘basket of goods’ weights for the RPI – which are currently based on 2014/15 data -will provide a more accurate measure of retail price change. <p>Interim analyses from the 2021-22 LCHIS will be available in time for the new Council of Minister’s Common Strategic Policy process. The full income distribution analyses will be available after the survey completes in autumn 2022.</p>	<p>The survey was re-started in September 2021 and runs for a year, with provisional Income Distribution results in August 2022 and full results in 2023.</p>	Statistics Jersey	Chief Minister (CM)	Project	Q3 2023	On Track
CSP4 GP22- CSP4-3-04	<p>Employment Rights</p> <p>Continue to review and maintain employment law to support workers in the local labour market.</p>	<p>Work with Employment Forum and external advisors to understand the use of modern working practices in the Jersey labour market and put forward amendments to the Employment law to provide appropriate protection for workers, with particular reference to the use of zero hour contracts.</p> <p>An initial phase of the project will separately address prohibition of inappropriate exclusivity clauses.</p> <p>This project also includes a publicity campaign to ensure that workers and employers are aware of the protection provided by the law. Implement changes needed to Employment Law following consultation on the role of the Employment Forum in relation to minimum wage setting.</p>	Public Policy	Minister for Social Security (MSS)	Project	End 2022	On track

CSP Reference	Initiative	What we will do in 2022?	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
CSP5 GP20- CSP5-1-01	Sustainable Transport Plan The Sustainable Transport Plan was agreed in 2019 and is strongly linked to the Climate Emergency initiative given the role of sustainable transport in reducing emissions. However there are aspects of sustainable transport that are additional so this is presented as a separate initiative. There is ongoing funding agreed in the Government Plan to support strong start sustainable transport initiatives that include outreach and behaviour change through to the installation of new infrastructure like bus shelters and cycle storage systems.	In 2022 we will conclude the outstanding areas of research not published as part of the Second Interim Report (2021) and will prepare and publish a Sustainable Transport Roadmap that sets out the necessary actions and funding streams to achieve the STP vision	Strategy and Innovation	Minister for Infrastructure (MINF)	Programme	Dec-22	Delayed
GP20- CSP4-2-01 GP20- CSP4-2-02	Creating Better Homes - Improve the quality and affordability of housing “Creating Better Homes: an action plan for housing in Jersey” sets out 22 actions for delivery over five years to 2025. These actions are designed to support both homeowners and tenants access good quality affordable housing.	In 2022 we will 1. bring forward a government-backed affordable home purchase product; 2. Reinstate the Rent Control Tribunal 3. Develop policy to support right sizing in the draft Island Plan; 4. Expand statutory tenant protection through the Residential Tenancy Law. 5. Complete the review of the Affordable Housing Gateway and implement the agreed actions. 6. Continue to review the use of share transfer contracts.	Public Policy	Minister for Housing and Communities (MHC)	Project	Dec-22	On track

CSP Reference	Initiative	What we will do in 2022?	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
GP20-CSP4-2-01 GP20-CSP4-2-02	Creating Better Homes - Improve the quality and affordability of housing The Housing and Communities Minister's "Creating Better Homes: an action plan for housing in Jersey" sets out 22 actions for delivery over five years to 2025. These actions are designed to support both homeowners and tenants access good quality affordable housing.	In 2022 we will 1. 1 fully establish the Strategic Housing and Regeneration team; 2. conclude the Housing Market Review; 3. report on the potential of modern methods of construction to help makes homes in Jersey more affordable; 4. Instigate regular housing market analytics products; 5. Develop access to mortgage products and advice for potential home owners, including Government support for affordable purchase products. 6. Develop policies to support key worker housing provision	Strategy and Innovation	Minister for Housing and Communities (MHC)	Project	Dec-22	On track
GP20-CSP5-3-01	Island Plan Review The bridging Island Plan updates the island's land use policy framework for the period 2022-25. It enables action to be taken in areas where there is greater certainty, such as the need to deliver more affordable homes and to protect our environment, but without making longer-term commitments in areas where there is less certainty, such as longer-term population growth and economic outlook.	Conclude the Island Plan Review, including the Minister's response of the report of the independent inspector; support to the Minister and States Members in making any amendments; the States Assembly debate; and post-debate actions, including development of relevant supplementary planning guidance	Strategy and Innovation	Minister for the Environment (MENV)	Programme	Mar-22	On track
GP20-CSP1-3-02	Public Services Ombudsman To provide for a law establishing a independent Public Service Ombudsman, in place of the States Complaints Board, to investigate complaints about public service maladministration and service failing, and undertaken own-investigations in response to concerns about systemic service failings. The 2020 Government Plan provided funding for establishment of JPSO for the period 2021 – 2023. Monies were proposed as an efficiency in the draft Government Plan for 2021 but then reinstated from mid- 2022 onwards on a recurring basis. Law drafting underway further to public consultation in 2019. Note, these monies are for the JPSO only and not for the officer resource required to support law drafting which are set out in GP20-CSP1-1-02.	It is hoped that lodging of legislation will take place in late 2022 or early 2023, subject to the agreement of the next Council of Ministers.	Public Policy	Chief Minister (CM)	Project	Mar-23	Delayed

CSP Reference	Initiative	What we will do in 2022?	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
GP20-CSP1-1-03	Youth Justice The Youth Justice project includes the writing of a Youth Justice Action Plan. Progress was delayed due to abstractions for the drafting of Covid19 pandemic response legislation.	Consider new sentencing and prevention initiatives for implementation under the period of the next Council of Ministers.	Public Policy	Minister for Children and Education (MCE)	Project	2022	Delayed
CSP2 GP21-CSP2-1-05	Prevention initiatives Update from DOBP 2021: Political oversight group to lead on health and wellbeing framework priorities Commence development of Jersey Needs Assessment Tobacco strategy commitments Food and Nutrition Strategy commitments Supporting the development of a statement of alcohol licensing policy Establish enhanced public health function in support of Jersey Care Model Develop a new public health law in support of Jersey Care Model	Health & wellbeing framework priorities will be chosen & implemented in conjunction with other GoJ colleagues Jersey needs assessment scoping and strategy will be undertaken, and work started (subject to satisfactory commissioning for a service provider which HCS are leading on) Tobacco strategy & food & nutrition strategy to be started in 2022 Drugs and alcohol strategy and needs assessment will continue through 2022 Recruitment to senior PH JCM role expected in Q1, and remaining JCM capacity subject to ongoing COVID pressures Public health law will be drafted	Public Health	Minister for Health and Social Services (MSS)	Programme	Various 2021-22	Delayed
GP21-CSP2-1-05	Improve access to health care Support HCS in the development of the Jersey Care Model to improve access to healthcare	Continue to work with primary care providers to maintain and extend the range of health services provided within the framework of the Jersey Care Model	Public Policy	Minister for Social Security (MSS)	Project	2022	On track
CSP5 GP20-CSP5-2-01	Infrastructure Plan Developed and published an infrastructure capacity study (ICS) for the island, establishing the baseline for the status, condition and degree of resilience for operational and community infrastructure to inform the Island Plan Review.	On the basis of the work contained in the ICS, Strategic Proposal 5 of the draft Island Plan proposes the development of an infrastructure roadmap for Jersey.	Strategy and Innovation	Minister for the Environment (MENV)	Project	Dec-21	Complete

CSP Reference	Initiative	What we will do in 2022?	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
Fund as Required 2022	<p>Covid-19 Test and Trace Programme and Technology</p> <p>We will continue to fund, as required, the costs of the Test and Trace Programme into 2022.</p> <p>Reducing the incidence of COVID-19 is achieved through testing, fast contact tracing and isolation, and supporting businesses to remain Covid Safe. This will in turn minimise the pressure on Health and Community Services and support the removal of public health restrictions.</p> <p>The Test and Trace Programme has developed several technology solutions that are bespoke to Government. This has enabled services to be tailored to meet local requirements, ensuring policy decisions are not constrained by technology.</p> <p>We will continue to:</p> <ul style="list-style-type: none"> • fund and maintain existing systems, including the Covid-19 Alert App • ensure that further development needs can continue to be met as the programme evolves • support the team that provides business analytics to help informed decision making • give on-going consideration to the future funding of the Test and Trace Programme, including the future potential for proportionate charges to be introduced. 	Ensure that COVID-19 On Island Testing Capacity remains fully operational and that the service accommodates the demands in managing the fluctuations in capacity required, within the required timeframes.	Public Health	Minister for Health and Social Services (MSS)	BAU	Throughout 2022	On track
CSP2	<p>Sustainable Health Funding</p> <p>Support HCS in its review of future health costs and a sustainable funding model.</p>	Contribute to the HCS oversight group and the working group, including providing support for commissioning for expert knowledge, and conducting evidence reviews to help determine how future health and social care costs can be funded sustainably for the long term	Public Health; Public Policy	Minister for Health and Social Services (MSS)	Project	Q1 2023	On track
CSP3 GP20-CSP3-2-09 GP21-CSP3-4-02	<p>Population and migration Policy</p> <p>Provide for improved migration controls alongside a new annual Population Policy.</p>	Develop and implement a legal framework and technical means for revised migration controls, including significantly improved data collection. Establish an annual process for setting, maintaining and implementing a common population policy within the Government Plan.	Public Policy	Chief Minister (CM)	Project	Apr-22	On track

CSP Reference	Initiative	What we will do in 2022?	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
CSP4	Fund Actuarial reviews Undertake periodic reviews of ring fenced funds to confirm state of fund and identify any actions required to support fund sustainability.	Commission and oversee independent actuaries to undertake full review of ring fenced funds under the control of the Social Security Minister.	Public Policy	Minister for Social Security (MSS)	Project	Apr-22	On track
CSP4 GP20- CSP4-3-01	Benefit and support - incapacity Continue comprehensive review of working age incapacity benefits	Development and implementation of a revised incapacity benefit system, to support workers with long-term health conditions to include practical support as well as financial benefits.	Public Policy	Minister for Social Security (MSS)	Project	Throughout 2022 and 2023	On track
CSP4 GP20- CSP4-3-02 GP20- CSP4-03	Benefit and support - domiciliary care packages Continue to review benefits to support domiciliary care packages	1. Development and implementation of policy proposals, to provide financial support to adults living at home with long term care needs and their carers. 2. Work with CLS and HCS to support adults to remain living independently at home.	Public Policy	Minister for Social Security (MSS)	Project	Throughout 2022 and 2023	On track
CSP4 GP20- CSP4-3-02	Disability social inclusion and diversity policy Implement the disability strategy and support diversity and inclusion across government.	Provide policy support as needed to improve social inclusion across communities, encourage diversity and support the implementation of the Disability Strategy.	Public Policy	Minister for Social Security (MSS)	Project	Throughout 2022 and 2023	On track
CSP4	Poverty Strategy Identify the existing components of a 'poverty strategy' across government.	Identify the full range of activity already undertaken by Government to reduce economic inequalities.	Public Policy	Chief Minister (CM)	Project	Throughout 2022 and 2023	Delayed
CSP4	Financial independence in old age Identify, amend and implement policies to support financial independence in old age.	Develop policy proposals to support financial independence in old age, including the possibility of introducing a statutory opt out workplace pension scheme.	Public Policy	Minister for Social Security (MSS)	Project	Throughout 2022 and 2023	On track
GP20- CSP4-1-02	CLS Systems Renewal Strategy (Transform) Provision of new business systems to support benefit administration.	Support CLS in detailed planning and implementation of new business systems, to ensure full alignment of statutory and operational rules.	Public Policy	Minister for Social Security (MSS)	Project	Throughout 2022 and 2023	On track
GP22- CSP2-C-11	COVID Health and Social Recovery Support the development of projects across government that support the health and social recovery of Islanders most impacted by the pandemic	Coordinate Political Oversight Group with decision making and reporting on COVID Recovery projects funded from the COVID Health and Social Recovery Allocation. Support project management, monitoring and evaluation of projects.	Public Health	Chief Minister (CM)	Project	Throughout 2022 and 2023	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	Departmental Lead	Service Area	Ministerial Lead	Project/ Programme/ BAU	Target Delivery Date	Project Status
Long-term Infrastructure Roadmap Develop a long-term infrastructure roadmap for Jersey.	Develop a roadmap to inform short- and long-term strategic policymaking and help to understand the costs and consequences for the environment, economy and wider society of future infrastructure choices.	Islanders live in healthy environments		Strategic Policy. Planning and Performance (SPPP)	Strategy and innovation	Minister for the Environment (MENV)	Project	2023	On track
Analytics transformation Implement the recommendations of the Analytics Transformation Programme, to improve data driven outcomes for Islanders.	Recruit staff for the Central Analytics Team; identify staff in analyst teams across government; review professional training for analysts in government and (with P&CS) develop new offerings, including development plans for junior analysts. Try new ways to recruit analysts on island.	Perception of government		Strategic Policy. Planning and Performance (SPPP)	Statistics and Analytics	Chief Minister (CM)	Project	End 2022	Delayed
UNCRC Indirect Incorporation and Children's Law Embed the reforms necessary to be compliant with UNCRC and support the introduction of the new duties of the Children's and Young People Law 202- .	Follows from the introduction of the Children's and Young People Law 202-. Develop and introduce independent Advocacy Regulations, a complaints procedure, and publication of a Children's Rights Scheme.	All children in Jersey enjoy the same rights	% of children aged 7 to 11 years who are aware of their rights under the UNCRC	Strategic Policy. Planning and Performance (SPPP)	Public Policy	Minister for Education (MEDU)	Programme	Throughout 2022	On track
End of Life Reform Support the delivery of end of life reform, following the citizen's jury on assisted dying.	Developing policy on the practical implications from the citizen's jury verdict and commencing drafting of the legislation.	Islanders with long-term health conditions enjoy a good quality of life	% of Islanders who agree that they can influence decisions that affect Jersey	Strategic Policy. Planning and Performance (SPPP)	Public Policy	Minister for Health and Social Services (MSS)	Programme	Throughout 2022	On track

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
Regulation and Inspection of Care	Lodging should happen in Q1 2022 to enable debate in the States Assembly. Development of the legislation to enable regulation and inspection of care.	Islanders can access health care	% of households who said the cost of GP appointments for adults stopped them going at least sometimes	Strategic Policy. Planning and Performance (SPPP)	Public Policy	Minister for Health and Social Services (MSS)	Programme	Throughout 2022	On track
Population Policy and Control of Housing and Work Law reform	Publish the first Population Policy in Q1 2022 and consider the relevance of new data as they are produced during the course of 2022. Introduce an annual Population Policy, compatible with the Government's Future Economy and Skills programmes, including utilising the most recent Census data.	Overall economic performance	% of permitted migrant staff working in private sector who have licensed status % of Islanders who agree that they can influence decisions that affect Jersey	Strategic Policy. Planning and Performance (SPPP)	Public Policy	Chief Minister (CM)	Programme	Throughout 2022	On track
Family Law and People Matters Reform	Lodging of draft legislation in Q1 2022 to enable debate in the States Assembly on the draft Marriage and Civil Status Amendment Law, draft Civil Partnership Amendment Law and draft Children Amendment Law. Undertake legislative reform for divorce, opposite sex civil partnerships, raising the age of marriage / civil partnerships and same-sex parental responsibility.	Islanders enjoy life in strong, inclusive community	% of Islanders who agree that they can influence decisions that affect Jersey Number of high-risk domestic abuse cases where one or both parties have children	Strategic Policy. Planning and Performance (SPPP)	Public Policy	Minister for Home Affairs (MHA)	Programme	Throughout 2022	On track
Public Protection and Policy Legislative Reform	Lodging of legislative for a few key issues should happen in Q1 2022 to enable debates in the States Assembly. The remainder will be considered by the next Council of Ministers. Undertake legislative reform for post custodial supervision, crime prejudice, domestic abuse and police complaints.	Jersey experiences low levels of crime	% of Islanders who say their neighbourhood is very safe	Strategic Policy. Planning and Performance (SPPP)	Public Policy	Minister for Home Affairs (MHA)	Programme	Throughout 2022	On track

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
<p>Youth Justice Action Plan</p> <p>Develop a Youth Justice Action Plan and associated drafting of legislation for new powers, for discussion with the new Council of Ministers. Follows from the Youth Justice Review (2019).</p>	<p>A senior officials group now meets on a bi-monthly basis and key developments in 2022 will include: new comparative data, new shared data dashboard, a new governance apparatus and potentially the drafting of new legislation.</p>	<p>Jersey experiences low levels of crime</p>	<p>Number of children who are recorded as victims of crime Number of individual children aged 10 to 17 years attending Parish Hall Enquiries</p>	<p>Strategic Policy. Planning and Performance (SPPP)</p>	<p>Public Policy</p>	<p>Minister for Home Affairs (MHA)</p>	<p>Programme</p>	<p>Throughout 2022</p>	<p>Delayed</p>
<p>Statistics Law</p> <p>Progress legislation to amend and enhance the Statistics Law.</p>	<p>Steering Group led by Deputy Kirsten Morel during 2021 has developed proposals and draft legislation which can be considered by the next Council of Ministers.</p>	<p>Perception of government</p>	<p>Average score for Islanders' level of trust in the States Assembly</p>	<p>Strategic Policy. Planning and Performance (SPPP)</p>	<p>Public Policy</p>	<p>Chief Minister (CM)</p>	<p>Programme</p>	<p>End 2022</p>	<p>On track</p>
<p>Public Administration & Redress Reform</p> <p>Public Administration & Redress Reform Consider legislative reform of the Redress scheme and potentially an Inquiries law.</p>	<p>Policy development of the Redress scheme. Policy development of the legal framework for instigating and supporting public inquiries.</p>	<p>Perception of government</p>	<p>NA</p>	<p>Strategic Policy. Planning and Performance (SPPP)</p>	<p>Public Policy</p>	<p>Chief Minister (CM)</p>	<p>Programme</p>	<p>Throughout 2022</p>	<p>On track</p>
<p>Supplementary Planning Guidance</p> <p>Deliver planned and ad hoc Supplementary Planning Guidance</p>	<p>Progress to adoption of planned and ad hoc supplementary planning guidance including for: design for homes (including parking and density standards); Fort Regent; and rezoned affordable housing sites.</p>	<p>Jersey has a sufficient supply of housing Housing in Jersey is good quality St Helier is an attractive town to live in, work in and visit</p>	<p>Net additions to the housing supply % of net housing supply that is affordable % of Islanders who are very satisfied with their housing</p>	<p>Strategic Policy. Planning and Performance (SPPP)</p>	<p>Strategy and Innovation</p>	<p>Minister for the Environment (MENV)</p>	<p>BAU</p>	<p>Throughout 2022</p>	<p>Deferred in part; delayed in part</p>

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
<p>Jersey Strategic Framework and Jersey Performance Framework</p> <p>Further develop and embed the Jersey Strategic Framework and the Jersey Performance Framework to enable the effective and efficient use of resources to achieve the best outcomes for the Island in support the requirements of the Public Finances (Jersey) Law 2019 that the Council of Ministers take into account the medium-term and long-term sustainability of the States' finances and the outlook for the economy in Jersey and the sustainable well-being (including the economic, social, environmental and cultural well-being) of the inhabitants of Jersey over successive generations when preparing the Government Plan.</p>	<p>Working with Ministers, ELT and Departments, continue to improve the Jersey Strategic Framework and Jersey Performance Framework to support: good governance; transparency; the taking into account of the medium-term and long-term sustainability of States' finances and the outlook for the economy in Jersey; and, the taking into account of the sustainable wellbeing (including the economic, social, environmental and cultural well-being) of the inhabitants of Jersey over successive generations.</p>	<p>Perceptions of Government Government has sustainable finance Supports all outcomes</p>	<p>Trust in the States Assembly</p>	<p>Strategic Policy, Planning and Performance (SPPP)</p>	<p>Strategy and Innovation</p>	<p>Chief Minister (CM)</p>	<p>BAU</p>	<p>End 2022</p>	<p>On track</p>
<p>Service Performance Measures</p> <p>Develop and maintain the reporting of quarterly service performance measures.</p>	<p>A senior officials group now meets on a bi-monthly basis and key developments in 2022 will include: new comparative data, new shared data dashboard, a new governance apparatus and potentially the drafting of new legislation.</p>	<p>Perceptions of Government Government has sustainable finance Supports all outcomes</p>	<p>Average score of islander's level of trust in the States Assembly</p>	<p>Strategic Policy, Planning and Performance (SPPP)</p>	<p>Statistics and Analytics</p>	<p>Chief Minister (CM)</p>	<p>BAU</p>	<p>Quarterly throughout 2022</p>	<p>On Track</p>

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
<p>Governance and transparency</p> <p>Development and publication of the: Common Strategic Policy 2023-26; Government Plan 2023-26; Departmental Operational Business Plans 2023-26; Annual Report and Accounts 2022; Mid-Year Review 2022.</p>	<p>Working with Ministers, ELT and Departments to lead and co-ordinate the development and publication of the Common Strategic Policy, Government Plan, Departmental Operational Business Plans, Annual Report and Accounts, Departmental Annual Reports, Mid-Year Review and Jersey Performance Framework.</p>	<p>Perceptions of Government Government has sustainable finance Supports all outcomes</p>	<p>Average score of islanders level of trust in the States Assembly</p>	<p>Strategic Policy. Planning and Performance (SPPP)</p>	<p>Strategy and Innovation</p>	<p>Chief Minister (CM)</p>	<p>BAU</p>	<p>Throughout 2022</p>	<p>On track</p>
<p>Improving health through Health in All Policies and Health and Wellbeing Framework</p> <p>Establish and test new tools and ways of joint working across departments to deliver tangible improvements linked to health and wellbeing outcomes and reduction of health inequality.</p>	<p>Develop monitor and evaluate cross-department health and wellbeing projects. Develop tools and approaches to build health equity, health impact and health improvement into developing policy. Support the development of knowledge and skills for prevention and improving population health and wellbeing across departments, services and agencies. Refresh strategies for Tobacco and Food and Nutrition underpinned by an overarching Health Improvement Strategy.</p>	<p>Islanders benefit from healthy lifestyles Children in Jersey live healthy lifestyles Effective public health interventions help prevent avoidable deaths Islanders enjoy positive mental health and wellbeing</p>	<p>% of Islanders who meet the recommended level of physical activity Average annual consumption of pure alcohol per adult (litres) % of Islanders who smoke daily or occasionally % of Islanders who are overweight or obese % of children meeting the recommended level of physical activity Health Related Quality of Life Score for children Average mental wellbeing score on the short Warwick-Edinburgh scale (7 to 35)</p>	<p>Strategic Policy. Planning and Performance (SPPP)</p>	<p>Public Health</p>	<p>Minister for Health and Social Services (MSS)</p>	<p>Programme</p>	<p>Q4 2022</p>	<p>delayed</p>

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
<p>Establish Integrated Health Protection Function</p> <p>To establish a coherent and integrated health protection function which is governed and managed in accordance with international best practices.</p>	<p>Establish effective governance mechanisms and business processes that enable rapid notification and response to threats and incidents.</p> <p>Improve strategies for key health protection domains including a) communicable diseases, b) emergency preparedness and c) environmental public health.</p> <p>Establish sources of capability in specialised areas that can be engaged in the event of rare incidents, for example rare environmental incidents.</p> <p>Review expenditure to ensure investment is targeted to risk appropriately.</p>	<p>Jersey has a healthy population</p> <p>Effective public health interventions help prevent avoidable deaths</p> <p>Islanders live in a healthy environment</p>	<p>Premature death rate per 100,000 population</p> <p>Preventable mortality rate per 100,000 population</p> <p>Average nitrate levels (milligrams per litre) in surface streams</p> <p>% of pesticide detections in natural water resources above the limit (0.1ug/l)</p> <p>Number of times average monthly nitrogen dioxide (NO₂) concentrates exceed European Directive air quality limits</p>	Strategic Policy. Planning and Performance (SPPP)	Public Health	Minister for Health and Social Services (MSS)	BAU	Q1 2022	On track
<p>Public Health Law</p> <p>Develop policy on the creation of a modern legislative framework for improving and protecting public health.</p>	<p>Following public consultation in 2021, work will continue to develop and refine the law drafting instructions/draft law for discussion with the next Council of Ministers.</p>	Jersey has a healthy population		Strategic Policy. Planning and Performance (SPPP)	Public Health	Minister for Health and Social Services (MSS)	Project	2022	On track
<p>Substance misuse strategy</p> <p>Develop evidence based needs led policy and implementation options to reduce the harm from drug and alcohol.</p>	<p>Facilitate stakeholder groups in developing key principles and priorities.</p> <p>Develop actionable insight based on known needs to address both alcohol and drug use. Support Ministers in ensuring health and wellbeing is considered in policy developments relating to Liquor Licensing proposals.</p>	Jersey has a healthy population	Average annual consumption of pure alcohol per adult (litres)	Strategic Policy. Planning and Performance (SPPP)	Public Health	Chief Minister (CM)	Programme	2022	New

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
Death Management Reform	Policy development on any amendment legislation for discussion with the Council of Ministers, and then consider policy development on the role of the medical examiner.	Effective public health interventions help prevent avoidable deaths		Strategic Policy, Planning and Performance (SPPP)		Minister for Home Affairs (MHA)	Project	2022/2023	On track

Legislation Programme

The Department both co-ordinates the Government's Legislative Programme and is responsible for the development of a range of policies that will result in legislation. This includes any legislation relating to children, criminal justice, employment and benefits, COVID-19 and governance. Given the forthcoming General Election, there are currently only limited plans to lodge legislation in 2022. It is possible that the Government may wish to legislate on a range of matters after the election in June and officers will undertake preparations to advise and support ministers should they wish to do so.

The following legislative projects may be lodged in Q1 of 2022. This list is not exhaustive and other legislation may be brought forward in this period:

Name of Legislation	Description	Lead Department / Directorate	Lead Minister	Associate Policy / Strategy	Target Delivery Date (Estimate)
Children's and Young People Law	Reforms to improve children's outcomes and introduce a statutory duty on the public sector	SPPP	Minister for Children & Education	Children's Plan	Q1 2022
Children (Convention Rights) (Jersey) Law	Introduce a statutory framework to implement indirect incorporation of the UN Convention on Rights of the Child	SPPP	Minister for Children and Education	Children's Plan	Q1 2022
Family law reforms	Changes to civil partnerships, marriage, and same sex parental responsibilities	SPPP	Chief Minister		Q1 2022
Control of Housing and Work Law reforms	Legislative changes to the Control of Housing and Work Law, as well as publication of a Population Policy for debate in the Assembly	SPPP	Chief Minister		Q1 2022
Domestic Abuse Law	Introduction of a domestic abuse register and associated powers	JHA	Minister for Home Affairs		Q1 2022

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
Statistics and Analytics	% of Statistics Jersey 2022 publications released according to the publication release schedule		Quarterly	100% in 2020	100%	98%. The Office for National Statistics publishes the number of breaches of official statistics published more than 1 minute late
Statistics and Analytics	On-time publication of the Service Performance Indicators in accordance with the published schedule	New datapoint	Quarterly	New data	100%	No
Statistics and Analytics	Update of the Island Outcomes and Indicators within one quarter of the availability of data	New datapoint	Quarterly	New data	100%	No
Public Health	Number of staff registered in formal public health training	New datapoint	Annually	1	1	No
Public Health	Number of staff registered with UK Public Health Registry	2021	Annually	3	3 or more	No
Public Health	Proportion of cremation forms processed at least 48 hours before cremation	2021	Monthly	40%	75% or higher	No
Public Health	Number of Health and Wellbeing Framework project outputs	New datapoint	Annually	New data	1 or more	No

Lead service / directorate	Performance Measure Description	Data Availability	Reporting frequency	Baseline	What we want to achieve	International Benchmarking possible
Public Health	% attendance at Health and Wellbeing Framework meetings by the five key departments	New datapoint	Quarterly	New data	90% or higher	No
Public Health	% of public health intelligence reports published on time as per the publication schedule	New datapoint	Annually	New data	95%	No
Public Health	Number of engagement events with the public to assess health needs, perceptions, opinions or health-related behaviours	2021	Annually	2	Increase on previous year	No
Public Health	Number of behavioural science reviews conducted to improve public health interventions	New datapoint	Annually	New data	2	No
All	% of SPPP C&AG, PAC and Scrutiny recommendations outstanding at the start of the year implemented during the year	New data point	Annually	New data	80%	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
All	Common Strategic Policy	Developed	End 2022
All	Government Plan	Developed	Government Plan runs from 2022-25
All	Departmental Operational Business Plan	Developed	2022
Public Policy	Children and Young Peoples' Plan	Developed	2019-23
Statistics and Analytics	Publication Release Schedule	2022 Release Schedule published on website	2022
Strategy and Innovation	Carbon Neutral Roadmap	Developed	2022-2050 (first delivery tranche is 2022-2025)
Strategy and Innovation	Sustainable Transport Policy	Developed	2020-30
	Policy framework plans		2022-30
Strategy and Innovation	Bridging Island Plan	Planned to align with 2025+	2022-25 2025+
Strategy and Innovation	Housing Action Plan	Developed	2021-25
Public Health	Public Health Strategy	Planned	2022-2025
Public Health	Health and Wellbeing Plan	Planned	2022-2024
Public Health	Health Protection Strategy	Planned	2022-2024

Lead Service	Strategy/Plan	Planned / Developed	Delivery Timeframe
Public Health	Public Health Intelligence Publication Schedule	Planned	2022
Public Health	COVID-19 Winter Strategy Update	Developed	2021-2022
Public Health Delivery	Public Health Delivery Plan and Business Cases	Developed for COVID19 Testing and Tracing, and COVID19 Vaccination Programme 2021 and 2022	2021-2024

Monitoring Progress of delivery of the Business Plan Change Initiatives

All Government of Jersey programmes and projects are reported monthly to the Corporate Portfolio Management Office (CPMO) via the portfolio reporting tool, Perform. Departmental portfolio reviews are undertaken on a monthly basis, to review and assess the delivery of programmes/projects within directorates. The SPPP Governance Board reviews the Perform portfolio quarterly, and the Director for Public Policy now uses Perform to capture other change initiatives for SPPP that sit outside the Government Plan.

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 GoJ Project Delivery Framework⁴.

Risk Management Reporting Arrangements

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

The Department follows the corporate risk management framework. The control framework describes the mechanisms by which risks are identified and managed.

The departmental risk register is monitored by the SPPP Governance Board to ensure it is up to date, and that controls are being implemented and measured. Any Corporate Risks identified are escalated to the Executive Leadership Team. SPPP also works with other departments if a shared risk emerges, as so much work happens at cross-governmental level. The Head of Governance represents the department at the Departmental Risk Group.

Health and Safety

The Government of Jersey has a corporate approach to Health & Safety (H&S). H&S 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

⁴. <https://changeportfoliooffice.ois.gov.soj/>

⁵. www.gov.je/Government/PlanningPerformance/PublicFinances/Pages/RiskManagementGuidance.aspx

- provision of all departmental role-specific training

SPPP shares an operational Health and Safety lead with two other primarily desk-based departments, who reports monthly to the Governance Board. This ensures that all corporate requirements are met. The departmental priorities the key H&S issues for staff, which are safe Display Screen Equipment (DSE) use, and mental health wellbeing.

Our customers

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

Service Users and Projected Demand for Services

There are three main users of the Department's services.

a. Representative democracy (including ministers, Assembly and scrutiny panels):

- Providing clarity about SPPP's work and what it aims to deliver
- Providing briefings and support regarding the performance framework
- Providing briefings and support on Statistics Jersey published data
- Contributing to policy decisions and providing briefings and support regarding public health delivery, including COVID-19
- Seeking to enhance democratic decision-making as part of the new government strategic planning process

b. Islanders:

- Helping Islanders understand how Jersey and the government are performing by:
 - Publishing Statistics Jersey data on the economic, social and environmental condition of the Island
 - Keeping the Jersey Performance Framework Island indicators up to date
 - Publishing quarterly departmental service performance measures
- Continuing to improve engagement processes to allow citizens to get involved in developing policy and programmes
- Reflecting and learning from the use of new methods, such as citizens' panels and juries, and evaluating their contribution to the whole policy development process
- Involving Islanders to ensure that strategic planning for the future engages the wider community, including decision-makers, service providers, businesses, householders, developers, investors and the third sector
- Providing operational response to the COVID-19 pandemic, including testing, tracing, Covid Safe support for business and vaccinations

c. Public services (including government and arm's-length partners):

- Providing support on Statistics Jersey data, and advice on statistical matters
- Providing support, guidance and accountability for performance management including
 - Reporting against the Jersey Performance framework
 - Collating and publishing departmental service performance measures
- Leading strategic policy development and planning across all departments, providing overall frameworks, guidance and support

- Leading a strong cross-government networks of policy, corporate planning, performance and analytics professionals to foster good practice and drive the creation of strategic insight for better decision-making

Demand for the department's services

The Government has a strong demand for policy development and legislative drafting, as it is one of the levers that Government has for delivering change. Policy resource exists in a number of departments, however SPPP has a central role in managing the demand for these services by coordinating the Government Legislative Programme. All current and future legislative projects have been identified and SPPP supports the process of projecting future bottlenecks where demand exceeds capacity. The Legislative Programme will continue to mature and embed in 2022, alongside the reducing effect of COVID-19 pandemic response on policy / legislative time.

Planning public health services and initiatives for Islanders requires a detailed knowledge of health in Jersey to create effectively targeted public health initiatives. The pandemic has changed the pattern of health and the public health intelligence function will start to provide the insight needed to better inform health and preventative services, and to inform the response to COVID-19 and Jersey's recovery. This will be achieved through the timely production of specialist public health reports, analysis of wider public health trend data and through a strategic needs' assessment. The team will also collaborate with colleagues across government departments on research projects which further understanding of the impact of the virus and public health measures on our population. The Public Health Directorate will also work closely with colleagues in Health and Community Services to provide support for work on the Jersey Care Model.

COVID-19 service delivery will continue for as long as necessary, responding to the global pandemic, public health policy and demand from Islanders, visitors and business.

This section also outlines how the Department's services align with the principles detailed in the customer strategy. The strategy provides a framework on how SPPP will continue to deliver improvements for users 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?
<p>Launch a strengthened public health service to promote healthier lifestyles, protect against infectious disease and other health threats and tackle inequality.</p>	<p>Public health communications and marketing will enable Islanders to access support and guidance on a range of public health topics.</p> <p>Public health delivery will continue to improve access to services e.g. through home testing and vaccinations in schools, care homes and Islanders' homes.</p>	<p>Developing the Island's Public Health function and a career pathway for public health staff will ensure high quality, consistent public health advice and expertise is available.</p> <p>Public health delivery will operate in accordance with standardised procedures.</p>	<p>Public health support to the Jersey Care Model will facilitate access prevention services which promote health and wellbeing.</p> <p>Public health delivery will continue to devise and review services from a customer perspective, and respond to feedback.</p>	<p>Detailed analysis of the pattern of health will facilitate how public health and health services develop.</p> <p>Public health delivery will continue to work closely with policy, to inform and contribute to policy development in order to ensure timely operational implementation.</p>
<p>Further refine the Government Legislative Programme for internal colleagues across Government.</p>	<p>Improve the use of Perform through training and advice from the lead in SPPP.</p>	<p>Introduce a rhythm of programme management to identify data quality issues within Perform, which will ensure a single version of the truth and reduce duplication of questions.</p>	<p>Introduce a new set of infographics and tracker to make it easier for ELT, CoM and colleagues in Scrutiny / Greffe to monitor the progress of legislation.</p>	<p>Regularly review the effectiveness of the Government Legislative Programme at the monthly Senior Leaders Group chaired by the Group Director of Policy in SPPP.</p>
<p>Improve reporting against the Jersey Performance Framework (JPF).</p>	<p>The JPF data is already accessible online.</p>	<p>Central Analytics staff will be trained in the system underlying the JPF with a view to streamlining the update process.</p>	<p>Make it easier for departments to provide and update the data in the JPF, reducing the amount of manual intervention.</p>	<p>Consider the extent to which updates to JPF data can be signposted and summarised.</p>
<p>Improve annual reporting of Departmental service performance measures.</p>	<p>The annual service performance measures will be published alongside Q4 data</p>	<p>Using the same process as for quarterly reporting will remove the need for a stand-alone process in the Annual Report and Accounts.</p>	<p>Adding annual data alongside the quarterly data will remove the need for a separate data collection round.</p>	<p>Annual service performance data will be signposted from the Annual Report and Accounts.</p>

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?
Publish the new Island Plan, setting out the new planning policy framework for the Island's sustainable development.	Improve access to the Plan's content so that it is easier to use for applicants and decision-makers.	Integrate the provision of planning policy advice into the planning application process.	Provide training, support, advice and guidance for those customers who need to access and use the Plan.	Identify those parts of the Plan that can be supported by the development and publication of supplementary planning guidance.
Continuous review of the telephone survey tech. applied at JCIS	Make feedback more accessible by seeking feedback at point of transaction.	Ensuring that Customers have a consistent means of providing feedback after a telephone conversation	Streamline user experience so that feedback is collected in the most efficient way possible for customers	Use the improvements made in collecting Customer feedback to inform future service development.
Publish the Carbon Neutral Roadmap setting out a long-term framework to reduce our carbon emissions in line with local aspirations and globally recognised standards.	Ensure the widest possible access to the Roadmap so that the community and decision makers fully understand, and can contribute to the Island's agreed decarbonisation agenda.	Work with colleagues across the organisation to ensure that the Government of Jersey is fully trained and resourced to participate, and lead, in the agreed decarbonisation agenda.	Identify the parts of the Roadmap that can be supported by the delivery of advice, guidance or new supporting policies / frameworks that will ensure the policy objectives are reached.	Remain outward focussed ensuring our decarbonisation agenda remains aligned to international standards as guided by the science so protecting Jersey's international reputation.

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.

These are the commitments as set out in the Government of Jersey People Strategy:



People Strategy

In support of the People Strategy, SPPP is committed to:

- developing and implementing a People and Culture Plan, including a workforce plan to ensure a targeted approach to resourcing and talent management that builds the long-term capability of the Department

From the development of these plans and the results of the Be Heard employee survey, the following priority actions have been identified for 2022:

- Using the Wellbeing staff group set up in 2021 to lead a programme of wellbeing events, to develop ideas to support staff wellbeing, and work with Organisational Development on wellbeing initiatives
- Strengthening the three professional development workstreams (policy, analysts and planners) within SPPP and with colleagues across government, using the foundation of the training, events and networks set up in 2021
- Using the new Culture and Values staff group to identify issues important to colleagues on a rolling basis, looking at ways that senior leaders and other colleagues can build on the work and training done in 2021 to establish clear guidelines and ambitions to continue to improve culture, diversity and inclusion

The Department is also committed to:

- ensure that all colleagues understand their objectives and the behaviours required of them, receive regular feedback on their progress and performance and have development plans in place, using My Conversation My Goals

- further embed positive behaviours and values through engagement in the Team Jersey programme, supporting people to attend colleague and leadership workshops, and teams to use the 'Our Values' toolkit. In addition, sponsoring and mentoring the SPPP 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 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 people, adhering to all health and safety requirements and actively supporting wellbeing and mental health through an agreed programme of activity
- ensure further improved staff engagement, responding to issues highlighted through the Be Heard employee survey

Diversity and Inclusion

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

The Department 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 people to attend events and participate in the mentoring, shadowing and Board apprenticeship schemes
- encouraging staff to join and take part in events run by the Government's diversity networks
- embedding the organisation values and behaviours and ensuring these are role modelled by the SPPP's 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
- as part of the People Strategy, take action to address inequality and disparity and to address the gender pay gap

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	Near Cash		2022 Net Revenue Expenditure	Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	Income	DEL				
	£'000	£'000	£'000	£'000	£'000	
Public Policy	113	2,813	2,700		2,700	25
Public Health	0	1,928	1,928		1,928	8
Strategy and Innovation	0	1,692	1,692		1,692	15
Statistics and Analytics	150	1,863	1,713		1,713	17
Arm's Length Functions	325	2,902	2,577		2,577	26
Executive and Governance	0	478	478	37	515	5
Net Revenue Expenditure	588	11,676	11,088	37	11,125	96

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	Near Cash		Total 2022 Net Revenue Expenditure
	Income	DEL	
	£'000	£'000	£'000
Social Recovery	-	3,769	3,769
Total	-	3,769	3,769

Funding for the Testing and Tracing Programme is held in the Covid Reserve.

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	
Levied by the States of Jersey	-
Earned through Operations	588
Total Income	588
Expenditure	
Staff Costs	8,269
Other Operating Expenses	3,019
Grants and Subsidies Payments	388
Total Expenditure	11,676
Net Revenue Near Cash Expenditure	11,088
Depreciation	37
Total Net Revenue Expenditure	11,125

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

Financial table 4 – Government Plan Investment

CSP Priority	Sub-priority	CSP Ref	Programme	2022 Revised Allocation (£000)
Improve Wellbeing	Improve Wellbeing	CSP2-2-01	Adult Safeguarding Improvement Plan	100
	Support Islanders to live healthier, active, longer lives	CSP2-1-02	Preventable diseases	1392
	Improve Wellbeing Total			1,492
Improve wellbeing Total				1,492
Modernising Government	A modern, innovative public sector	OI3-04	Enabling policy excellence across the Government	60
	A sustainable, long-term fiscal framework and public finances	OI4-01	Delivering effective financial management	300
Modernising Government Total				360
Put Children First	Improving educational outcomes	CSP1-2-02	Improving educational outcomes	75
	Involving and engaging children	CSP1-3-01	Involving and engaging children	725
		CSP1-3-02	Public Services Ombudsman	200
	Protecting and supporting children	CSP1-1-01	Children's Change Programme	190
		CSP1-1-02	Independent Jersey Care Inquiry P108	858
		CSP1-1-03	Policy/legislation service delivery	278
Put Children First Total				2,326
Reduce Inequality	Improving social Inclusion	CSP4-3-02	Disability social inclusion	140
	Improving the quality and affordability of housing	CSP4-2-01	Housing PDB and long term plan	150
Reduce Inequality Total				290
Vibrant Economy	Future economy Programme	CSP3-2-09	Migration Policy	75
Vibrant Economy Total				75
Grand Total				4,543

Financial table 4 – Government Plan New Growth

CSP Priority	Sub-priority	CSP Ref	Programme	2022 Revised Allocation (£000)
Modernising Government	Government Plan Amendment	OI3-A-01	Improve Women's Safety	200
	Government Plan Amendment Total			200
Modernising Government Total				200
Reduce Inequality	Improving Social Inclusion	CSP4-3-03	Income & Expenditure Survey	178
		CSP4-3-04	Review of Workers' Employment Rights	50
	Improving Social Inclusion Total			228
Reduce Inequality Total				228
Grand Total				428

Financial table 5 – COVID-19 Growth

				2022 Revised Allocation (£000)
CSP Priority	Sub-priority	CSP Ref	Programme	
JHA				
Improve wellbeing	Covid-19 Response	CSP2-C-11	Health and Social Recovery	3,769
	Covid-19 Response Total			3,769
	Improve wellbeing Total			3,769
Grand Total				3,769

Funding for the Testing and Tracing Programme is held in the Covid Reserve.

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
NOT APPLICABLE

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 £0.2m. Financial Table 7 contains a breakdown of this figure.

Financial table 7 – Rebalancing and efficiencies

Summary description	Recurring or one-off?	Spend Reduction/ Income	2022 (£000)
Public Policy: Non-staff budget reductions for professional services, agency staff, recruitment advertising and computing	Recurring	Spend reduction: Non-Staff	109
Strategy and Innovation: Reduction in provision of grants for Home Energy Audits which is to be replaced by a revised domestic energy efficiency scheme	Recurring	Spend reduction: Non-Staff	74
Public Health: Reduced spend on the nutrition strategy due to delayed spend in schools	One off	Spend reduction: Non-Staff	20
Statistics and Analytics: Staff budget reduction for the Central Analytics Team which will be set up to support the Analytics Transformation Programme and publication of GoJ service performance measures	Recurring	Spend reduction: Staff	39
Executive and Governance: Reduction in non-staff administrative spend	Recurring	Spend reduction: Non-Staff	5
Total			247

Financial table 8 – Rebalancing items brought forward from 2021

The following rebalancing items were not delivered through recurring measures in 2021 and will be delivered during 2022:

Summary description	Recurring or one-off?	Spend Reduction/ Income	2022 (£000)
Recovery of Policy costs	Recurring	Income	113
Total			113