



Common Strategic Policy

2024-2026

R.115/2024



Government
Programme

P.21/2024 as amended and approved by the
States Assembly on 21 May 2024

Delivering the best outcomes for Islanders

This Council of Ministers is focused on delivering sensible, practical solutions to make Islanders' lives better. During our term of office we will prioritise essential services and tackle the most immediate challenges facing Islanders.

We have identified 13 priorities where we believe we can deliver meaningful and measurable progress. These are not focused on the production of new reports and strategies, but on real outcomes that will benefit our Island community:

- Households will benefit, as we transition to a living wage, reduce GP costs, and keep government fees, duties, and charges as low as possible.
- Families will benefit from nutritious school meals in all States primary schools, as well as extended nursery and childcare provision.
- Patients and care providers will benefit, as we deliver urgent improvements in our health services and begin construction of a new hospital at Overdale.
- Tenants will benefit, under a new licensing scheme for rented accommodation, a new Residential Tenancy Law to improve arrangements for both tenants and landlords, and a review of the social rents policy to prioritise those in greatest need.
- And businesses will benefit, through reduced red tape and the removal of unnecessary bureaucracy, a focus on skills development, a significant improvement in planning processes, and the creation of incentives to strengthen Jersey's reputation as a stable and well-regulated place to do business.

Islanders will see us deliver a plan to revitalise Town and implement measures to adopt the recommendations of the Violence Against Women and Girls Taskforce report.

We will make preparations for our projected demographic changes, including our ageing population, falling birth rate and rising levels of disability, to ensure the sustainability of our health provisions and to protect economic prosperity into the future.

The 13 priorities are aligned with the long-term vision set out in the Future Jersey report and the ten Island Outcomes arising from it. We are committed to working towards this vision as an Island that values environmental, economic, and community wellbeing. All the work we do will be measurable against these outcomes through the Island Outcome Indicators, maintained by Statistics Jersey.

This is not all we will deliver during our term of office. We know Islanders want a period of stability, and for us to provide the steady, consistent administration required to deliver the essential public services we all require. Alongside these priorities, business as usual activities will continue across the public sector, including continuing to meeting our commitments to address climate change through the Carbon Neutral Roadmap and further build on the recommendations from the Independent Jersey Care Inquiry 2017, by delivering on our Corporate Parenting duties as set out in the Children and Young People (Jersey) Law 2022.

As a Statutory Service provider, we remain committed to acting on the recommendations of all Jersey Care Commission Independent Inspections of Children Social Care and Child Adolescent Mental Health Services as required under the Jersey Care Law (2014).

We will curb the growth in the public sector and rely less on external consultants, instead developing local talent within the civil service and redirecting monies saved to those areas where it is needed most.

Underpinning all of our work is a steadfast plan to maintain sound public finances and prevent unnecessary expenditure. We will reprioritise existing budgets where appropriate to deliver our objectives. Ensuring we maintain strong finances is essential to our long-term financial security, economic wellbeing, and international competitiveness.

We aim to be a Government that works in an inclusive way for all Islanders. One that will provide stability, operate quality essential services, deliver on our priorities, and act always in the interests of Jersey.

Our Priorities for delivery in the next two years

Our Priorities	Sustainable Wellbeing	Island Outcomes
Extend nursery and childcare provision	Community Wellbeing	Children
Provide a nutritious school meal for every child in all States primary schools	Community Wellbeing	Children
Increase the provision of lifelong learning and skills development	Community Wellbeing	Children
Start building a new hospital at Overdale	Community Wellbeing	Health and wellbeing
Reduce GP fees	Community Wellbeing	Health and wellbeing
Implement the recommendations from the Violence Against Women and Girls Taskforce report	Community Wellbeing	Safety and security
Transition to a living wage	Economic Wellbeing	Affordable living
Provide more affordable homes for Islanders and more confidence for the rented sector	Economic Wellbeing	Affordable living
Keep Government fees, duties, and charges as low as possible to help Islanders with the cost of living in 2025	Economic Wellbeing	Affordable living
Reduce red tape, enhance opportunities for business and strengthen Jersey's international reputation	Economic Wellbeing	Business environment
	Economic Wellbeing	Jobs and productivity growth
Deliver a plan to revitalise Town	Environmental Wellbeing	Built environment
Reform the planning service to enable sustainable development in Jersey	Environmental Wellbeing	Built environment
Meet the Island's commitments to address the climate emergency through the implementation of the Carbon Neutral Roadmap	Environmental Wellbeing	Sustainable resources



Strengthening our community

Children

Extend nursery and childcare provision

Children's needs, and the demands placed on families, have become increasingly complex in Jersey, exacerbated by the high cost-of-living and fewer nursery spaces being available.

Any increase in an offer to parents must be aligned with an increase in nursery and childcare spaces, so we must do this in a coordinated way. While the intention is to move towards a universal offer for 2 to 3-year-olds, we will start by extending nursery and childcare provision to children aged 2 to 3 years with additional needs. To help increase nursery spaces, we will pilot ways to access unused spaces in our primary school nurseries, and we will review the availability of spaces in St Helier - where the demand is highest - and also across the Island.

We will work with the sector to improve recruitment and retention, and to incentivise training and development for this critical profession. Improving our childcare provision will positively impact lifelong outcomes for our children and will also benefit the economy by enabling parents to return to work.

Provide a nutritious school meal for every child in all States primary schools

The Jersey Children and Young People's Survey data shows that only 30% of children report eating the recommended levels of fruit and vegetables. There is a clear role for Government to support children's healthy growth throughout crucial stages of their development.

We will provide a nutritious school meal for every child in all States primary schools by December 2024, building on the pilot programme already under way in ten schools across the Island.

Meeting this priority will have measurable benefits for children, reducing inequalities and improving healthy eating, as well as helping to reduce cost of living pressures for families.

Increase the provision of lifelong learning and skills development

We recognise the importance of shaping and reforming further education and skills delivery in Jersey, and that adequate provision is integral to the future economic prosperity of the Island.

We will prioritise the delivery of skills development in Jersey. This will include promoting apprenticeships, a series of targeted skills development schemes, and implementing sustainable Higher Education Student Finance.

Increasing the provision of lifelong learning and skills delivery will ensure we develop the future workforce our Island requires, support the ambitions of the Future Economy Programme, and provide targeted support to ensure our young Islanders are able to access higher education.

We will provide adequate provisions and opportunities for lifelong learning, re-training and attractive flexible roles to ensure that age and disabilities are not barriers to Islanders continuing to participate in an evolving job market.

Health and wellbeing

Start building a new hospital at Overdale

Healthcare for Islanders is currently being delivered across a number of aged buildings, that do not support modern practices and present daily challenges to patients and staff.

We will start building our new hospital at Overdale during this term of office and continue to develop longer-term plans for replacing other healthcare facilities, which will include outpatient and day care services, mental health, and therapies provision.

Beginning work on the new hospital is an important step to providing the quality and level of care required by Islanders, delivering a purpose-built medical facility for Health staff, and giving confidence in healthcare for future generations.

Reduce GP fees

Islanders are still experiencing the impact of increased living costs and, although GP fees are subsidised by the Government, patient charges are creating a real barrier to some Islanders accessing health services.

We have already reduced GP fees for people on the Health Access Scheme, and are planning to increase the subsidy for GP visits.

Delivering this priority will ease financial pressures on households and support Islanders to access GP care early, without fear of high costs. It will also help improve the overall wellbeing of Islanders, supporting them to lead longer, healthier lives.

Safety and security

Implement the recommendations from Violence Against Women and Girls Taskforce report

The Taskforce report on Violence Against Women and Girls (VAWG) in Jersey, published in November 2023, identified a range of issues to be tackled, including gender inequality, a lack of trust in institutions, and structural barriers. We are committed to ensuring that all women and girls in Jersey are free from violence and abuse.

We will implement the Government-facing recommendations of the VAWG Taskforce report. The Minister for Justice and Home Affairs has already set out how we will respond to each of the important recommendations. This includes new commitments to law changes, improvements to data collection, and instigating new reviews of key services.

Delivering the recommendations of the report will improve safety and the support provision for victim-survivors, strengthen the legislative framework around VAWG, and improve our response to, and rehabilitation of, perpetrators of violence against women.



Building our economy

Affordable living

Transition to a living wage for Islanders

In 2022, 2% of Island workers were being paid at the minimum wage with another 2% close to minimum wage, with those workers concentrated in hospitality and agriculture sectors. In addition, in 2023, 14% of private sector workers were being paid between the minimum wage and a living wage.

We will commit to implementing the States Assembly decision to bring the minimum wage to two-thirds of the median wage by the end of this term of office. We will be providing a range of support to employers and employees, as needed, during this transition.

Achieving this priority will support employees in critical industries like retail, hospitality and agriculture with higher wages. It will also help support a thriving and more productive local economy and help us to attract workers to alleviate labour shortages.

Provide more affordable homes for Islanders and more confidence for the rental sector

Nearly half of households in Jersey live in rental accommodation and it is vital we ensure everyone has access to a safe, secure, and affordable home that meets their needs. The rental market plays an important role in helping us to achieve this, but it must be supported by a modern and fit-for purpose legal framework that helps to protect both tenants and landlords.

We will provide more confidence for the rental sector by implementing the new Rented Dwellings Licensing Scheme to ensure that rental homes are maintained to a decent and safe standard. We will introduce a new Residential Tenancy Law that will improve tenancy arrangements for both tenants and landlords. Ministers will be focusing the Government's development and planning resources on encouraging the building of more affordable homes for Islanders to buy or rent.

Meeting this priority will provide the certainty and protection both renters and landlords need, tackle rent inflation, and – as more social housing supply is provided – make the benefits of social housing accessible to more Islanders. All of this will be driven forward by the Housing Crisis Emergency Taskforce which was established on the first day of this Government's term.

We will enable the design of homes for our ageing population to allow them to remain living independently.

Keep Government fees, duties and charges as low as possible to help Islanders with the cost of living in 2025

During the past 18 months, considerable cost of living pressures have been felt across the Island, largely based on high housing costs, and more recently worsened by high inflation figures. Whilst inflation is now falling, the Government must play its part by helping to keep costs down for Islanders.

We will keep Government fees, duties, and charges as low as possible to help Islanders with the cost of living in 2025. More detail on the specific measures will be provided in the forthcoming Government Plan.

Achieving this priority will help to reduce the current financial burden felt by many Islanders, especially those on lower incomes.



Business environment, Jobs and productivity growth

Reduce red tape, enhance opportunities for business and strengthen Jersey's international reputation

The 2023 Barriers to Business report found that a lack of collaboration between the Government and businesses, complex bureaucracy, and unclear strategies are hindering Jersey's competitiveness.

We will reduce red tape and lower barriers across government, as recommended in the Barriers to Business report. As part of this, we will work with businesses to tackle private sector labour shortages where they are made worse by government policies or processes. We will ensure a secure digital ecosystem with a new Cyber Security Law and strategy to attract investment and facilitate innovation. We will also strengthen Jersey's reputation as an attractive and competitive place to work and do business by providing incentives for businesses to be based here, following changes to the international tax regime.

By meeting this priority, we will ensure that government interactions are simple and efficient for new and existing businesses, entrepreneurs, social enterprises and the third sector, and maintain a strong economy where all can prosper.



Valuing our environment

Built environment

Deliver a plan to revitalise Town

There is an urgent need to provide town residents with the infrastructure they require, including youth facilities and the modernisation of the whole of the school estate in Town, to enhance public spaces, and to make Town more accessible and easier to visit for walkers and cyclists. There is also a need to revitalise the Town markets to support retail vitality and vibrancy.

We will deliver a plan to revitalise Town. This will ensure Islanders benefit from the delivery of new homes, improvements to the Central Market and the Fish Market, enhancements to public spaces that support cycling and walking, and a new plan for public parking, all whilst protecting and enhancing St Helier's unique character.

Planning for a vibrant Town Centre is critical to the sustainable development of the Island, and will give us the vision for our capital that will continue to provide land and opportunities to meet most of the Island's future development needs.

Reform the planning service to enable sustainable development in Jersey

A more efficient, effective, and better value planning system is of fundamental importance to meet the community's development needs and to deliver the Government's priorities.

We will reform our planning service to enable sustainable development in Jersey and the frictionless use of our existing laws and policies contained within the Bridging Island Plan. Changes will include developing and introducing a fast-track service process for minor applications and improving customer service throughout. We will also deliver improved planning guidance and explore the relaxation of planning control to enable Islanders to undertake more work without the need for planning permission.

When developing consideration must be given to sustainable growth, building quality, and the need to maintain and protect the natural environment. Without this balance there is a risk to the priority which will be placed on the obligations of Government to maintain and protect the natural environment and, potentially, have an impact on longer term commitments to ensuring growth and construction are sustainable.

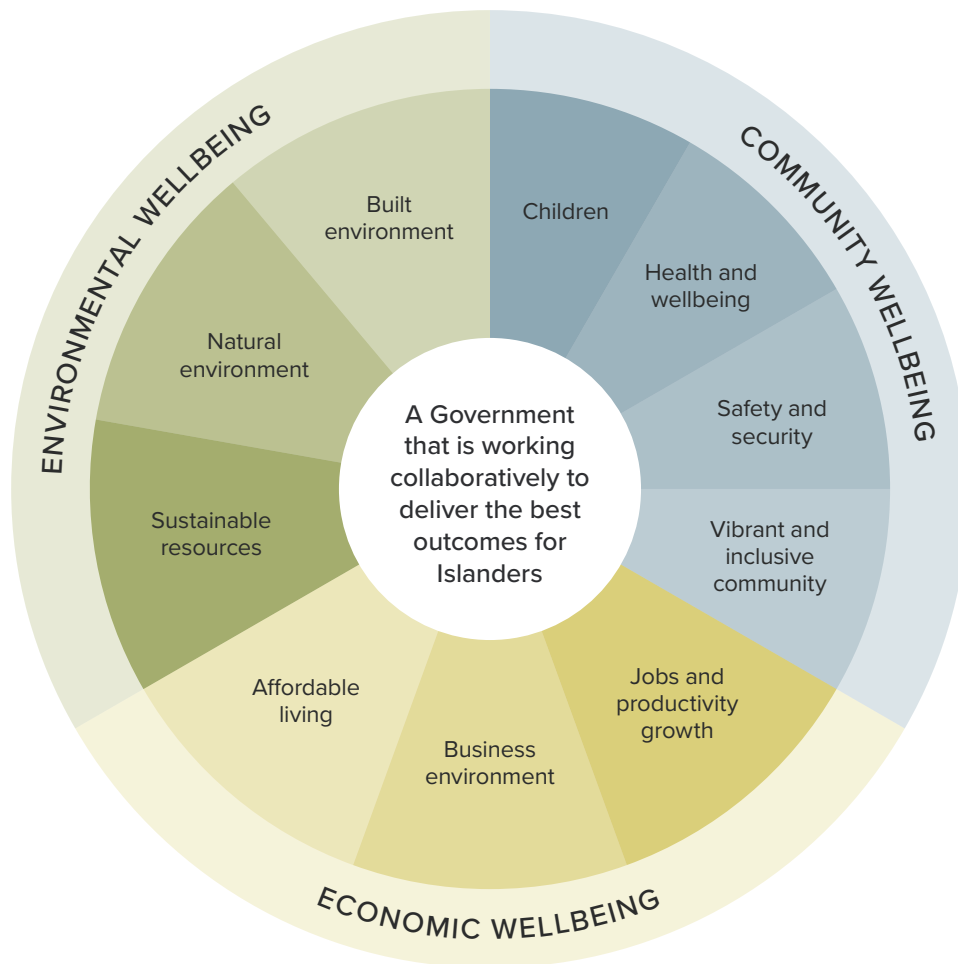
Sustainable resources

Meet the Island's commitments to address the climate emergency through the Carbon Neutral Roadmap

We are currently facing a climate emergency and the States Assembly has committed to responding to the emergency "with energy and pace", committing to an emissions reduction pathway in line with the Paris Agreement and net-zero by 2050. In order to fulfil this commitment, we recognise that delivering the actions in the Carbon Neutral Roadmap must remain a priority for Government.

Monitoring long-term progress: The Future Jersey vision

In 2022, the States Assembly endorsed Future Jersey, a long-term vision for the Island. There are three Sustainable Wellbeing Themes and ten Island Outcomes arising from it, which are illustrated in the diagram below:



The long-term vision for Jersey in 2037 was produced by the Future Jersey consultation and is captured by the vision statement:

“An Island loved for its beautiful coast and countryside, rich heritage, diverse wildlife and clean air, land and water. An Island where a sense of community really matters - a safe place to grow up and enjoy life. An Island that offers everyone the opportunity to contribute to, and share in, the success of a strong, sustainable economy.”

The Future Jersey vision focuses on long-term progress and measures community wellbeing, environmental wellbeing, and economic wellbeing. This provides a way of measuring Jersey’s quality of life.

The Council of Ministers recognises that short-term measures are essential not only to combat current challenges but also to support longer term improvements in our society. The priorities in this Common Strategic Policy sit against the backdrop of the wider vision of Future Jersey.

This approach is important because it means we can consistently measure progress and identify any areas that need closer attention.

This Common Strategic Policy was developed after Ministers reviewed the detailed data from the Island Outcome Indicators. Our priority actions are linked to this. Ministers and their departments will be guided by the Island Outcomes in delivering all of their business-as-usual activity. More detail of this will be provided in the Government Plan.

Future Jersey: The Sustainable Wellbeing Themes and Island Outcomes

Sustainable Wellbeing	Island Outcomes
Community wellbeing	Children - Children enjoy the best start in life
	Health and wellbeing - Islanders enjoy long, healthy and active lives
	Safety and security - Islanders feel safe and protected at home, work and in public
	Vibrant and inclusive community - Islanders enjoy living in a vibrant and inclusive community
Economic wellbeing	Affordable living - Islanders are able to afford a decent standard of living
	Business environment - Jersey is an attractive place to do business
	Jobs and productivity growth - Islanders benefit from a strong economy and rewarding job opportunities
Environmental wellbeing	Built environment - Jersey's built and historic environment is valued and enjoyed
	Natural environment - Jersey's unique natural environment is protected for future generations
	Sustainable resources - Jersey's natural resources are managed and used responsibly

Future Jersey: Understanding the Island Outcomes

Sustainable Wellbeing	Island Outcome	Why is this outcome important?
Community wellbeing	Children	This outcome is about ensuring that children and young people grow up in an Island that provides the opportunities they need to achieve their potential by being ready for, and succeeding in, school.

Sustainable Wellbeing	Island Outcome	Why is this outcome important?
Community wellbeing	Health and wellbeing	This outcome is about Islanders being healthy and, as a result, having the opportunity to live longer and active lives. This helps prevent the need for health interventions and ensures that healthcare and support can be targeted to those who need it most. It is also about ensuring that people can access the right treatment when they need it.
	Safety and security	This outcome is about being and feeling safe, both of which are fundamental to our quality of life. Ensuring Islanders feel protected impacts on our overall wellbeing as a community, as well as affecting other areas, such as health care resources and economic productivity.
	Vibrant and inclusive community	Our future relies on people wanting to live in, or return to, Jersey. An important factor influencing that choice is Jersey’s attraction as an Island where people and community matter – a great place to live, socialise, grow up and belong. Being a small Island means we have the opportunity to remain a place where community really means something.
Economic wellbeing	Affordable living	A decent income is crucial for our quality of life because most basic needs – food, water, shelter, health care and many forms of recreation – have to be bought; affordable living is about being able to afford what you need to lead a healthy, happy and productive life.
	Business environment	Jersey must compete against many places to attract and retain companies and skilled workers. Maintaining an attractive and competitive business environment is essential if our economy is to continue to provide employment and funds for our infrastructure and public services.
	Jobs and productivity growth	An economy is successful if it can provide high income jobs and keep people in work. Increasing the proportion of higher value jobs in our economy entails encouraging our talented people to remain here for employment and to progress up the skills ladder, and attracting others to Jersey who can help businesses grow, become more productive and help create better employment opportunities for Islanders.

Sustainable Wellbeing	Island Outcome	Why is this outcome important?
Environmental wellbeing	Built environment	There is a close relationship between our built environment and our health and social wellbeing. The way we develop St Helier and the rest of our parishes not only affects the character of our Island but how we interact with each other. It has important implications for transport, crime and recreation and will help address future climate change, energy and water use challenges.
	Natural environment	Good stewardship means taking action to ensure that the natural environment so treasured by Islanders is available for future generations to enjoy. Despite the Island's small size, it contains an incredibly diverse range of natural habitats alongside our more built-up areas, and many would argue that Jersey's countryside and coast contribute significantly to our quality of life.
	Sustainable resources	Our environment underpins every aspect of our lives – clean air, fresh water, protecting our resources and managing our waste are all vital to our health, wellbeing and quality of life.

The Island Outcome Indicators, including those that relate to our priorities, are currently being refreshed and will be relaunched in the summer of 2024.

By keeping the Future Jersey objectives at the core of our decision making, and using the Island Outcome Indicators to monitor the progress of all we do, we can ensure we are contributing to the long-term vision for, and prosperity of our Island.

Appendix 1

Amendments agreed by the States Assembly to the proposed Common Strategic Policy 2024 - 2026

On Tuesday 21 May 2024 the States Assembly voted to approve the Common Strategic Policy 2024-26, as amended by the following:

Amendment 1 - [P.21/2024 Amd.](#) lodged by the Environment, Housing and Infrastructure Scrutiny Panel, as amended by [P.21/2024 Amd.Amd.\(2\)](#) lodged by the Environment, Housing and Infrastructure Scrutiny Panel

Amendment 2 - [P.21/2024 Amd.\(2\)](#) lodged by Deputy Gardiner, as amended by [P.21/2024 Amd.\(2\) Amd.](#) lodged by the Council of Ministers

Amendment 3 - [P.21/2024 Amd.\(3\)](#) lodged by Deputy Gardiner, as amended by [P.21/2024 Amd.\(3\) Amd.](#) lodged by the Council of Ministers

Amendment 4 - [P.21/2024 Amd.\(4\)](#) lodged by the Children, Education and Home Affairs Panel, as amended by [P.21/2024 Amd.\(4\) Amd.](#) lodged by the Council of Ministers

