

STATES OF JERSEY



STATES STRATEGIC PLAN 2005 TO 2010

**Lodged au Greffe on 4th May 2004
by the Policy and Resources Committee**

STATES GREFFE

PROPOSITION

THE STATES are asked to decide whether they are of opinion –

to approve the Overall Aspiration for the Island and the proposed States Strategic Plan 2005 to 2010 as set out in pages 1 and 5 to 55 of the Appendix.

POLICY AND RESOURCES COMMITTEE

REPORT

In March 2003 the Policy and Resources Committee undertook to bring forward a Strategic Plan which set out the strategic direction for the States and a coherent high-level action plan to protect and enhance the quality of life in the Island.

Every States Member was given the opportunity to join one of 4 working groups to discuss and put forward the issues that should be included in the Strategic Plan. As a result of this work, the 'Strategic Aims Report and Discussion Paper' was lodged in December 2003.

Aware of increasing public concern about the Island's future, the Policy and Resources Committee felt that it was imperative that the planning process should include the opportunity for wider public debate. *Imagine Jersey 1 and 2* were 2 all-day events which gave every Islander the opportunity to participate in shaping the Island's future. In parallel, the first draft plan was made available in November, with the 'Strategic Aims Report and Discussion Paper' published for comment at the end of December. The Scenarios and the process for *Imagine Jersey 2* were published before the event and invited further comment. The media were also fully briefed.

As a direct result of the consultation process and subsequent feedback, the 'Strategic Aims Report and Discussion Paper' has been refined and updated and is now presented as the proposed Strategic Plan.

The Strategic Plan is ambitious in identifying a set of objectives which will improve the quality of life for Islanders. However, it must be recognised that States resources are finite and difficult choices will have to be made.

Therefore, if the Plan is to be achieved, once it has been approved, it will require all Committees and States Members to commit to its implementation rather than identifying further new initiatives of their own.

The key events and the timetable of the development process for the Plan are –

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|------------------------|--|
| March 2003 | <ul style="list-style-type: none">● Policy and Resources away day identified key issues to be addressed. |
| June 2003 | <ul style="list-style-type: none">● Policy and Resources Committee:<ul style="list-style-type: none">– identified the overall aim and broad outline of the plan;– agreed the consultation/development process and invited States Members to form Working Groups.● Presidents agreed Policy and Resources Committee proposals. |
| July to September 2003 | <ul style="list-style-type: none">● 25 States Members met in 4 working groups to develop the Strategic Aims and actions as follows:<ul style="list-style-type: none">– Group One: Economy and Population– Group Two: Environment and Community– Group Three: Island Identity and Quality of Life– Group Four: The States and the Public. |
| October 2003 | <ul style="list-style-type: none">● Policy and Resources Committee:<ul style="list-style-type: none">– agreed the preliminary draft of the Plan;– conceived <i>Imagine Jersey 1</i> as a means of testing ideas with the public.● Presidents agreed.● States Members were briefed by the President of the Policy and Resources Committee. |

- *Imagine Jersey* design detailed by Steering Group.
- November 2003
- *Imagine Jersey 1*
 - Presidents discussed outcome of *Imagine Jersey 1* and agreed away day.
 - Presidents' away day:
 - identified key performance indicators;
 - discussed choices and trade offs required;
 - developed initial broad scenarios as a means of explaining choices and likely implications.
- December 2003
- Policy and Resources Committee:
 - developed the Strategic Aims discussion document, published as RC55/2003, to all States members and the public;
 - instructed officers to develop scenarios, ensuring that they were robust and coherent;
 - reconvened the *Imagine Jersey* steering group with wider membership.
- January 2004
- Public were invited to consider the Strategic Aims discussion document R.C.55/2003.
 - All States Members were briefed by the President of the Policy and Resources Committee.
- February 2004
- Fiscal Strategy was published for public debate.
 - Policy and Resources agreed *Imagine Jersey 2* process and content.
 - 4 possible scenarios were published to illustrate the range and implications of different policy choices.
- March 2004
- *Imagine Jersey 2* attendees were invited to consider possible future options, test the scenarios and develop their own. All States Members were invited to attend and supplied with copies of the scenarios. Presidents were specifically invited to receive the output from the event.
 - Presidents' away day was held to further develop the content of a focused Strategic Plan. It was agreed that the Committee of Presidents should take responsibility for ensuring that key over-arching policies were developed.
- April 2004
- Policy and Resources Committee:
 - met with Presidents to finalise the plan;
 - Strategic Plan was lodged 'au Greffe' for States debate.

The next steps are scheduled as follows:

- May/June 2004
- Presentations of the Strategic Plan to States Members and the public.

June 2004

- Debate by the States.

States of Jersey

Strategic Plan 2005 to 2010

THE OVERALL ASPIRATION is to ensure that Jersey:

- Is an Island where people enjoy a good quality of life because of a high-value, prosperous economy which supports a pleasant environment and an inclusive society.
- Is a community where people:
 - Benefit from equality in access and opportunity
 - Are free from discrimination, and
 - Are supported to become self sufficient wherever possible
- Has an effective and enabling government, accountable for its decisions and delivery of services.

APPENDIX CONTENTS

	Page
Aspiration for Jersey	1
Contents	2
Foreword by Senator Frank Walker	3
Vision for the Future – Jersey in 2010	5
Strategic Aims	8
Aim One – To Create a Strong and Competitive Economy	11
Aim Two – To Maintain a Sustainable Population	16
Aim Three – To Enhance Quality of Life	19
Aim Four – To Protect the Physical Environment	29
Aim Five – To Invest in Jersey’s Youth	34
Aim Six – To Promote Jersey Pride and Self-Belief	38
Aim Seven – To Develop Jersey’s International Personality	41
Aim Eight – To Reconnect the Public and the States of Jersey	45
Aim Nine – To Balance the States Income and Expenditure & Improve the Delivery of Public Services	50
Next Steps	56

FOREWORD

Jersey has enjoyed excellent services, a high quality of life and a vibrant economy for many years and this plan sets out the policies that will enable it to continue to do so for many years to come. It is a plan designed to provide the Island with a new sense of purpose, and a clear sense of direction, thereby helping to build a higher level of confidence in the future.

We now live, more than ever before, in a global economy and this has presented the Island with numerous new and unprecedented challenges. We have already successfully met many of those challenges but many still remain. If we are to deal with these and build upon the strengths of the past in order to protect the future we will need to put our differences behind us and pull together in a cohesive and determined way. The aim of this Strategic Plan is to provide policies and objectives around which we can unite and through which we can work together to provide the future for us all that we expect and aspire to.

The plan covers nine key aims, all of which are inter-dependent and designed to ensure prosperity, equity, inclusiveness and unity and, last but not least, a high quality of life. These aims have been developed through comprehensive consultation involving members of the public, States members and public servants. I am grateful to them all for their time and their contribution.

At the core of the plan is the continuing development of our economy, thereby providing employment and financial security for Island residents as well as generating the funds to support a continuing high level and comprehensive range of public services and a world-class infra-structure. If we are to achieve this, our taxation structures which have served the Island so well for over 50 years, but which no longer reflect the world in which we live and do business, will need to be radically changed. This vitally important issue is being led by the Finance and Economics Committee and will be decided upon by the States in separate debate. Without that reform however, this plan cannot be delivered and the future of the Island cannot be secured.

Nor will the plan be successfully implemented without a new form of cohesive and effective Government and we are on target to introduce Ministerial Government towards the end of 2005 as planned.

The transformations that will take place will be painstaking – change is never easy – but the end result will be a streamlined and efficient system of government that is better suited to the Island's needs and better prepared to face the challenges of today and tomorrow. It will also enable us to meet the commitments we have given to eliminate waste and reduce public spending in real terms, as the public of the Island has demanded, in a co-ordinated and timely manner.

This Strategic Plan sets out prioritised high level aims and objectives as an integral part of a framework of government service and resource planning.

By showing the leadership and coherence necessary in producing and adhering to this Strategic Plan, the Policy and Resources Committee believes that we will be meeting the legitimate expectations of the people of Jersey for the States and for the future of their Island.

Senator Frank Walker
President
Policy and Resources Committee

VISION FOR THE FUTURE – JERSEY IN 2010

This Strategic Plan is intended to set out what the States needs to achieve to secure Jersey's future in an increasingly global community.

The Plan describes a vision for Jersey's future and the nine Strategic Aims which underpin it. For each of these Aims, a number of objectives and actions have also been identified which are considered key to achieving the Aims. These are set out in the Strategic Plan, along with their criteria for success.

In order to achieve success, an integral part of the process will be to move towards more effective government which will deliver both improved performance and efficiency. This necessitates a clear and unifying strategy for the public sector so that everyone is aware of and aiming to achieve the same goals. People will work to a clear set of objectives and performance will be measured.

The vision of Jersey for the future has been defined as a result of a number of consultation and prioritisation processes involving politicians, members of the Public and senior public sector staff.

How will Jersey look in 2010 if the objectives of this Plan are achieved?

The Island has taken a more positive stance, welcoming economic growth. Helped by improved transport links and relationships with other jurisdictions, we have successfully sought new and appropriate opportunities, both locally and internationally, which underpin the society to which Islanders aspire.

Having undergone a complete review, the government is reformed and has adopted a new light-touch, consultative yet focused and cost-effective approach with strong leadership, greater transparency and accountability. It promotes inclusivity and reduced inequalities in society. A new migration system, employment laws and integrated tax, spending and welfare policies encourage greater equity.

The quality and efficiency of public services is now widely acknowledged. Spending reductions and the removal of bureaucracy has minimised tax increases for the resident population.

A cohesive migration policy has been implemented with a cap of 1% per annum on the increase in the working population. Mechanisms have been established to ensure that migration is only supported where it contributes to sustainable economic growth by creation of wealth or jobs for local people.

As a result of a wider skills base, which has been developed by the Island's investment in life-long learning, industries are able to diversify their products and services and contribute to the Island's economic growth. Changes in employment regulations have shifted the emphasis from employing low cost immigrant labour to jobs that reflect the true cost of employment. This has provided greater opportunities for employment amongst the resident population and unemployment has been minimised.

The pressures placed upon the Island's infrastructure and the effect that these changes have on the environment are acknowledged as consequences of economic growth. These are managed by the introduction of government policies designed to minimise the impact of this growth and help to

enhance the existing environment. The emphasis is placed firmly on retaining quality of life for the resident population and revitalising the vibrancy of the Island's unique culture and character.

What will cause this to happen?

- Strong, decisive, political leadership, engaged with the community;
- Fiscal changes, including 0/10% corporate tax changes which are promoted as improving the climate for business, and expansion of the current tax base;
- Greater focus on investment for the future rather than just support for today;
- Investment in the medium term in future economic productivity to encourage long term economic growth with minimum population increase;
- Recognition that the financial services sector is the engine for economic growth with scope for further diversification and expansion;
- Effective marketing of Jersey to raise the Island's international profile;
- Diversification and modernisation of products and services and focus on 'niche' activities within the 'traditional' industries such as agriculture and tourism will help to provide more opportunities and fuller employment within the island as well as enhance quality of life;
- The planning regime will encourage re-investment of development proceeds to maintain the character of Jersey countryside and attractions;
- A thorough review and overhaul of regulation placing the emphasis on government guidance and facilitation in place of restrictive regulation and red tape will encourage individual and business responsibility and self-management;
- A complete review of the current transport links and investigation of alternative possibilities, which will be critical for economic expansion and to maintain the quality of life for local residents;
- Streamlining and improved targeting of benefits and the establishment of integrated and affordable low-income support schemes to reduce financial and social exclusion and inequality;
- Adequate provision for the ageing population, which protects pensions and at the same time encourages flexibility to create greater opportunities for them to remain economically and socially active;
- Regular consultation with the youth population to ensure their inclusion in society and their involvement in Jersey's future;
- Effective management of the population through a comprehensive migration policy to ensure that any increase in the working population has been restricted to no more than 1% per annum over the 5 year period;
- An increase in the housing stock of no more than 1,750 units. This is achievable through a review of current Planning procedures and the Island Plan to investigate more efficient use of urban areas and to encourage regeneration of land;
- Investment in, and integration of, policies to improve the management of existing infrastructure to minimise the environmental impact of any increase in population and to relieve the pressure it places on the Island's biodiversity and countryside;

- A more cohesive and effective policy for the utilisation of all States assets, including the utility companies and States-owned property.

What are the consequences?

- Real economic growth across the breadth of the economy - averaging at least 2% per annum (real terms) - which delivers £20m p.a. additional tax revenue resulting in no further personal tax increases above the level proposed by the Finance & Economics Committee;
- Inflation is likely to continue at current or at a slightly lower level;
- House prices remain relatively stable as increased supply matches growing demand;
- With the right support mechanisms a rural enterprise economy will be established, which will tie in with the tourism and leisure industries, and help to secure quality of life for residents. Rural enterprise will provide a real alternative to traditional farming.
- There will be less reliance on low-paid immigrant labour in both the tourism and agricultural industries;
- A greater range of jobs and employment opportunities within the island, and an increased emphasis on skill acquisition will encourage trained and educated younger people back to the Island and secure the Island's future skills base;
- A younger overall population will reduce the dependency ratio and help to retain and attract a larger tax income base, securing the future provision of core services (health and education) in light of the demographic shift;
- Greater pride in the community and Jersey's future and confidence in the public sector and political leadership;
- A more streamlined, yet stronger and more effective government which encourages greater personal responsibility and autonomy;
- Investment in infrastructure, including water supply and waste strategies to cope with any population increase. Consideration will need to be given to other public services and other existing infrastructure to ensure that current levels can be maintained with any increase in population.

STRATEGIC AIMS

To achieve the vision, nine key Strategic Aims have been identified as priorities that government must deliver to secure a prosperous, sustainable future whilst retaining the Island's environmental and cultural heritage. These are:

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| Aim One | - | To Create a Strong and Competitive Economy |
| Aim Two | - | To Maintain a Sustainable Population |
| Aim Three | - | To Enhance Quality of Life |
| Aim Four | - | To Protect the Natural and Built Environment |
| Aim Five | - | To Invest in Jersey's Youth |

- Aim Six - To Promote Pride in Jersey
- Aim Seven - To Develop Jersey's International Personality
- Aim Eight - To Reconnect the Public and the States
- Aim Nine - To Balance the States Income and Expenditure and Improve the Delivery of Public Services

Over-arching Policies

During the process of compiling the Strategic Plan, it became clear that a number of additional over-arching policies needed to be formulated and put in place to deliver the Strategic Aims. These are necessary to deliver the vision set out for Jersey's future. Responsibility for formulating these policies will rest with the Committee of Presidents.

It is intended that the formulation of these policies will be complete within the next 12 months.

These policies relate to:

- Economic growth with sustainable inflation coupled with economic diversification and the creation of job opportunities
- Regulated inward migration and housing by licensing
- The provision of good standard, secure and affordable accommodation for all
- Working towards eradication of financial and social exclusion in the Island and more integrated and equitable tax, spending and welfare policies
- Minimising the impact of the population on the environment, safeguarding traditional landscapes and responding to urban issues
- Proposals for addressing and implementing the recommendations of the Health Funding Review
- Improving the democratic process to offer leadership to the Island and prioritise States resources
- Promoting community involvement in Island affairs
- Planning a sustainable future with young people
- Developing Jersey's international Personality
- A thorough review and overhaul of government regulation and bureaucracy

Migration Strategy

It is recognised that population issues are a major concern to Islanders. To maintain a balance between economic growth and the size of the resident population, a compromise is required. It is therefore proposed that:

- Population growth be allowed only to support the economy
- The aim should be for economic growth of 2% per annum in real terms
- This should support full employment for local people

- Sustainable growth in inward migration would be supported when:
 - it supports economic growth and increases tax revenue
 - skilled people are necessary to support industries that would employ local people
- Numbers of low wage immigrant workers should be kept to a minimum
- The working population should be allowed to grow by no more than 1% per annum over the next 5 years.

Strategic Aim One: To Create a Strong and Competitive Economy

Jersey has a highly specialised economy. It is the presence of a strong, internationally-competitive Finance Industry which provides a level of prosperity not only enjoyed by the 12,000 direct employees, but which spills over to the benefit of everyone on the Island. We will need to ensure that appropriate investment and action are taken to retain and enhance this industry in the face of strong international competition.

At the same time we will promote rural enterprise and tourism industries, which play such a large part in preserving the Island's heritage and character. The role of these and other emerging industries in enhancing the beauty of the Island, attracting people to come and live here and providing diverse employment opportunities for Jersey people is of the utmost importance to our quality of life and our economy.

Whilst promoting and securing traditional strengths, the Island must remain ready to adopt new initiatives and opportunities to broaden and deepen its economic base without causing unsustainable population pressures.

It is evident that success will depend upon world-class business conditions, a strong international reputation, excellent local and international communications and reliable transport links.

The overall aim is to create real terms economic growth of at least 2% per annum in order to fund the Island's services and provide employment for local people.

Strategic Aim One: To Create a Strong and Competitive Economy

1.1 Economic growth with sustainable inflation

The States will:

	Timescale	Lead Responsibility	Strategic Partners
Implement an Economic Development Policy to encourage economic growth	2004-2005	Economic Development	Policy & Resources Finance & Economics Environment & Public Services
Reform taxation to sustain a competitive low tax environment	2005-2008	Finance & Economics	
Pursue a sustainable Anti-Inflation Strategy	Ongoing	Policy & Resources	Finance & Economics Economic Development
Attract more high-wealth individuals who contribute economically and socially to the future of the Island	2005-2006	Economic Development	Finance & Economics Housing

Continue to negotiate fiscal agreements with countries in order to increase opportunities for growth and diversification of the finance and other industries	ongoing	Policy & Resources	Economic Development

1.2 Encourage enterprise, innovation and diversity – particularly in high value-added sectors

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Actively support the promotion, diversification and further development of the financial services industry in the Island	Ongoing	Economic Development	Finance & Economics Policy & Resources	Continued growth of a diverse and profitable financial services industry An increased range of financial services An increase in tax receipts from the financial services industry
Encourage the development of new enterprises and companies with high value-added potential and which contribute most to	Ongoing	Economic Development	Environment & Public Services Policy & Resources Finance & Economics	Introduction and retention of new industries An increase in tax receipts from new industries

the community				
Develop a strategy which will explore and promote new opportunities for the rural economy	2004-2005	Economic Development	Environment & Public Services	A well-kept countryside A wider range of rural enterprises Less labour-intensive and higher value jobs in the rural economy
Develop a Tourism Strategy which will investigate new opportunities and 'niche' markets	2004-2005	Economic Development		An increase in overall visitor spending An increase in tax receipts from the tourism industry Less labour-intensive and higher value jobs in the tourism sector
Formulate a comprehensive external transport and communications strategy which will benefit both business and residents	2004-2005	Economic Development	Harbours & Airport	Improvement in air/sea transport links Reduced travel costs An increase in passenger numbers An efficient, effective and competitive communications structure

1.3 An open economy which encourages competition and minimises the cost of doing business

The States will:

	Timescale	Lead	Strategic	Success
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		Responsibility	Partners	Indicators
Reduce unnecessary regulation and bureaucracy in the Island	Ongoing	Policy & Resources	Economic Development Legislation	A decrease in the number of regulations New regulation introduced for key policy areas only Fewer complaints about excessive red-tape
Maintain and develop policies which are consistent with free and open trade across borders and encourage greater competitiveness in domestic markets	Ongoing	Economic Development	Finance & Economics	Competitive cost of doing business in comparison with competitor jurisdictions Sustained growth in external trade Competitive prices of goods

Strategic Aim Two: To Maintain a Sustainable Population

Like most small and prosperous jurisdictions, Jersey has a relatively high population density, although less than neighbouring Guernsey. The spill-over effects of this have become more evident in recent years, with increasing numbers of motor vehicles on the roads and rising property prices.

The population issue is interconnected with the Island's economic future. To stimulate the economy and enjoy the prosperity that the Island has seen in the past will require a strong, skilled and specialised workforce which is not always at hand in the Island. Developments in the rural and tourism sectors will need to take into account the Island's employment and population resources and aim to reduce reliance on low-wage immigrant labour thus developing a sustainable population balance.

By encouraging the prudent use of natural resources, the impact on the Island's environment should be minimised, thus modest and sustainable population movements could be allowed to balance economic and social pressures.

The aim is to manage population changes over the next 5 years in order to promote economic growth and creation of jobs for local people. The strategy would be to ensure that growth in inward migration is only supported where it creates wealth to fund the Island's public services or to support industries which employ local people.

The working population should not be allowed to grow by more than 1% per annum and workforce changes should be redirected from low wage jobs into other sectors. Initiatives to enable people to remain economically active for longer and constraint on the public sector workforce will also create further opportunities.

By the end of the decade the policies in place should support continued economic growth without continuing population increases.

Strategic Aim Two: To Maintain a Sustainable Population

2.1 Regulated inward migration and housing by licensing

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Put in place a new policy on migration which allows for manageable economic growth and balances economic, social and environmental objectives	2004-2005	Policy & Resources	Economic Development Environment & Public Services Employment & Social Security	An appropriate balance between the economically active and those who are not A high level of employment An improved match between migrant worker skills and industry/business skill requirements Maximum increase in the working population of 1% per annum over the next 5 years
Make sufficient investment in the development and maintenance of the Island's infrastructure to sustain population growth	Ongoing	Policy & Resources	Environment & Public Services Finance & Economics Housing	Reduced capital costs in the longer term Sufficient capacity in the Islands' infrastructure to deal with the population's needs

2.2 Developing a skilled and qualified workforce which meets the Island's needs

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Develop a strategy to broaden and enhance the skills base of the Island, support business development and provide employment for the resident population.	2004 - 2005	Economic Development	Education Sport & Culture	A rise in the level of appropriately skilled and qualified people resident in the Island A better match of skills vs. skills shortages A reduction in the demand for migrant labour

Strategic Aim Three: To Enhance Quality of Life

A clean, healthy and safe environment enhances our quality of life. The States will support this aim through the development of comprehensive, long-term environmental and planning policies to minimise the impact of any population expansion, and through the introduction of further measures to ensure that the Island remains a low-crime community.

The move towards reducing the inequalities in society must also be a high priority. The States will continue to invest in essential services, ensuring that these services reach the people who need them most, and that all islanders have access to the services they require.

The introduction of an integrated tax, spending and welfare system will be of great benefit in fulfilling this aim, as well as ensuring that there is less duplication of work in different States' departments.

The States will also support, provide or enable the provision of the wide-range of cultural and leisure activities available in the Island so that islanders can continue to pursue their interests. Support for those in education – both full and part-time will also be a priority for the States.

The States will underline their commitment to Human Rights with the introduction of the Human Rights (Jersey) Law in 2004, ensuring through the law the basic principles of respect and equality for all citizens.

Strategic Aim Three: To Enhance Quality of Life

The States will do its utmost to ensure that all members of society have equal access to the facilities and services which they require and which enhance our quality of life

3.1 Access to services

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Ensure that proactive measures are taken so that all groups have access to services as required	Ongoing	Policy & Resources	All Committees	Increased availability of/access to services Improved public opinion on services Improved access for the disabled
Encourage the integration of services for more effective delivery	Ongoing	Policy & Resources	All Committees	Improved co-ordination, implementation and delivery of social strategies Reduced number of contacts with States' Departments One stop shop Efficiency savings Greater equity in local health and social care provision

3.2 Enable the provision of good standard, secure and affordable accommodation for all

The States will:

	Timescale	Lead Responsibility	Strategic Partner	Success Indicators
Ensure that adequate numbers of entry level dwellings are provided	In line with Housing timetables	Housing	Environment & Public Services	The availability of affordable accommodation which meet the Island's needs Stable Housing market/prices Reduction of numbers on housing lists
Introduce new policies which will ensure more equality in entitlement to accommodation	In line with Housing timetables	Policy & Resources	<ul style="list-style-type: none"> ▪ Housing 	Housing market/prices that are stable Greater equity in the Housing market

3.3 Work towards the eradication of financial and social exclusion in the Island and more integrated and equitable tax, spending and welfare systems

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Introduce a unified income support system and integrate with the new tax system	2005/2006 – before fiscal reform	Employment & Social Security	Finance & Economics	An improved income support system that is in place by the end of 2006 An integrated tax/benefits structure

3.4 Plan for a 'long life' society

The States will:

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	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Encourage more flexible working practices	Ongoing	Employment & Social Security	Economic Development	Implemented employment laws
Develop policies that provide greater opportunities for older people to remain socially and economically active	2005	Employment & Social Security	Health & Social Services Housing Economic Development	An increase in the number of older people participating in Jersey society More economically active people over the normal age of retirement Increased participation in programmes for older people
Develop policies to ensure that States' planning and resource priorities reflect the needs of an increasingly ageing population	2005	Health & Social Services	Employment & Social Security Education Sport & Culture Environment & Public Services Housing	An increase in the availability of sheltered housing Living options that incorporate facilities for ageing tenants Housing categories that reflect the resident population An increase in the number of elderly able to remain in their own homes Reduced "bed-blocking" of acute hospital beds by elderly patients due to

				the lack of residential care/ rehabilitation/ home support
Support and encourage arrangements for ensuring adequate pension provision	Ongoing	Employment & Social Security	Finance & Economics	<p>Increased personal savings and private pension schemes to supplement the States' pension</p> <p>Less income support required for retired people in the longer term</p> <p>A sustainable future for the Social Security Fund</p> <p>Maintenance of the value in real terms of States pensions</p>

3.5 Achieving health for all

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Ensure an integrated and sustainable approach to healthcare provision for all	Ongoing	Health & Social Services	Employment & Social Security Finance & Economics	<p>Greater integration of health and other social services</p> <p>Levels of care which compare favourably with accepted professional standards</p> <p>An increase in the number of public/private sector</p>

				partnerships providing healthcare Greater co-operation and resource sharing with other communities
Strengthen community services that enhance the health and well-being of all	Ongoing	Health & Social Services	Housing	An enhanced and extended range of community support Improved access to health information and services

3.6 Aiming for a well-educated society

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Ensure an integrated and sustainable approach to the provision of education	Ongoing	Education Sport & Culture	Economic Development Employment & Social Security	Continued increase in the successful outcomes of education programmes An increase in the number of 3-5 year olds receiving 'early years' programmes An increase in the number and range of education programmes available An increase in % of students accessing

				higher/further education
Ensure that suitable provisions are made to encourage life-long learning	Ongoing	Education Sport & Culture	Economic Development	An increase in the number of inhabitants of all ages accessing learning programmes

3.7 Promotion of Human Rights and Equal Opportunities

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Work towards the elimination of all forms of discrimination	3 – 5 years	<ul style="list-style-type: none"> ▪ Policy & Resources 	<ul style="list-style-type: none"> ▪ Home Affairs 	Appropriate legislation in place A reduction in the number of complaints
Ensure that the Government as an employer continues to deliver equal opportunities and encourages other employers to do the same	Ongoing	Policy & Resources	Employment & Social Security	A greater reflection of the make up of the population throughout the workforce Code of practice for employment standards in place and operational
Set minimum standards for employment and social protection	3 – 5 years	Employment & Social Security		Minimum wage established Employment Law in place
Implement Human Rights Law	2005 - 2006	Policy & Resources	Home Affairs	Appropriate legislation in place

				A reduction in the number of complaints All public sector practices are Human Rights compliant
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3.8 **Low levels of crime** - To ensure that Jersey remains a safe place to live, work and visit, encourages legitimate Financial Services into the Island, and enhances its international reputation.

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Develop and implement a comprehensive criminal justice policy appropriate to the Island's needs	2006	Home Affairs	Crown Officers	Reduction in the levels of recorded crime Increased crime detection rates Reduction in the number of re-offenders % of successful prosecutions a smaller prison population housed in appropriate accommodation
Recognise and support those concerned with the investigation of crime, the giving of international cooperation and the regulation of the financial services sector	Ongoing	Home Affairs	Policy & Resources Economic Development Law Officers	Reduction in the number of serious financial crimes Positive endorsements by international bodies of the Island's anti money laundering defences
Implement a public		Home Affairs	Law Officers	Reduction in the

safety strategy				levels of recorded crime Reduction in the incidents of public disorder/anti-social behaviour Reduction in the number of young offenders Increase in the detection and seizure of drugs Reduction in drug-related deaths and overdoses Increase in the recovery of drug-related criminal assets
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3.9 Support of the Judicial and legal systems

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Recognise and support the importance of the island's judicial and legal systems, thus enabling the Courts to maintain the highest standards in the administration of justice	Ongoing	Policy & Resources	Crown Officers	Greater public awareness of the work of the courts and the historic privileges of the Island in maintaining as well as promoting its own laws Increased public confidence in having affordable and understandable access to justice

3.10 Range of cultural & leisure activities

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Agree and implement a comprehensive Culture and Leisure Strategy for the Island	3 – 5 years	Education Sport & Culture	Economic Development	Increased participation in cultural and leisure activities Increase in the number of people employed in using creative skills

Strategic Aim Four: To Protect the Natural and Built Environment

Few islanders would disagree with the desire to preserve traditional landscapes – both natural and built - and conserve and enhance the natural habitats that make Jersey unique.

Without a doubt, as well as being important for the Island's economy, our physical environment is essential to our well-being. Uncontaminated land, air and water should exist as a basic right for all people and in order for this to be achieved both community efforts and comprehensive, long-term environmental policies will be required.

Organised and effective urban planning is also a key tool to enhance our quality of life. It can help us to ensure that common disturbances, such as noise pollution, overcrowding in urban areas and traffic congestion, are alleviated.

The prudent and respectful use of natural resources is another key factor: The Island needs to plan proactively to manage future needs. Only then will we be able to plan for the future of all generations of Jersey citizens.

Strategic Aim Four: To Protect the Natural and Built Environment

The States will protect Jersey's natural and built environment as a critical asset for the common good

4.1 Traditional landscapes and urban issues

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Implement comprehensive policies for effective, innovative and intelligent land use and development control	2006	Environment & Public Services	Finance & Economics	Optimum use of urban areas and amenity space Preservation and maintenance of special sites
Review the Island Plan	2006	Environment & Public Services	Economic Development	Revised and updated Island Plan Optimum use of land whilst protecting the Island's natural beauty Well-kept countryside
Protect and promote Jersey's environment as one of its most important assets	Ongoing	Environment & Public Services	Economic Development	Withdrawal of production-led subsidies for agriculture Development of environmental improvement and rural enterprise initiatives

				Diversified land-use which ensures protection of green-land Increase in the proportion of publicly accessible lands
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4.2 Ensure that unpolluted air, clean water and uncontaminated land exist as a basic right for all

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Implement a framework for comprehensive pollution controls that comply with EU standards with the emphasis on education rather than legislation	Ongoing	Environment & Public Services	Health & Social Services	Reduction in general levels of pollution Decrease in the number of pollution-related health problems (e.g. asthma) Fewer pollution incidents
Respond effectively to pollution incidents	Ongoing	Environment & Public Services	Health & Social Services	Less long-term environmental damage as a result of pollution incidents

4.3 Conserve and enhance habitats and species

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Implement policies to protect all habitats, species, special places and buildings	Ongoing	Environment & Public Services	Economic Development	No further loss of species or habitats Expansion of RAMSAR sites

				an increase in the incidence of marine/land species
Investigate and research lower impact and less destructive farming and fishing methods	Ongoing	Environment & Public Services	Economic Development	No further loss of species or habitats due to high impact, destructive farming/fishing measures Lower levels of chemical usage Increased fish stocks

4.4 Adopting far-sighted energy and liquid and sold waste policies

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Introduce a comprehensive energy policy	2005	Environment & Public Services		<ul style="list-style-type: none"> ▪ Compliance with energy consumption targets by States Departments
Introduce a comprehensive liquid and solid waste policy	2005	Environment & Public Services		<p>Sufficient water for the Island's needs</p> <p>Successful commissioning of new waste disposal plant</p> <p>An extension of the main drains network</p> <p>A measurable decrease in waste per household</p>

4.5 Introduce policies that minimise the impact of the population on the environment

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Introduce schemes to encourage responsible behaviour towards the environment	Ongoing	Environment & Public Services	Finance & Economics	Improved environmental indicators
Develop an integrated transport strategy that shifts behaviour and cultural mindset with regard to car ownership and usage	2005	Environment & Public Services	Economic Development Comité des Connétables	An improved public transport system Decrease in the number of car journeys Reduced traffic congestion Improvement in overall air quality at peak times of the day Increase in number of people using public transport
Seek to maximise development for housing purposes on 'brownfield' sites	Ongoing	Environment & Public Services		Limited encroachment into green zone countryside Reduction in number of 'greenfield' developments

Strategic Aim Five: To Invest in Jersey's Youth

Engaging young people in the decision-making process and policies of the Island is crucial to Jersey's future.

This Aim arose out of the Imagine Jersey event and the desire of young people themselves to play an active role in the policy-making of the Island. Young people currently feel that their voices are not adequately heard and these Aims are designed to ensure that their views are taken into account.

Many young people and their parents are concerned about the future of Jersey and need reassuring that today's youth have a future in the Island. Policies on issues such as housing, employment and the environment will impact on their future and also on the decisions of university graduates to return to the Island.

Whilst Jersey has extremely good facilities for young people in many areas, there is, nevertheless, scope to improve both the access and the range of opportunities available. But in particular, young people wish to have a say in how these activities are designed and delivered and to be consulted about the way that they operate.

The States of Jersey is committed to engaging young people more – both in the general, political structure and in consultation about issues that affect their lives. This will provide an opportunity for young people to gain experience which could in turn serve as a training ground for our next generation of political leaders.

Strategic Aim Five: To Invest in Jersey's Youth

5.1. To engage young people in the policy-making process

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Consult with young people in planning activities and facilities that directly impact on their lives	Ongoing	Education Sport & Culture	Policy & Resources	Young people given a greater voice in the affairs of the Island An increase in the number of people under 30 voting Establishment of a youth forum

5.2. To improve access to training, educational and leisure opportunities for young people

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Improve access to a range of educational and training opportunities so that young people can maximise the educational, career and job opportunities available to them	Ongoing	Education Sport & Culture	Economic Development Employment & Social Security	An increase in the range of educational and vocational, training and apprenticeship options available in the Island Increase in the % of young people undertaking some form of higher/further education/

				training
Ensure that the needs of young people are considered when deciding planning applications for public facilities and amenities	Ongoing	Environment & Public Services	Education Sport & Culture	An improvement in the number and range of facilities for young people

5.3. To plan a sustainable future with young people

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Develop ways of diversifying the economy so that a wider range of jobs and careers are available to young people	Ongoing	Economic Development	Policy & Resources Education Sport & Culture Employment & Social Security	Increased career/job opportunities for young people Decrease in the number of unemployed people in the 16-25 age group
Develop policies to reduce disaffection amongst young people	Ongoing	Education Sport & Culture	Home Affairs Economic Development Employment & Social Security Environment & Public Services	The extent to which young people feel they have a bright future in Jersey Fewer unemployed people in the 16-23 age group An improvement in the number and range of facilities for young people
Ensure that young people who fall foul of the law are	Ongoing	Home Affairs	Crown Officers Employment	a reduction in youth crime A reduction in

encouraged and supported to become responsible members of society			& Social Security Health & Social Services Education Sport & Culture	the number of re-offenders
Encourage young people to lead a healthy lifestyle	Ongoing	Health & Social Services	Education Sport & Culture	Reduction in the health problems associated with young people

5.4. To attract local young people to return to the Island after full-time education

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Reassess mechanisms for funding university education to ensure that local young people continue to have access to university education	2006	Education Sport & Culture	Finance & Economics	Maintain/Increase the % students in higher education
Work with employers to maximise the opportunities that are available to graduates	Ongoing	Economic Development	Employment & Social Security Education Sport & Culture	An increase in the proportion of the Island's graduates returning to Jersey within 10 years of completing their education

Strategic Aim Six: To Promote Pride in Jersey

For an Island that has achieved so much with so very little, pride and self-belief amongst many in Jersey and what it might achieve are surprisingly low - perhaps due to poor communications on the part of the government, or growing expectations on the side of the Public.

Islanders have many good reasons to be proud. Jersey has a diverse artistic, cultural and natural heritage. In addition to its history, the Jersey of today, is successful cosmopolitan and provides residents with a clean, safe and pleasant place to live.

Furthermore, the Island has a long history of honorary service and community spirit. The Jersey Honorary Police force is one the oldest in the world. Generations of islanders have worked together to make Jersey a better place. Most of all, Jersey manages to balance cultural and social diversity with a strong sense of local identity.

The individuals that help to make all of this happen should be celebrated. The Islanders who achieve great things in Jersey's name should be recognised for their work.

Strategic Aim Six: To Promote Pride in Jersey

6.1 Strengthening Community Spirit and Celebrating Success

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Encourage events and associations which celebrate and enhance the Island's environmental and contemporary culture and heritage	Ongoing	Education Sport & Culture	Economic Development Policy & Resources	Increased participation in environmental and cultural organisations Increased number of cultural events The results of an opinion poll to find out what Islanders think of Jersey
Encourage greater appreciation and celebration of the diverse nature of Jersey society and of the 'new' Jersey identity	Ongoing	Policy & Resources	Education Sport & Culture Economic Development	Greater awareness and celebration of the diversity of cultural groups Increased promotion of Jersey's cultural exchanges and occurrence of cultural events
Support events which enhance the sense of community and encourage a sense of pride in the community and Parish	Ongoing	Education Sport & Culture	Economic Development Comité des Connétables	Increased participation in international, cultural and sporting events
Promote pride in	Ongoing	Policy &	All	The introduction

Jersey amongst those who live and work in the Island		Resources	Committees	of an awards recognition scheme Results of a public opinion poll
Celebrate the Jersey Honorary tradition and give greater public recognition to those who give up their time to serve the community	Ongoing	Policy & Resources	Comité des Connétables Attorney General	The introduction of an awards recognition scheme
Celebrate Jersey's French heritage	Ongoing	Policy & Resources	Comité des Connétables Education Sport and Culture	Increased links with France Continued participation in organisations and events which promote a closer relationship with France

6.2 Promote involvement

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Promote a better understanding of the issues facing the Island today to encourage debate and aid informed choices	Ongoing	Policy & Resources		More informed debate Better understanding of issues Increase in the number of election candidates Increase in the number of people voting at elections

Ensure that information is communicated in ways which reach all members of the community	2005	Policy & Resources	All Committees	Results of opinion poll/survey on feelings of inclusivity
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Strategic Aim Seven: To Develop Jersey's International Personality

In an increasingly globalised world, even small jurisdictions like Jersey come under the spotlight on the world stage. The image that we present on that stage, and more importantly how we behave, is therefore of the utmost importance. It is essential for the Island to build upon its international profile, to ensure that images and facts presented abroad are a true reflection of the very best the Island has to offer. A strong international profile will also give the Island the opportunity to ensure that its own concerns and interests are voiced abroad.

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

The Island has suffered in the past from incorrect and unfair publicity and must take responsibility for righting this and for presenting Jersey as a destination that is a safe home for families, a beauty-spot for tourists and a well-regulated, efficient and innovative centre for business.

Strategic Aim Seven: To Develop Jersey's International Personality

The States need to define the aspects of Jersey which give the Island its unique character and ensure th reflected in the image of Jersey projected abroad.

7.1 Protect Jersey's constitutional position, fiscal autonomy and self-determination

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Strengthen Jersey's constitutional position	2006	Policy & Resources	Crown Officers	Improved relationship with the UK Jersey signing international agreements in its own name Increased recognition of Jersey's constitutional position
Improve links with the EU to represent and promote the Island, and ensure that the Island is kept informed and involved whenever its interests are at stake	Ongoing	Policy & Resources		Greater recognition of Jersey's position by the EU
Develop links with other countries which result in benefits for Jersey	ongoing	<ul style="list-style-type: none"> ■ Policy & Resources 	All Committees	Increased opportunities for Jersey people to develop skills and experience Greater freedom to work with international partners

7.2 International recognition and co-operation

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Develop a co-ordinated marketing and communications strategy which will help to raise Jersey's profile and enhance the Island's international personality		Policy & Resources	Economic Development	Increased positive exposure internationally Evidence of appropriate international recognition An increase in the marketing of the Jersey products and services abroad
Demonstrate responsible and co-operative behaviour with regard to global issues	Ongoing	<ul style="list-style-type: none"> ▪ Policy & Resources 	<ul style="list-style-type: none"> ▪ Economic Development 	An active and responsible role in voicing the Island's concerns, showing the Island's support for the discussion of international issues No critical reports on Jersey by other governments or international bodies
Maximise the economic benefits and resource potential brought about through links with other jurisdictions	Ongoing	<ul style="list-style-type: none"> ▪ Policy & Resources 	<ul style="list-style-type: none"> ▪ Economic Development ▪ Bailiff 	Reduced cost and improved performance of shared functions In crease in the number of shared functions

Explore ways in which the States can maintain and develop its contribution to overseas aid	Ongoing	<ul style="list-style-type: none"> ▪ Overseas Aid 	<ul style="list-style-type: none"> ▪ Policy & Resources 	The results from benchmarking Jersey's contribution to Overseas Aid against international guidelines
Improve, where appropriate, the Island's participation rate in international bodies	Ongoing	<ul style="list-style-type: none"> ▪ Policy & Resources 		Increased participation and attendance rate in significant international bodies and meetings

Strategic Aim Eight: To Reconnect the Public and the States of Jersey

The division that exists between the States of Jersey and the Jersey Public is most evident in the low voter turnout at local elections. Even the Island's complicated voting system does not explain a turnout of less than 30%. In turn, such a low turnout suggests a democratic deficit in the Island.

However, relations between the Government and the people of such a small and close-knit jurisdiction should be readily improved, and the States of Jersey is committed to achieving that. A government that can demonstrate clear objectives and act upon them, that is open and accountable, and has a client focus, will be supported by the Public.

As well as improving what we are not doing so well, we feel it is also important for us to point out where we are ahead of the rest. A number of benchmarking exercises will be carried out to enable us to compare our standards with those of comparable jurisdictions.

We will share this information in as many ways as possible. It is essential for us to ensure that we make the States of Jersey, and the services we offer, understandable, open and accountable to all users.

Strategic Aim Eight: To Reconnect the Public and the States of Jersey

8.1 Leadership and legitimate authority

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Encourage the Committee of Presidents/ Council of Ministers to develop clear corporate leadership and work as a team	Ongoing	<ul style="list-style-type: none"> ▪ Policy & Resources 		<ul style="list-style-type: none"> ▪ Clear policy direction ▪ Achievement of clear and focussed corporate objectives
Take steps to encourage all States Members to feel fully engaged and to develop a fuller understanding of the work of the public service	Ongoing	<ul style="list-style-type: none"> ▪ Privileges & Procedures 	<ul style="list-style-type: none"> ▪ Policy & Resources 	<ul style="list-style-type: none"> ▪ Increased involvement of all Members ▪ Outcome of regular survey of Members ▪ Adherence to the published Code of Conduct for States Members ▪ Improved resources for Members ▪ Improved quality of debate ▪ Informed comments on draft policy ▪ More efficient and effective use of States Assembly time

8.2 Accountability measures and openness

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Implement the proposed scrutiny system to ensure that there is full accountability to States' Members and the public	2005 -2006	<ul style="list-style-type: none"> ▪ Privileges & Procedures 		<ul style="list-style-type: none"> ▪ Outcomes from the work undertaken by Scrutiny Panels, Public Accounts Committee, Comptroller and Auditor General
Insist on transparency of public accounts, including compliance with GAAP accounting standards	Ongoing	<ul style="list-style-type: none"> ▪ Finance & Economics 		<ul style="list-style-type: none"> ▪ Clear and understandable public accounts ▪ Accounts which are GAAP compliant by 2007 ▪ Outcomes from the work undertaken by Scrutiny Panels, Public Accounts Committee, Comptroller and Auditor General
Present the annual budget in a form that reveals the full cost of providing services	2005	<ul style="list-style-type: none"> ▪ Finance & Economics 		<ul style="list-style-type: none"> ▪ Budget document containing output targets ▪ Actual costs of services publicly known
Ensure appropriate transparency and openness in Government	Ongoing	<ul style="list-style-type: none"> ▪ Policy & Resources 	<ul style="list-style-type: none"> ▪ Privileges & Procedures 	<ul style="list-style-type: none"> ▪ Compliance with the Freedom of Information Code ▪ Coherent, consistent and user-friendly website/ publications
Set out and comply	2005	<ul style="list-style-type: none"> ▪ Policy & 		<ul style="list-style-type: none"> ▪ Approved

with clear aims and objectives coupled with indicators of progress/success that can be readily applied and understood		Resources		Strategic Plan and Business Plans with measurable outcomes <ul style="list-style-type: none"> ▪ Published annual performance report ▪ Outcomes from the work undertaken by scrutiny panels, Public Accounts Committee, Comptroller and Auditor General
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8.3 Communication and Awareness of Public Perception

The States will:

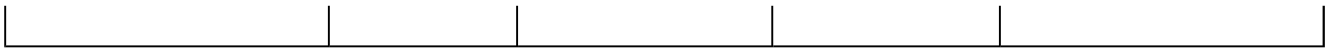
	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Improve overall communication/consultation with the public through a range of media and events	Ongoing	<ul style="list-style-type: none"> ▪ Policy & Resources 		<ul style="list-style-type: none"> ▪ Increase in public awareness of the work of the States ▪ Consultation with the public included in performance framework for services ▪ Increase in public attendance at consultation events ▪ The results of an opinion survey of public satisfaction ▪ Coherent, consistent and user-friendly website/Publications

Listen to public feeling and be willing to explain the rationale behind difficult decisions	Ongoing	<ul style="list-style-type: none"> Policy & Resources 		<ul style="list-style-type: none"> Improved States' understanding of the Public's expectations Greater public understanding of what the States is trying to achieve
Develop a more consultative approach to governance and encourage public participation in policy-making	Ongoing	<ul style="list-style-type: none"> Policy & Resources 	All Committees	<ul style="list-style-type: none"> Improved States' understanding of the Public's expectations Greater public understanding of what the States is trying to achieve

8.4 Improving the democratic process

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Explore alternative ways of voting – e.g.; on line, postal, workplace	2006	<ul style="list-style-type: none"> Privileges & Procedures 	<ul style="list-style-type: none"> Legislation Comité des Connétables Crown Officers 	<ul style="list-style-type: none"> Implementation and use of alternative voting methods Increase in number of people voting
Require the use of formal consultation papers as policy develops to provide an opportunity for input	2006	<ul style="list-style-type: none"> Policy & Resources 		<ul style="list-style-type: none"> Improved policy making Increase in the number of consultative papers issued
Agree a policy to ensure that reform of the composition and election of the States can be in place by 2008	2005	<ul style="list-style-type: none"> Privileges & Procedures 		<ul style="list-style-type: none"> Policy agreed by the States in 2005 Government reforms complete by the 2008 elections



Strategic Aim Nine: Improve the Delivery of Public Services and Balance the States' Income and Expenditure

Future financial forecasts show that the current levels of spending and taxation are unsustainable. The States must tighten its belt and reduce spending. Even after significant spending cuts, new levels of taxation will be necessary in order to balance income and expenditure. We are committed to being a relatively low-spend, low-tax economy, therefore, spending reductions and improved efficiency are our first target in order to minimise tax increases.

However, efficiency savings alone will not be sufficient to meet all of the demands for reduced States' spending. There will be a need for political prioritisation and decisions about what will not be done. A thorough review of regulation will be a key element in this. Therefore, some non-essential services may have to be reduced or even cut altogether. Nevertheless, lower spending does not mean compromising on quality of services and delivery. Most importantly, the States and islanders must face the reality of today's economic climate: we will be working to a strict budget; the cash limit must be respected.

Our aim for greater efficiency will also ensure that the services we provide are better co-ordinated, thus avoiding duplication and unnecessary spending. This means not only better co-ordination between States' departments, but also with all of the numerous voluntary and private bodies providing services.

Our aim is to turn the States into a high quality public service which is modern, efficient and coherent. We will be an organisation that our staff are proud to be a part of and we will be proud of them and support them. The test of success will be that our staff will be confident that they are not only doing their best, but that they are recognised and supported by the public. Change is always difficult but we are committed to working with our staff, being open and honest and investing in them as we change. Only by working together will we learn to trust each other and achieve something we are all proud to be a part of.

Strategic Aim Nine: To Balance the States Income and Expenditure and Improve the Delivery of Public Services

The States' income and expenditure will at least be in balance over the economic cycle. The States will ensure that Jersey remains a competitive tax jurisdiction.

9.1 Prioritise States' Resources

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Agree rolling three year spending plans in its Annual Business Plans, with clear targets for service improvements	Ongoing	<ul style="list-style-type: none"> ■ Finance & Economics 		Balanced budget over the economic cycle Resources allocated in accordance with the Strategic Plan Standard Business Plans produced by all Departments
Ensure that Annual Business Plans take an integrated approach to the allocation of resources	2005	Policy & Resources	Finance & Economics	Resources allocated in accordance with Strategic Plan priorities
Ensure that the revenue consequences of capital projects and the legislative programme are fully quantified				"Whole-life" costing for capital projects The on-going costs of new/amended legislation understood and provided for
The establishment of a single property function for all States property	2006	<ul style="list-style-type: none"> ■ Finance & Economics 	Environment & Public Services	Optimum use of States land and property Reduced costs in the administration of property Improved

				maintenance of buildings in the longer term
Ensure that the States' workforce recognises and shares States' priorities	Ongoing	Policy & Resources	All Committees	A more highly motivated workforce Successful consultation with staff unions and other representatives Results of a staff survey No industrial action
Ensure maintenance, protection and prudent use of States' assets	Ongoing	Finance & Economics	Environment & Public Services	Reduced capital expenditure in the longer term Optimised financial benefits
Agree a policy for the Strategic Reserve	2005	Finance & Economics	Policy & Resources	Agreed criteria for the use of the Strategic Reserve Agreed criteria for the size of the Strategic Reserve
Develop a comprehensive strategy for States-owned Utility companies	2005-2006	Economic Development		Clear criteria for the protection and efficient provision of services provided by States-owned Utility companies Optimised financial benefits for the taxpayer

9.2 Modernise and optimise delivery where appropriate

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Reform the public service to provide high quality, efficient and targeted services	2004-2009	Policy & Resources	All Committees	Removal of duplication and a reduction in States' spending in real terms Cash savings of £20 million in the delivery of government services
Ensure that service efficiencies are improved and directed at those who need them most	2007/2008	Policy & Resources	Finance & Economics	Public opinion surveys with positive /improved results
Develop a performance management culture	2004-2005	Policy & Resources	All Committees	The development of accountability through a performance measurement and management system More customer focused workforce Year on year improvement in performance

9.3 Customer focused delivery

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Improve customer access to services and information	2004-2009	Policy & Resources		Standardised common support services and customer

				care standards The results of a customer satisfaction survey
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9.4 Recognise and Value the Voluntary Sector

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Establish closer links between the States and voluntary sectors	Ongoing	Policy & Resources	All Committees	Less duplication of work carried out by the public and voluntary sectors Outcome of an opinion survey of voluntary sector Value of work transferred (both ways and including resources)

9.5 Define the relationship between the States and the Parish in the longer- term

The States will:

	Timescale	Lead Responsibility	Strategic Partners	Success Indicators
Enhance the role of the parishes as a community resource and provide new facilities to encourage, support and sustain	Ongoing	Comité des Connétables	Policy & Resources	Increase in the services provided by the Parishes More joint working between the

community and parish activities				States and Parishes
Develop a strategy to clearly define the relationship between the States and the Parishes	2005	Policy & Resources	Comité des Connétables	Clearly defined roles between the States and the Parish Transfer of services between the States and the Parish

NEXT STEPS

Once the plan is agreed, it is intended that Committees will be asked to demonstrate how they will deliver it.

This will be done through a co-ordinated and standardised Business Planning process that will identify:

- which Committees will be responsible for delivering which part of each of the aims
- the resources required
- the performance criteria on which achievement of objectives in an efficient, effective and economic manner will be judged
- those services which do not fit into strategic priorities

The process will ensure that where more than one Committee will contribute to delivering a particular strategic aim, responsibility for any cross-Committee co-operation/co-ordination is allocated to a Lead Committee. This will lead to more corporate working, less duplication and more effective service delivery.

The next phase will be the Departmental Business Plans for 2005 which should be completed by November 2004.

Resource requirements will be linked to the States Resource Plan. The first stage of this will be the 2006 Resource Plan (produced in 2005) which will be known as the States Business Plan in preparation for the introduction of Ministerial Government.

Performance at all levels will be measured through a robust performance framework which will not only set out the key performance indicators to show that the strategic aims are being delivered, but also that operationally, the States is providing quality, value for money services. An Annual Performance Report will be produced to show how well we have performed.

It is also intended to continue with Imagine Jersey as a forum for public discussion and debate. The Policy and Resources Committee will arrange at least one meeting a year.