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By email

18th December 2023

Dear Chair,

2023 Delivery Plan Progress Report

Earlier this year, the Chief Minister committed to providing an end-of-year progress report on Delivery Plans to Scrutiny.

As you will see from my report, most of the items have been delivered (18) or are on track to be completed shortly (10). Some items have had their delivery date revised following unexpected delays or a reprioritisation of work (10) and will be completed during 2024.

I am particularly proud of the delivery of the Future Economy Programme, charting a course to sustainably grow Jersey's economy to meet our future demographic pressures. We have also expanded the scope of the Rural Support Scheme with additional funding and launched for the first time a Marine Support Scheme.

The Department has also worked to progress important capital projects. The Elizabeth Castle refurbishment is well underway and the main contractor for the Opera House refurbishment has now been appointed with the completion date still on track for December 2024.

As the Panel will be aware, in some instances such as the Heritage (Jersey) Law 202-, timelines have been changed following an expanded scope, in this instance the need to prepare the subordinate legislation concurrently.

Overall, good progress has been made and I would like to thank all officers within the Department for Economy and as well as my Assistant Ministers for their work this year.

Yours sincerely,



Deputy Kirsten Morel

Deputy Chief Minister

Minister for Sustainable Economic Development

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ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	BY WHEN
MEDTSC P1	Building on the Future Economy Vision we will develop a more detailed economic strategy of the need for growth and setting out the conditions needed to achieve that growth.	Building on the work behind the Outline Economic Strategy, we will publish a full Economic Strategy in Q3 2023.	Q3 2023
MEDTSC P2.1	Producing a review identifying existing barriers to business by Q1 2023.	We will work with Sector Leads, Jersey Business, Customer and Local Services and the Future Economy Directorate to identify existing barriers to business, drawing on evidence from focus groups, surveys and 1:1 interviews with businesses. This will help to identify both quick wins and longer-term strategic projects.	Q3 2023
MEDTSC P2.2	Beginning the process of lowering barriers to business following identification and preparing necessary legislative changes, where needed.	We will work with cross-government colleagues to achieve 'quick-win' changes in policy or process (with relevant Ministerial approval). We will make recommendations to the relevant Minister(s) on legislative changes which would support new and existing businesses and take forward approved changes with the relevant departments.	Q3 2023
MEDTSC P2.3	Reviewing the Tourism (Jersey) Law 1948 and the Licensing (Jersey) Law 1974 to ensure they are fit for purpose and enable businesses to operate efficiently within the sector.	Conduct a review of the Tourism (Jersey) Law 1948 and Tourism (General Provisions) (Jersey) Order 1990 in consultation with relevant industry stakeholders, to identify obsolete standards and propose amendments as appropriate. Depending on the outcome of this review we will establish a plan for the legislative revisions process and engage with Law Officers. Establish a plan for review of the Licensing (Jersey) Law 1974, including a review of previous consultations with industry stakeholders and submissions to the States on liquor licensing law reform, formation of a consultative stakeholder group, review of the licence approval process and development of a plan for the legislative update and approval process.	Q4 2023
MEDTSC P2.4	Tracking Jersey's progress via regular questions to industry to be included in Statistics Jersey's Business Tendency Survey.	As part of the Future Economy Programme, we will assess indicators and work with Statistics Jersey to include appropriate questions in the 2023 Business Tendency Surveys. We will ensure meaningful questions are set to hold programme delivery to account.	Q2 2023
MEDTSC P3.1	Publishing export and inward investment strategies by the end of Q1 2023 and beginning to implement them during 2023.	Complete final stakeholder consultations before publishing the strategies. Bring together an action plan with stakeholders to take forward key areas for 2023 and develop associated KPIs. Scope and implement initial projects identified through strategies e.g. Export Support Service. Develop events and activity plan with ALO partners.	Q4 2023
MEDTSC P3.2	Exploring opportunities through regular, at a minimum, quarterly meetings with our Guernsey counterparts for greater cooperation across all areas of economic activity including, but not limited to, air and sea connectivity, digital, sport, culture and heritage in order to enhance efficiency and effectiveness.	Commencing in Q2, quarterly meetings with Guernsey counterparts will be held. Actions from the meetings will be implemented.	Q4 2023
MEDTSC P3.3	Deepening our cultural and economic links with France, particularly the departments of Ile et Vilaine and La Manche.	Deliver at least three arts partnerships with cultural institutions in Rennes.	Q4 2023
MEDTSC P4.1	Launching a public consultation on an enhanced competition framework by Q2 2023.	A public consultation on an enhanced competition framework will be launched by April. We will commence law drafting in September. We will seek to have greater collaboration with Guernsey in the area of competition.	Q2 2023

December Status vs By When	December Revised date if delayed	December Commentary update
Delivered		Two documents - the Strategy for Sustainable Economic Development and the Delivery Framework - were published in October 2023, the strategy built on the original vision to include economic analysis, and the delivery framework gives clear actions based on Ministerial priorities.
Delivered		Review completed by Jersey Business Ltd and the report has been provided to the Minister. Next steps have been agreed and report recommendations are being progressed across relevant departments.
Delayed	Q1 2024	This element of the Ministerial priority could not begin until the report was concluded, with final version received in October. Work is underway to identify which items are already being addressed, which are perceived barriers and require better communication and which department is the lead for the remainder. Analysis will also be undertaken by Future Economy Programme on resource vs impact of recommendations.
Mixed - see narrative		The review of the Tourism (Jersey) Law 1948 and Tourism (General Provisions) (Jersey) Order 1990 is expected to have been completed by the end of December. The review of the Licenceing (Jersey) Law 1974 will need to follow the development of the more detailed visitor economy policy for the island. This has therefore been pushed out for review until 2024 and will be subject to resource availability and budget.
Delivered		New questions were identified and included in Business Tendency Survey in 2023. Experimental data on international trade was released.
Mixed - see narrative		The export strategy was completed and published in July. The Export Support Service oversight is working through the actions identified through the Strategy and is developing a targeted support programme for island businesses (delivered by Jersey Business Ltd) There have been delays to the refresh of the inward investment strategy with additional focus required on inward investment policy and the assessment of applications including determining ministerial priorities. Additionally, the refreshed strategy now appropriately reflects the current economic position and Future Economy Strategy following its publication. Publication of the strategy is expected in 2024.
On Track		Ongoing quarterly meetings with Guernsey continues with a dialog around sea connectivity and regulatory conversations. A range of portfolio discussed at tripartite meetings between Jersey, Guernsey and La Manche.
On Track		Partnerships achieved with Ile-et-Vilaine regional schools, Ateliers du Vent and Opera du Rennes. These included artistic residencies and exchange performances and exhibitions.
Delivered		Consultation & Government response published in 2023. The law drafting process commenced in 2023 and will continue into 2024.

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	BY WHEN
MEDTSC P4.2	Re-establishing the Ports Policy Group to provide clear direction to Ports of Jersey as a vital States-owned body and develop an Aviation Strategy for Jersey.	To provide ministerial direction and support to enable the effective and efficient implementation of key strategic priorities, the Ports Policy Group will be re-constituted and operate as per its Terms of Reference during Q1. To support the aviation sector towards sustainable growth, and to position Jersey as a global leader in the field of new aviation technologies, Government will collaborate with partners across the sector and among its key stakeholders to develop Jersey's first dedicated Aviation Strategy by September.	Q3 2023
MEDTSC P4.3	Develop and lodge amendments to update the Shipping (Jersey) Law 2002.	To uphold and maintain high standards across Jersey's local and international maritime regulatory commitments, amendments to the Shipping (Jersey) Law 2002 and the Harbours Administration (Jersey) Law 1961 will be lodged and debated by the States Assembly.	Q4 2023
MEDTSC P5.1	Implementing the Rural and Marine Economic Frameworks.	We will deliver increased support in the marine and agriculture sectors. We will continue to deliver on framework components with a range a projects and policy workstreams within the oversight of a newly constituted Rural Forum. We will work with marine stakeholders in the Marine Economy Advisory Group to deliver policy options for the sustainable development of this sector.	Q4 2023
MEDTSC P5.2	Expanding the provision of the Rural Initiative Scheme.	The Rural Initiative Scheme will be delivered within a revised 'rural credits' framework and provide additional support for qualifying rural businesses to reward sustainable environmental, economic and social activities.	Q1 2023
MEDTSC P5.3	Provide direct financial support to the marine sector.	Design and implement a Marine Support Scheme to assist the sustainable development of the sector, including support in the compliance with the Fishing Vessel Safety Code.	Q2 2023
MEDTSC P5.4	Supporting the development of the medicinal cannabis industry into a highly regulated, robust and innovative, export- focused element of our rural economy.	Working in collaboration with Health and Community Services, establish a dedicated team to: In February we will commission further strategic development work that will assist Jersey to continue to establish itself as a hub of cannabis excellence and a gateway to Europe for international cannabis business and investors. In March we will expand the Jersey Cannabis Agency to include broader representation from across Government functions. In June we will develop a long-term policy to drive the development of Jersey's own detailed and specific regulations for the medicinal cannabis industry. In June we will undertake a risk assessment of the island's cannabis sector and to work in collaboration with the Law Officers Department to provide reassurance that a sufficient legislative base exists for the safe and sustainable development of the sector and to determine the best way to achieve this. In June we will identify the evolving needs of cannabis operators and investors and the policy areas where Jersey can build a unique competitive advantage to meet these needs.	Q3 2023
MEDTSC P6.1	Developing a coordinated approach to sport across Government to help in the delivery of Ministers' strategic priorities.	Undertake a strategic review of the sports delivery landscape within the island and the key bodies responsible for the delivery of sport, sport facilities and all associated activity.	Q3 2023

December Status vs By When	December Revised date if delayed	December Commentary update
Delayed	Q4 2023	The Ports Policy Group has met quarterly throughout 2023. The draft Ports Policy Framework was published on the 11th October 2023 and consulted for a period of 4 weeks with a view to adopting the final Policy Framework before the end of 2023. Within the Ports Policy Framework, Jersey's Strategic Aviation Policy was published for consultation as part of the draft Ports Policy Framework. The strategic policy outlines Government's key aviation connectivity and route development priorities, the maintenance of an 'open skies' access policy, and environmental commitments. In further chapters within the PPF, Government sets out its policies both towards emissions reductions and new technologies in the aviation sector.
Delayed	Q1 2024	The amendments to the Shipping (Jersey) Law 2002 and the Harbours Administration (Jersey) Law 1961 was lodged in Q4, and the States Assembly debate will take place in early 2024.
Delivered		Successfully created the Rural Forum in 2023 and continue to run the Marine Economy Advisory Group, both groups continue to be consulted on the deployment of increased funding for the sectors.
Delivered		The Rural Initiative Scheme was delivered with its revised 'rural credits' framework from January 2023, and the scheme has run throughout the year. A total of 65 businesses have had access to the scheme compared to 44 in 2022.
Delivered		Marine Support Scheme was delivered in June 2023 and designed to assist the commercial fishing fleet, over 30 applications have been processed under the scheme in 2023.
Delivered		Further strategic development work commissioned and delivered in Q3. This has identified the evolving needs of cannabis operators and investors and the policy areas where Jersey can build a unique competitive advantage to meet these needs The expansion of the Jersey Cannabis Agency (JCA) to include broader representation from across Government functions has been agreed by the Health Minister and HCS will take this work forward to completion on the basis that responsibility for the JCA currently sits with the Health Minister. Long-term policy options to drive the development of Jersey's own detailed and specific regulations for the medicinal cannabis industry have been developed in Q3 and will be considered as part of the review of Medicines and Misuse of Drugs being undertaken in 2024 by HCS. This work will be undertaken in collaboration with the Law Officers Department to provide reassurance that a sufficient legislative base exists for the safe and sustainable development of the sector. A reputational risk assessment of the island's cannabis sector has been completed in Q3.
Delayed	Q4 2023	It is expected that the Sport Review will be published by the end of November and work to implement recommendations has already begun.

Ministerial Priorities 2023

Minister for Sustainable Economic Development

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	BY WHEN
MEDTSC P6.2	To design and begin delivering an elite sport strategy to support our local talent, enrich our local economy and promote Jersey internationally.	A dedicated Sector Officer for Sport will be recruited and they will support the Assistant Minister in developing an elite sport strategy.	Q3 2023
MEDTSC P6.3	Using research being conducted into the value of sport in Jersey to inform future policy and promote the benefits of sport to our community.	Publication of research into the social and economic value of sport in Jersey.	Q1 2023
MEDTSC P7.1	Designating the Jersey Opera House as a major capital project and commence work with new funding on this historic asset.	Obtain planning and building by-law permission, tender, award contract and begin work on the programme of renovations. Develop a new legal operating entity and corporate structure and review operating model.	Q2 2023
MEDTSC P7.2	Progressing the refurbishment of Elizabeth Castle as a major capital project.	Commence works on both the Officers' Quarters and Hospital Block.	Q1 2023
MEDTSC P7.3	Championing the Creative Island Partnership through 2023, facilitating direct engagement with the arts sector.	A 'forward look' of planned events for 2023 will be published. Regular Creative Island Partnership meetings will be undertaken. A Creative Island statement will be published.	Q1 2023
MEDTSC P7.4	Developing and lodging a new bespoke Heritage and Antiquities Law.	A new Heritage and Antiquities Law will be developed and lodged. A consultation will be launched by September.	Q4 2023
MEDTSC P7.5	Developing and lodging amendments to the Public Records Law.	Amendments to the Public Records Law will be developed and lodged. A working group will be established by April.	Q4 2023
MEDTSC P8.1	Engaging with stakeholders from across the tourism sector to develop and publish a new tourism strategy by Q4 2023.	In collaboration with stakeholders, we will develop, consult and publish in November a visitor economy strategy to establish the direction of travel for the industry for 2024 and beyond.	Q4 2023
MEDTSC P8.2	Working with our retail and visitor partners to facilitate new opportunities for growth in the daytime, evening, visitor and events-led economies.	By July, we will work with the cross- departmental Markets Working Group (to include Infrastructure, Housing and Environment Department and the Parish of St Helier) to establish a plan for implementation of the recommendations resulting from the Markets Review undertaken in 2022. By July, we will set up an events working group across the Local Economy Directorate and external stakeholders to conduct a strategic review of the events market, establish criteria for events to be targeted using buy, build or bid methodology. In September, we will review the events licencing process and the Unlawful Public Entertainments (Jersey) Regulations 2007. Establish a plan for legislative update and approval process.	Q3 2023
MEDTSC P8.3	Designing and beginning to deliver a new retail strategy to promote investment and influence placemaking to create attractive and dynamic opportunities for our retail sector.	We will publish a Consumer Survey by April. In October we will begin engagement with relevant internal and external stakeholders to plan and scope a retail strategy.	Q4 2023
MEDTSC P9.1	Working with the Populations and Skills Ministerial Group to addressing the current skills shortage.	Commencing in Q1, meetings will be held with the Population and Skills Ministerial Group. Actions from the meetings will be implemented.	Q4 2023

December Status vs By When	December Revised date if delayed	December Commentary update
Delivered		Dedicated Sport Officer was recruited in March and a performance sport strategy will be published by the end of 2023. Subject to approval of the 2024-2027 Government Plan, suitable delivery partners will be sought to implement the strategy from 2024.
Delayed	Q4 2023	The value of sport in Jersey research took place in the Q1 of 2023. The research will be published alongside the sport review report expected to take place in November.
Mixed - see narrative		Main contractor appointed to undertake the major works with a target completion of Q4/2024 Legal entities under consideration and operating model is being developed in line with the development of the lease agreement which will take some time to complete
Delivered		The refurbishment of the Officers' Quarters and Hospital Block of Elizabeth Castle commenced early 2023 as on target for completion in Q3 2024.
Mixed - see narrative		A webpage with a 'forward looking' events programme was first published in April. Regular Creative Island Partnership meetings have taken place throughout 2023 and the Creative Island statement is due to be delivered in Q1 2024.
Delayed	Q1 2024	Ongoing development of the new Heritage (Jersey) Law 202-. Further work on supporting the enabling legislation is being developed to allow this to be lodged alongside Primary Legislation.
Delayed	Q1 2024	Proposed amendments are being developed alongside a code of practice. Consultation to follow with key stakeholders in early 2024.
On Track		The visitor economy strategy has been developed in consultation with the industry and is in the finalisation stage to be published shortly with launch to be planned in Q1 2024.
Mixed - see narrative		We have collaborated on a development plan together with the Markets Review Group. We are a senior supplier on the project board which has been established to provide strategic oversight and we continue to work with colleagues in IHE to develop a timeline for the revitalisation and to ensure the interest of retail, hospitality and visitor sectors are considered. The events working group has been established and first met in June, and the strategic review is currently under way with consultation workshop expected to be held for the remaining of Q4. A plan has been established for the legislative update and approval process.
Delivered		Consumer Survey was published in August and we began engagement with relevant internal and external stakeholders to scope the the retail strategy.
Delivered		Population and Skills Ministerial officer group, is now driven through the Future Economy Board to align Economy demand and skills supply.

Ministerial Priorities 2023

Minister for Sustainable Economic Development

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	BY WHEN
MEDTSC P9.2	Including productivity standards as a condition for inward investment.	Identify means for evaluating productivity of inward investment businesses in February. Include Growth Value Added per full-time equivalent employee, within assessment criteria for inward investment applications.	Q1 2023
MEDTSC P9.3	Driving productivity improvements through digital innovation.	Work with stakeholders to identify digital programmes and projects that will enhance productivity.	Q3 2023
MEDTSC P9.3	Driving productivity improvements through the Productivity Support Scheme.	Conduct a review of the 2022 scheme and implement recommendations into a new 2023 scheme.	Q2 2023
MEDTSC P9.3	Driving productivity improvements through the Rural Initiative Scheme.	Deliver a revised Rural Initiative Scheme, which will provide financial support for rural projects specifically aimed at improving productivity within the sector.	Q4 2023
MEDTSC P10	Move into the delivery phase of the Technology Accelerator Fund.	We will finalise the governance arrangements around the fund distribution, our relationship with the delivery partner and will commence the delivery phase.	Q2 2023
Departmental MEDTCS KA1	Further key actions, which support delivery across all Minister for Economic Development, Tourism, Sport and Culture priorities:	Develop and consult on a comprehensive digital strategy to enable a high-performing, entrepreneurial and technologically advanced economy and recognises the importance of digital tools and services across the economy and the life-choices and wellbeing of Islanders.	Q4 2023
Departmental MEDTCS KA2	Further key actions, which support delivery across all Minister for Economic Development, Tourism, Sport and Culture priorities:	To maintain Jersey's Data Adequacy status in Europe and the UK.	Q4 2023
Departmental MEDTCS KA3	Further key actions, which support delivery across all Minister for Economic Development, Tourism, Sport and Culture priorities:	We will work with stakeholders to put in place a telecoms security framework that will ensure the security and resilience of Jersey's telecoms networks.	2024
Departmental MEDTCS KA4	Further key actions, which support delivery across all Minister for Economic Development, Tourism, Sport and Culture priorities:	We will improve Jersey's cyber resilience through the development of the legislative mandate for the Cyber Security Centre for Jersey to enable full operation independence from Government by early 2024.	2024
Departmental MEDTCS KA5	Further key actions, which support delivery across all Minister for Economic Development, Tourism, Sport and Culture priorities:	We will review the accountability and funding structure for Arms' Length Organisations.	Q4 2023

December Status vs By When	December Revised date if delayed	December Commentary update
Delivered		Productivity levels of a business is now included as an application assessment area. A productivity calculator is used to determine the forecast Growth Value Added per full time employee over the first 3 years of its licence.
Delayed	Q1 2024	Good Ministerial engagement has led to the development of a Digital Economy strategy which will identify a programme with short/medium/long term deliverables.
Delivered		The ministerial priority to review the 2022 Productivity Support Scheme and apply lessons learnt to 2023 scheme completed. Up to 8 applications approved and funding of £350,000 allocated through the 2023 scheme, helping to support Minister of Sustainable Economic Development priorities around productivity as well objectives on resilient and sustainable economic growth.
Delivered		The revised scheme was delivered in January 2023 alongside the Rural Support Scheme and over 60 capital projects have been assisted in 2023.
Mixed - see narrative	Q4 2023	The governance around the fund distribution and the interactions between Government of Jersey and the delivery partner is expected to have been signed off by the end of 2023. Commencement of the delivery phase is on track. The open programme opened the 29th June.
Delayed	Q1 2024	Good ministerial and cross-government collaboration has been key to ensure strong alignment with the call to action within the Future Economy Programme. There was strong engagement with a wide range of stakeholders during the public consultation throughout October and November. Output of which has fed into the drafting timeline for the final strategy publication, which has been delayed to early 2024.
Delivered		Officers have supported the programme of work to maintain Jersey's Data Adequacy status with Europe and UK.
On Track		We have had ongoing meetings with Stakeholders, and their feedback has been taken into consideration for the final draft regulation which is expected to have been signed off by the Minister at the end of November 2023. The expectation was for the lodging to take place in February 2024, however the delivery of the legislative underpinning for the framework has been delayed until Q2 2024. The plan is still to complete the remaining work of the framework in 2024 but there could be a possibility that it might lead to a delay.
On Track		Ministerial direction was received for the Jersey Cyber Security centre to be stood up as a corporation sole. As a result of the public consultation on the proposed policy intentions the feedback has helped shaped the first draft of the new Cyber Law. Lodging is planned to take place in the first half of 2024.
Not started	2024	Recruitment has been a challenge to securing the resources required to take forward this work.

Ministerial Priorities 2023

Minister for Sustainable Economic Development

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	BY WHEN
Departmental MEDTCS KA6	Further key actions, which support delivery across all Minister for Economic Development, Tourism, Sport and Culture priorities:	We will begin to scope a Social Enterprise framework.	Q4 2023
Departmental MEDTCS KA7	Further key actions, which support delivery across all Minister for Economic Development, Tourism, Sport and Culture priorities:	Begin to scope a Sustainability framework.	Q4 2023

December Status vs By When	December Revised date if delayed	December Commentary update
Delivered		We have conducted research into governmental social enterprise frameworks in other jurisdictions. Following this research a number of workstreams have been planned for 2024.
Delivered		Initially the approach was to develop a distinct sustainability framework. However, the subject was seen as so important that it has been integrated as the main driver for the Future Economy Programme. As such the Strategy and Delivery Framework launched in October both included sustainability as the central theme of both documents and even include it within the titles of both.