



Ministerial Plans

R.139/2022



Government
Programme

2023-26



Contents

Introduction	5
Chief Minister	7
Minister for Children and Education	11
Minister for Economic Development, Tourism, Sport and Culture	17
Minister for the Environment	21
Minister for External Relations	25
Minister for Health and Social Services	29
Minister for Home Affairs	35
Minister for Housing and Communities	39
Minister for Infrastructure	43
Minister for International Development	47
Minister for Social Security	51
Minister for Treasury and Resources	55
Council of Minister's Legislative Programme for 2023	58

Jersey: A Thriving Community

Introduction

The Ministerial Plans form part of the Government Programme 2023-2026 and set out:

- each Minister's priorities; and
- the Council of Minister's Legislative Programme for 2023

The Ministerial Plans will be updated each year.

Further information on the functions discharged by each Minister and Assistant Ministers can be found in the Art. 30A Ministerial Responsibilities: Ministers and Assistant Ministers Report when presented to the States Assembly.





Chief Minister

Deputy Kristina Moore

Assistant Ministers



Deputy
Lucy Stephenson



Deputy
Alex Curtis



Connétable
Andy Jehan

Ministerial Priorities

My priorities are:

1. Leading a government that is trusted, compassionate, and responsive, by:

- leading and co-ordinating the work of the Council of Ministers.
- creating positive opportunities for Ministers and Government to listen to and engage with Islanders and stakeholders, including a series of open evenings in each of the parishes to engage with parishioners.
- supporting the Engagement and Information Review to ensure the appropriate communication arrangements are in place. An action plan will be developed to improve the

range and accessibility of data and information across Government and make a formal and structured process for better inclusion of minority and less heard groups in policy development processes.

- opening constituency offices in each voting district.
- drawing on Jersey's unique heritage, progress the development of a cultural diversity centre to provide advice and information; and encourage Islanders from all backgrounds to come together and celebrate their unique identities, promoting diversity and inclusion in the Island.

2. Strengthening the relationship between the Government, States and the parishes, by:

- holding monthly meetings with the President of Scrutiny Liaison Committee.
- holding quarterly meetings with Scrutiny chairs to discuss progress on ministerial work programmes.
- developing and publishing an annual programme of Ministerial priorities and associated legislation. Each Minister will provide an annual progress report to the relevant Scrutiny panel in December each year.
- Council of Ministers (CoM) meeting once a month in each of the parishes across the year. This will provide the Connétable, parish officials and parishioners the opportunity to meet with Council of Ministers to discuss parish issues.

3. Building strong partnerships across the whole of government, the private sector and charitable and community organisations to deliver real benefits for Islanders.

4. Directing and requiring that governance arrangements are in place to support a culture of delivery and robust decision making, that is efficient, effective, value for money, transparent and accountable across the whole of Government, by:

- supporting departments to improve delivery and engender a culture that is customer focused and strives for continuous improvement in productivity and reliability of its services.
- tasking officials to develop intelligent integrated government data insights to support robust decision making, and adoption of the Statistics Code of Practice to build a culture of trust, quality and value in the production and release of government data.
- ensuring use of the Public Accounts Committee (PAC) Tracker model to report progress on Scrutiny Panels' recommendations on a quarterly basis

and to monitor key States Assembly decisions and reviews.

- establishing an Assistant Ministers forum to support the work of the Council of Ministers and enable cross-cutting work
- improving the trust and accountability of Government which is a clear priority in our Common Strategic Policy.
- examining the current structures and procedures under the States of Jersey Employment Law to determine what reforms are needed to the Jersey Appointments Commission, the States Employment Board and the role of the Chief Executive and Executive Leadership Team.

5. Reviewing the capacity and resources of the Strategic Housing function to ensure Government has strong and sustained actions to tackle the housing crisis and increase home ownership.

6. Making support to children and their families central to the work of this new Government by leading on delivery of the outcomes of the 2017 Care Inquiry Report, to ensure we learn from the mistakes of the past and ensure that we delivery positive change.

7. Supporting an engaged and productive public service by listening and engaging with staff, by:

- undertaking a programme of departmental site visits, webinar and staff leadership development events.
- undertaking a "Be Heard" staff engagement survey and communicate to staff the results by the end of quarter 3 (2023).
- increasing the number of key worker housing units by at least 100 by the end of 2023.
- growing our talent through training and development programmes and increasing the number of apprentices employed by the Government year on year.

- ensuring that the public service values are demonstrated in everything we do.

8. Continuing to support the delivery of efficient, effective public services, by:

- prioritising, through the States Employment Board (SEB), the delivery of strategic workforce planning (across departments), with a particular focus on recruitment and retention of staff in critical frontline services for example Children's Social Care, Education and Healthcare.
- assuring that we enhance our cyber security maturity.

9. Progressing population and migration policy by:

- developing the Council of Ministers' Common Population Policy for presentation to the States Assembly, in line with the requirements of the States of Jersey, by end June 2023.
- re-structuring operational systems to effectively manage responsive migration controls.
- providing resources to collect accurate and timely statistics on populations trends including migration and immigration volumes and analysis.
- leading the Population and Skills Ministerial Group which will provide a central political forum for matters relating to population policy, the employment market and the skills needs of the Island.
- updating the 2(1)(e) policy to enhance the economic, social, and benefits to the Island from a fewer number of 2(1)(e) applicants, while valuing our high value resident community. This will include a review of available performance data and industry-engagement.



Annual Report for the year ending 31st August 2018 under the
Education Act 2002 for children in
Reception Classes and Years 1 to 7 inclusive

Government of JERSEY

Please complete and return this form to the school before the date shown and use it to give staff to assist in completing the
Annual Report for the year ending 31st August 2018. Children to return this form to the school.

Parent/Carer Name: _____

Address: _____

Postcode: _____

Telephone: _____

Signature: _____

Date: _____



Minister for Children and Education

Deputy Inna Gardiner

Assistant Ministers



Deputy
Louise Doublet



Connétable
Richard Vibert

Ministerial Priorities

My priorities are:

1. Ensuring all children and young people have the best education available to them, from early years through to adulthood, by:

- ensuring that education is shaped around children, their needs and their human rights and that children and young people are listened to at every level of the Education system and where possible their views are taken into account and acted on.
- using the Council of Ministers' mission commitment to put schools at the heart of an inclusive community approach to innovate and establish the best leadership and partnership models for schools, which have children, their families and communities as their focus.
- continuing to modernise and enrich the Jersey curriculum to reflect the challenges of the modern-day world

so that all children and young people are happy to learn and can go on to succeed and be the best that they can be, whatever their background or individual needs.

- offering evidence-based approaches that support families and children who need early help and support within an outward looking education and support system.
- providing new ways of including and supporting learners with particular needs, better supporting children and young people who are multi-lingual learners, further development to the schools' funding formula and further upskilling the teaching workforce through the rollout of continuous professional development programmes.
- recruiting more specialist staff to work with children to access the curriculum and continuing to develop our workforce to improve how we teach and support

children and better target support where it is needed across inclusive schools.

- developing plans for legal reform of the Education Law that will promote inclusion, autonomy of schools, and clear systems of governance and accountability, whilst continuing to promote inclusive communities and support for all children and families to access the highest quality education.
- identifying and implementing a model of early years services that is child-centred, equitable, efficient, and affordable that can deliver very good outcomes for all children and families.
- engaging with families to understand how parenting support services can be improved and better accessed, including designing, and piloting an integrated progress check at age 3 during 2022/3.
- recognising the importance of communication and language in the early years and beyond, and working in partnership with Jersey Library and Every Child Our Future (ECOF) to increase literacy levels and enjoyment through all ages of our population.
- reviewing and delivering on the capital programme, including the production of a roadmap for the re-development of schools in Town, and explore models of community integration for schools in Jersey.
- publishing and delivering the next phase of delivery of the school meals programme to States schools in Jersey.
- recognising that all children need regular and frequent access to green space and nature in order to flourish, and search for and act on opportunities to increase access to these wherever children and young people are accessing education.

2. Implementing the Children and Young People’s Emotional Wellbeing and Mental Health Strategy 2022-25 and delivering improved health and wellbeing outcomes for children and

young people, by:

- continuing to reduce CAMHS waiting times for ADHD neuro-developmental assessments and to maintain within target waiting times post-Children and Family Hub triage, for initial assessments, therapy, and autism assessments.
- implementing new data and recording systems to improve measurement, monitoring, and improvement to performance standards, towards an annual report from 2023.
- launching the now fully recruited to Early Intervention Service, in September 2022, providing mental health support earlier, in the right environments including schools, and aligning and organising Tier 2 support approaches.
- recruiting to and launching our new Neuro-Developmental Service in 2023.
- extending our Duty and Assessment Service in 2023 and providing an out of hours crisis support service for children, young people, and families.
- addressing and implementing forthcoming recommendations from the C&AG Review Report.
- continuing to update the CYPES estate ensuring disability accessibility and safeguarding requirements are addressed.

3. Improving our social care services for children and building on the Jersey Care Inquiry recommendations, by:

- working across Government to deliver our corporate parenting responsibilities. This will mean children in the care of the Minister, and care leavers, will be supported by the Government to thrive and prepare to move into adulthood.
- working with partners to improve continuity in care, early identification of need and better co-ordination of services.
- ensuring our services are safeguarding children and young people with targeted focus on the most vulnerable.

- delivering system change so that we better support and care for our children. This will include delivering programmes which aim to keep children safely with their families and where this is not possible to provide a loving home for them. Our promise will be to ensure we all thrive together.
- developing a Community Partnership Group, involving CYPES, Health and Community Services, Housing, States of Jersey Police, Customer and Local Services, the parishes and honorary police. This would be a proportionate, focussed, evidence-based approach with partners to address issues of antisocial and offending behaviour.
- ensuring we have enough capacity to support our most vulnerable children and families, for those either in care or through preventative work and continuing to work with children and families to improve the quality of our services.
- delivering improvements in our residential care services including developing and enhancing therapeutic support working closely with the range of services.
- delivering sustainable improvements within the Greenfields Secure Unit and developing long term strategic plans for the unit through engagement and participation with service users, the public and system partners.
- increasing support across Fostering and Adoption Services to ensure our parents and carers are getting the right help when needed.

4. Working in partnership to deliver a range of services for children and young people, by:

- launching the new Integrated and Intensive Support Service, which will provide targeted extra intensive support for young people to enable them to achieve and be safely cared for in their families and as an alternative to care.
- developing relationships and support for multilingual young people into

community-based provision.

- continuing to deliver on the Youth Service Improvement Programme.
- delivering on the capital programme to provide young people with fit for purpose community-based provision in St Helier and Le Squez.
- establishing ways to meaningfully involve and engage children and young people in delivering improvements to services by developing participation standards across CYPES and introducing accountability and governance structures.
- ensuring all front-facing CYPES services to children and young people are rights respecting.
- continuing to develop the work of the Youth Parliament and school councils to ensure children and young people have an active voice in their schools, colleges and community.

5. Establishing a strong, engaged and valued workforce working on behalf of children, young people and their families and ensuring services are delivered safely and effectively, by:

- addressing the acute recruitment challenges faced in nurseries, childcare settings, schools, Children's Social Work, Residential Care and CAMHS. To develop bespoke campaigns and improve processes to attract future colleagues to work for our services.
- engaging with early years providers to understand and address the challenges of workforce pressures.
- addressing staff wellbeing by listening to the needs of the workforce, addressing day-to-day work challenges, for example workload, and providing opportunities for colleagues to grow with the organisation.
- ensuring robust governance, safeguarding and quality assurance frameworks are in place across CYPES and schools, ensuring children and young people are protected and service operate effectively.

6. Enhancing Jersey's skills system to ensure it is responsive to the evolving needs of the economy and Islanders' aspirations, by:

- continuing to build strong partnerships between Government, industry, and employers to ensure that local education and training fully prepares learners for the workplace.
- confirming an agreed approach to upgrading the teaching and learning facilities at Highlands College to ensure they mirror high-quality contemporary workplaces.
- ensuring Islanders of all ages can access training opportunities which support them to develop new and additional skills required by our changing economy.
- taking forward the actions recommended in the recent Further Education and Skills White Paper and proposed changes to higher education funding.
- working with ministerial colleagues, and the People and Skills Ministerial Group, to ensure skills policy and delivery is coordinated across Government.
- promoting individual and employer investment in lifelong learning by developing strong and visible culture and raise awareness of the importance and benefits of lifelong learning.





Minister for Economic Development, Tourism, Sport and Culture

Deputy Kirsten Morel

Assistant Ministers



Deputy
Alex Curtis



Deputy
Lucy Stephenson

Ministerial Priorities

My priorities are:

1. **Developing an economic framework which will champion a sustainable and inclusive approach and drive an economy that is consistently high-performing, environmentally sustainable, entrepreneurial and technologically advanced. I will work with other ministers to develop policies and mechanisms to alleviate the current problems of staff shortages and helping Islanders cope with the rising cost of living.**
2. **Working with stakeholders to ensure that Government interactions are simple and efficient for new and existing businesses, entrepreneurs and social enterprises, by:**
 - producing a review identifying existing barriers to business by Q1 2023.
 - beginning the process of lowering barriers to business following identification of, and preparing, necessary legislative changes where needed.
3. **Identifying new international opportunities for Jersey businesses and work to deepen our Island's economic ties to our closest neighbours, by:**
 - 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
 - tracking Jersey's progress via regular questions to industry to be included in Statistics Jersey's Business Tendency Survey.
 - publishing export and inward investment strategies by the end of Q1 2023 and beginning to implement them during 2023.
 - 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.

- deepening our cultural and economic links with France, particularly the departments of Ile et Vilaine and La Manche.

4. Working with our key partners to ensure our Island maintains robust transport and digital connectivity, improving resilience and expanding choice for consumers, by:

- launching a public consultation on an enhanced competition framework by Q2 2023.
- re-establishing the Ports Policy Group to provide clear direction to Ports of Jersey as a vital States-owned body.
- developing and lodge amendments to update the Shipping (Jersey) Law 2002.

5. Recognising the importance of our marine and agriculture sectors, by supporting these industries to improve productivity, environmental performance and Jersey's food security, by:

- implementing the Rural and Marine Economic Frameworks.
- expanding the provision of the Rural Initiative Scheme.
- providing additional support to the fishing industry to meet new safety standards.
- supporting the development of the medicinal cannabis industry into a highly regulated, robust and innovative, export-focused element of our rural economy.

6. Recognising the part sport can play in improving lives and strengthening communities, we will deliver a coordinated and enhanced sport offering for Islanders. We will embrace the power of sport to enrich our local economy and promote Jersey internationally. This will include:

- developing a coordinated approach to sport across Government to help in the delivery of Ministers' strategic priorities.
- designing and begin delivering an elite sport strategy to support our local talent, enrich our local economy and promote Jersey internationally.
- using research being conducted into the value of sport in Jersey to inform future policy and promote the benefits of sport to our community.

7. Ensuring the continued commitment to devote 1% of all Government expenditure to the arts, to support delivery of the Arts and Heritage Strategies, by:

- designating the Jersey Opera House as a major capital project and commence work with new funding on this historic asset.
- progressing the refurbishment of Elizabeth Castle as a major capital project
- championing the Creative Island Partnership through 2023, facilitating direct engagement with the arts sector.
- developing and lodging a new bespoke Heritage and Antiquities Law.
- developing and lodging amendments to the Public Records Law.

8. Creating new opportunities for growth in the daytime, evening, visitor and events-led economies through clearly articulated sector strategies which will encourage investment and influence placemaking to create an attractive and dynamic retail and tourism sector, by:

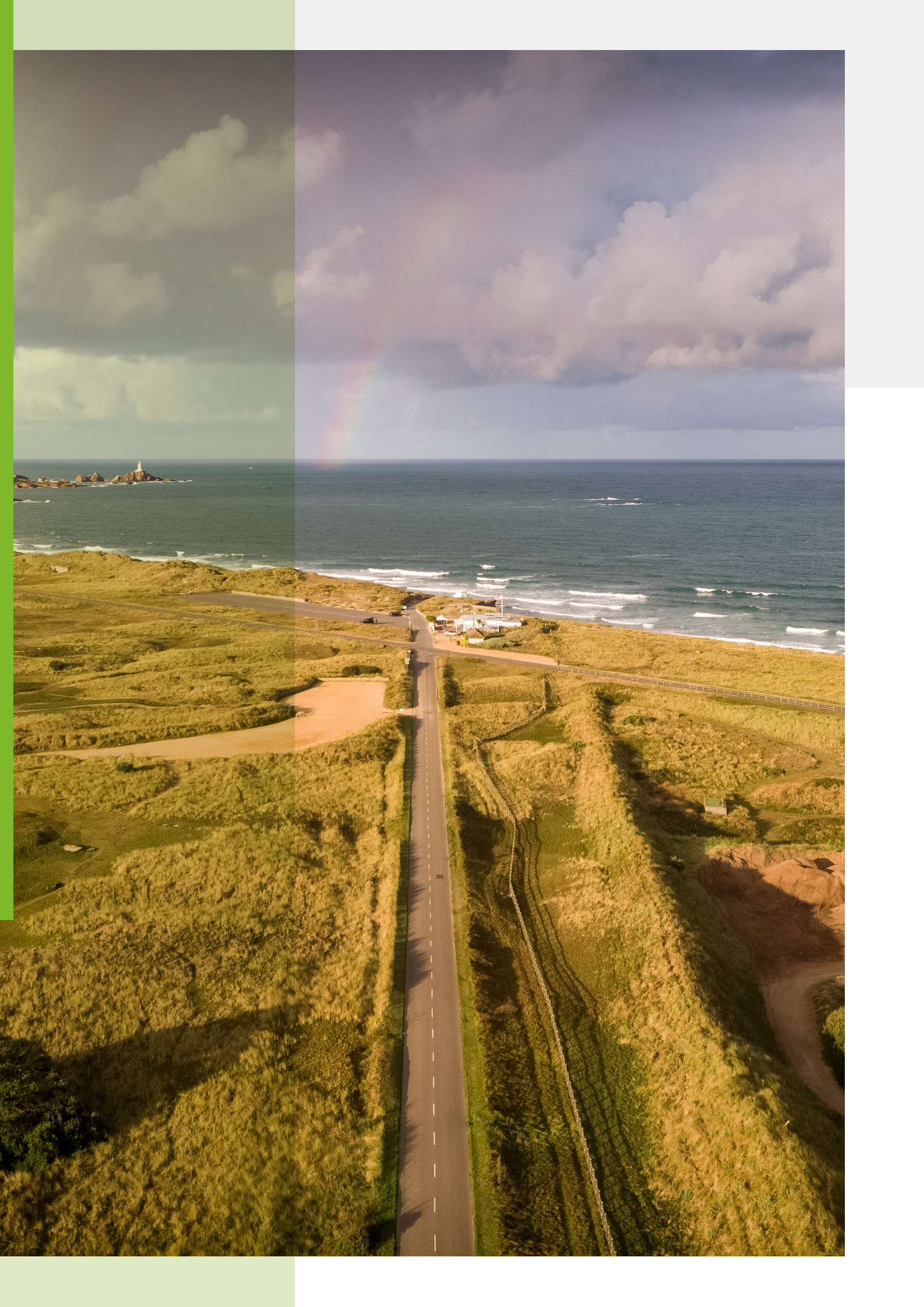
- engaging with stakeholders from across the tourism sector to develop and publish a new tourism strategy by Q4 2023.
- working with our retail and visitor partners to facilitate new opportunities for growth in the daytime, evening, visitor and events-led economies.

- 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.

9. Working, with ministerial colleagues and the Population and Skills Ministerial Group, to realise the full economic potential of Jersey's workforce by fostering an economy that is skills-led, with a digitally empowered workforce supported through the Productivity Support Scheme to modernise, innovate and to become more technologically enabled to improve productivity by:

- working with the Population and Skills Ministerial Group to addressing the current skills shortage.
- including productivity standards as a condition for inward investment.
- driving productivity improvements through the Productivity Support Scheme, the Rural Initiative Scheme and the Technology Accelerator Fund.

10. Deploying the £20m Technology Accelerator Fund, from Q2 2023, to drive prudent and targeted digital solutions to wider Island challenges and we will promote a responsible, internationally competitive and innovative digital and technology sector.





Minister for the Environment

Deputy Jonathan Renouf

Assistant Minister



Deputy
Hilary Jeune

Ministerial Priorities

My priorities are:

1. Tackling the climate emergency by reducing Jersey's carbon emissions in line with our net-zero target and improve our resilience to the impacts of climate change by:

- delivering the first phase of the carbon neutral roadmap including a focus on the decarbonisation of heating buildings and road transport through a just transition.
- reviewing the operation and governance of the Island's energy market to ensure our transition from a reliance on hydrocarbons; and working with Jersey Electricity to ensure the readiness of the grid for accelerated electrification.
- begin developing the necessary consenting regimes and frameworks to enable utility-scale renewable energy generation in the future.

2. Protecting and enhancing Jersey's natural environment and heritage by:

- extending protection of the Island's rich geodiversity to ensure that geo-heritage assets are valued and appreciated.
- designating the Island's first conservation area to protect and improve its special architectural and historic character and appearance.
- developing a marine spatial plan to ensure the sustainable management of the Island's marine environment.
- better protecting biodiversity through new legislation and planning policies; exploring the introduction of biodiversity net gain; progressing a biodiversity strategy to address biodiversity loss (including trees).

3. Ensuring the delivery of the homes and infrastructure that are essential to economic prosperity and Islanders' wellbeing; and enhance the quality of places in the Island, by:

- publishing development briefs for all rezoned housing sites identified in the bridging Island Plan for the provision of affordable homes.
- publishing guidance and schemes about the design, standards and specification of homes, along with density and parking standards, to ensure that they provide good and safe living environments.
- bringing forward proposals to regulate rental property to ensure that minimum standards in rental dwellings are maintained.
- developing a long-term Island-wide water strategy.
- developing and publishing new plans for key areas identified in the Bridging Island Plan including, for example, an improvement plan for St Brelade's Bay.

4. Promoting flexibility, responsiveness, and efficiencies in the way that we work to best meet the needs of our customers by:

- ensuring the planning system is responsive to key priorities; and developing a new Island Plan review process that is agile, efficient and easily accessible.
- enhancing public debate to ensure that the integral links between climate, natural resource quality, environmental quality, active travel, health both physical and mental, and personal responsibility are understood and more widely discussed.







Minister for External Relations

Deputy Philip Ozouf

Assistant Minister



Deputy
Ian Gorst

Ministerial Priorities

My priorities are:

1. **Conducting external relations, concurrently with the Chief Minister, in accordance with the Common Policy on External Relations, which is approved by the Council of Ministers.**
2. **Updating and publishing, on behalf of the Council of Ministers and with input from the States Assembly, the Common Policy on External Relations in Q4 2022, setting the framework within which Jersey's external engagement will be conducted over the next administration.**
3. **Continuing to build positive, long-term relationships with Jersey's external partners to promote and protect the Island's interests through our international engagement, specifically:**
 - *United Kingdom – political relationships:*
 - engaging regularly with UK Ministers, including those of an incoming Government, and cross-party parliamentarians to provide clarity on Jersey's constitutional relationship and value to the UK.
 - undertaking targeted programmes of engagement in the run-up to the UK General Election (which must occur no later than January 2025)
 - engaging on high profile policy issues e.g. providing further constructive detail on Jersey's register of beneficial ownership.
 - ensuring the successful delivery of the British-Irish Council Summit in Jersey in 2023.
 - maintaining and strengthening the Jersey London Office to safeguard the delivery of a successful on-the-ground platform for UK political and officer engagement.

United Kingdom - Trade and Cooperation Agreement (TCA):

- spearheading Jersey's representation in relevant oversight and governance structures.
- continuing to engage with Marine Resources, the domestic fisheries community and international parties in respect of fisheries management, particularly in relation to the next stage of discussions in respect of the nature and extent of fishing rights.

United Kingdom – Free Trade Programme:

- coordinating cross-government input to new FTA deals, including work to clarify the benefits and risks of Jersey's participation.
- pursuing extension mechanisms in respect of services trade, in line with the Island's priority interests.
- leading negotiations to secure agreement of the overarching Memoranda of Understanding in respect of Dispute Resolution.

Supporting Government of Jersey priorities:

- working with Government of Jersey departments and arms-length bodies to support and enhance the Island's economic productivity, using our contacts in the UK, the EU and relationships further afield to inform and support the objectives of the Council of Ministers.
- using our existing – and growing new – external relationships to develop collaborative approaches to areas of common challenge including housing policy, population and migration issues, labour and skills shortages.
- supporting other Government of Jersey departments in the development of strategies around off-Island recruitment and the application of work permits as an immediate response to post-pandemic and post-Brexit labour market shortages.

- playing a key role in developing the Island's response to international developments on tax and beneficial ownership.
- supporting work to develop the new cultural diversity centre, helping to create a focal point for community engagement with effective utilisation of honorary consul and other community networks.

France:

- developing a cross-Government French engagement strategy and establishing a cross-departmental working group by Q3 2022, to steer and oversee work to improve and cultivate Jersey-French relations, including with the French national government.
- undertaking proactive and wide-ranging engagement with regional partners across Normandy and Brittany, including a programme of ministerial and officer inbound and outbound visits complemented by regular regional summits.
- working collaboratively with other departments to develop and implement projects supporting cooperation across trade, connectivity, travel, education, arts, heritage and sport, including exploring the possibility of formalising commitment with the negotiation and implementation of targeted Memoranda of Understanding.
- in conjunction with the Communications Directorate, overseeing implementation of a targeted campaign to improve understanding and perceptions of Jersey by Q1 2023.
- finalising new agreements with the UK's Foreign, Commonwealth and Development Office to allow Jersey officials to make use of the UK's diplomatic platform for short-term deployments to priority jurisdictions, initially in respect of Paris – by Q4 2022.

Russian invasion of Ukraine:

- ensuring Jersey continues to take a proactive and visible leadership role

in supporting the global community in its response to the Russian invasion of Ukraine.

- Implementing international sanctions on designated individuals and entities in a timely and comprehensive way, and by undertaking collaborative multi-agency work as part of an effective whole-of-Island, government/regulator/industry response.
- conducting regular outreach sessions to industry to provide clarity and guidance on issues related to sanctions implementation.

European Union:

- continuing to develop and grow Jersey's profile and engagement with key partners across the EU.
- utilising our overseas representation in London, Brussels and Caen to horizon-scan, lobby and engage directly with EU stakeholders on the ground.
- developing and implementing targeted plans for engagement, with particular focus on those jurisdictions with which we share historic, community and economic ties.
- undertaking a wide programme of ministerial and officer inbound and outbound engagement to build solid and positive bilateral relations.

Global relationships:

- progressing the Global Relations Strategy to increase Jersey's visibility and access to key decision-makers in carefully selected priority jurisdictions outside the UK and EU.
- negotiating new international agreements, such as bilateral investment treaties (e.g. entry into force of the UAE BIT, and negotiation and conclusion of a BIT with Ghana, by Q1 2023) and double taxation agreements (e.g. negotiations with Ghana concluded by Q4 2022).
- building alliances, in conjunction with other Government of Jersey departments, to further international

cooperation in areas such as trade, asset return, tackling financial crime, environmental, digital, cultural and educational collaboration.

Island identity:

- continuing to represent Jersey's interests - and take leadership positions - in strategic multilateral fora, such as the OECD, the Commonwealth Heads of Government meeting, the Commonwealth Enterprise and Investment Council, IMF and World Bank.
- delivering relevant commitments within the Island Identity Report.
- developing a diaspora initiative, including enhancing and growing our #AlwaysJersey platform, to improve connectivity with and engagement of Islanders living abroad.
- delivering an effective international compliance function, including managing the relationship with the Director of Civil Aviation.





Minister for Health and Social Services

Deputy Karen Wilson

Assistant Ministers



Deputy
Rose Binet

Ministerial Priorities

I will address the scale of the challenges faced by Health and Community Services (HCS) by bringing forward plans for radical turnaround and transformation.

My priorities are:

Standards, Quality and Safety

1. Advancing the quality of Government of Jersey health and care services, ensuring they are well governed, safe and person centred, by:

- a. establishing, by end of Q1 2023, an independent board, consisting of experts in health and social care practice, leadership and governance, who will collectively:
 - provide stewardship to HCS placing a greater emphasis on the relationship between governance and quality of care.
 - oversee the delivery of high quality

and safe outcomes for patients and users of HCS's services ensuring they are good value for the taxpayer and comply with statutory duties.

- hold HCS to account for the delivery of safe, effective and patient centred care.
- reform HSC's internal care governance structures, ensuring evidence-based standards for governing the quality and safety of healthcare are embedded in clinical practice and the organisational systems and processes that drive quality, safety, learning and continuous improvement.
- create the conditions which champion development of a healthy and a positive working culture in which HCS staff feel they are valued team members working together to meet patients' needs and that they are free to speak up about any

concerns they have.

- promote greater integration between HCS and the health and social care system.
 - involve patients and the public in the drive for improving quality and performance.
 - oversee and account for the performance of the service and publish audit and information, data and evidence necessary to understanding and driving up standards of care.
 - oversee delivery of the improvement framework developed in response to the Mascie-Taylor report.
- b. publishing a Service Excellence Standard setting out HCS's commitments to its patients and staff. The standard will set out how HSC will listen and respond to the voices of patients and their families and explain what people can do when something goes wrong. It will also drive patient focused services by:
- helping HSC teams to build competence and capability in patient involvement and engagement work.
 - placing greater emphasis on improving the patient experience and introducing robust measurement of service satisfaction.
 - setting out access standards for waiting times and referrals for treatment.
- c. supporting development of a new professional registration law, for debate in 2024, consolidating the five different laws that currently provide for the registration of health and care professionals into one new fit-for-purpose law.
- to advance quality of care, by:**
- a. making plans in 2023 to establish a new strategic health and care policy function which will:
- determine government policy and associated funding and financing arrangements across the whole Island health and care system.
 - scope, with input from Islanders and providers, how best to improve access to, and ensure availability of, high quality, well governed, patient centred services for all Islanders, to include development of:
 - › a primary care strategy in collaboration with the Minister for Social Security, and
 - › a paid-for services strategy to ensure that all Islanders benefit from the ability to attract medical professionals to Jersey who can drive innovation in practice and income generation associated with delivery of paid-for services.
- b. publishing a citizen involvement strategy, setting out how Islanders should be involved in the work of the whole health and care system in Jersey and introducing measures which capture the patient experience.
- c. supporting the development of a dementia strategy and an autism and neurodiversity strategy, setting out how Jersey will provide care and life opportunities for these members of our community.
- d. prioritising the development of the data and evidence needed to understand service capacity and demand, plan improvements and monitor the effectiveness of the Jersey health system and health services.
- e. working across the Council of Ministers to agree and publish, in 2023, a whole Island workforce strategy which will set out how government will address the barriers to recruitment and retention of health and care staff regardless of whether they work for Government of Jersey, primary care or the voluntary and community sector.

Policy and Strategy Development

2. Helping to ensure that the different parts of our Island health and care system work together more effectively

Service Development

3. Helping support improvements to the health and wellbeing of children and adults by:

- a. asking the States Assembly to support revisions to the original Jersey Care Model proposals to focus the previously agreed investment on the expansion of digital health and new forms of care.
- b. overseeing continued development of services that will:
 - enable people to receive high quality treatment in hospital or to recover at home (to include in 2023 a new care, support and discharge support service and enhanced assisted technology devices).
 - see the introduction of evidence-based standards of care that will ensure that people, with particular conditions, receive consistent high-quality treatment and care and understand what treatment they can expect (to include, in 2023, people at end of life).
 - ensure people can be quickly and accurately referred to the right specialist support via a new digital referral service.
 - focus on improving the health and wellbeing of women and girls by beginning work that will inform a women's health strategy, including:
 - › continuing to raise awareness of preventative services such as HPV immunisations, breast and cervical screenings.
 - › supporting the education programme in schools on sexual development, menstrual health and pregnancy.
 - › raising awareness of the menopause.
 - › implementing the maternity improvement plan including pre- and postnatal mental health services and the substantive appointment of a breast-feeding specialist.

Public Engagement

4. Commence scoping, in 2023, an updated:

- service-user led mental health strategy which will focus on:
 - › meeting the treatment and recovery needs of those affected by severe mental illness including those in need of forensic/specialist psychiatric care.
 - › improving access to early intervention and behavioural therapy for families affected by mental illness.
 - › improving the quality and access to specialist provision for young people affected by severe mental illness in collaboration with the Minister for Children and Education.
 - › promoting mental wellbeing and preventing mental ill health.
- suicide prevention strategy which will focus on preventing suicide and reducing incidence of self-injury associated with mental distress.

5. Reviewing the fees and charges associated with assisted reproduction services, contraception and termination of pregnancy. I will also undertake a citizen's engagement process with a view to bringing forward changes to our Termination of Pregnancy Law.

Improving Public Health

- ### 6. Supporting development of more accurate information about health trends in Jersey during 2023, which can be used to decide what services are needed to improve and protect health, and to chart progress over time.
- This information will form part of a wider Jersey Strategic Needs Assessment, to be developed over coming years, which will combine Islanders' views about the services they want to support them, routine data sources on health trends and best evidence internationally on what works in practice.

7. Bringing forward clear recommendations on how to protect Islanders from infectious disease and other environmental threats.

Recommendations will be informed by a forthcoming Health Protection Review. New arrangements will also be put in place to improve data on infectious diseases (surveillance) and to enable Government Department and external organisations to work even more closely together when necessary.

8. Developing a clear plan and service model for how to improve health in both the short and long-term.

The work will consider the best opportunities for promoting health on the Island, will be influenced by Islanders' views about what helps them keep well and will set out where Islanders can gain support to stay well. This will be described in a Public Health Strategy, which will also set out the skills, resources and capacity needed to take things forward in 2023.

New Legislation

9. Supporting continued development of a new public health law to replace the existing out of date Law.

The new law will provide proportionate measures to support the control of infectious disease threats and other hazards and will support Government of Jersey to address health inequalities and to focus on health outcomes across all its activities by taking a Health in all Policies approach. The intention is for the Public Health law to be ready for debate in 2024.

10. Continuing the development of a proposed new law, for debate in 2024, permitting assisted dying in Jersey for residents aged 18 or over.

I will also support the development of end-of-life and palliative care services to ensure that no person chooses an assisted death on the basis that they cannot access – or believe they cannot

access – high quality end-of-life or palliative care services.

11. Commence scoping a potential new law which will focus on safeguarding and protecting adults at risk of harm or neglect and providing for the needs of carers. The end date for this work cannot be known until it is scoped.





Minister for Home Affairs

Deputy Helen Miles

Assistant Ministers



Deputy
Louise Doublet



Deputy
Hilary Jeune

Ministerial Priorities

My priorities are:

1. Ensuring Justice and Home Affairs (JHA) frontline services are appropriately funded to operate effectively, efficiently and perform their statutory functions and addressing significant pressures and key risks affecting JHA Services by:

- investing in the Fire and Rescue and Ambulance Services to address pressing issues in relation to demand and capacity, risk and compliance with modern professional standards.
- establishing the demand on, and capacity of, the Ambulance Service, and determining what the future resourcing model should be, addressing the findings of the Association of Ambulance Chief Executives Review Report 2021.
- investing in public and firefighter safety to address significant risks to due to inadequate resources, concerns about

the service's succession planning and the inability to attract specialist or senior talent from outside Jersey, as highlighted in the National Fire Chiefs Council/Local Government Association Peer Review Report 2022.

- reforming fire safety, including development of new fire precautions legislation, fireworks, and responding to Grenfell Tower Inquiry recommendations and UK Building Safety Programme.
- continuing to develop the existing Combined Control Room Teams, focusing on resilience. Work with each JHA service to establish a governance structure and plan to increase compliance with national standards.
- supporting officers to take forward the departmental People and Culture, Wellbeing and Diversity, and Equality and Inclusion plans.

2. Refreshing our community safety and substance use approach by:

- working closely with our partners on responding to and preventing issues which cause concern in our community by focussing on early intervention and prevention, considering substance use, and other harms such as gambling.
- creating a new building a safer community strategy to replace the previous Building a Safer Society Strategy (BaSS), which lapsed in 2019.
- ensuring we focus on diversity, equality and inclusion.
- developing and delivering a programme for schools as part of an overarching strategic focus on early intervention, filling the gap left after Prison! Me! No! Way! (PMNW) was discontinued.

3. Developing and delivering a modern and effective youth justice policy by reviewing the findings of the previous youth justice reviews and the latest available evidence of effective practice, working with the Minister for Children and Education.

4. Increasing understanding of violence against women and girls through the taskforce established to undertake public engagement and research, and developing and implementing an action plan from the findings.

5. Building and enhancing relationships across Government and the justice system, as well as with the third sector and other key partners, to enable truly joined up and strategic working including preparatory work for a new Criminal Justice Policy.

6. Reforming legislation by:

- developing a new civil contingencies law with a focus on resilience.
- continuing work on reform of the Law of Divorce by developing legislation for delivery post-2023 to introduce the concept of 'no fault' divorce in Jersey Law.

- reviewing firearms legislation.

Service-specific

Jersey Customs and Immigration (JCIS):

- continuing to monitor and review the Work Permit Policy to ensure an appropriate balance between providing an effective border control / being responsive to the Island's bespoke needs and workforce requirements.
- responding to the ongoing development of the UK/Crown Dependencies Union post-Brexit, and the Future Border Immigration System, as part of the Common Travel Area, and work closely with the UK and other Crown Dependencies to develop and implement new processes and legislation to ensure the Island's borders are safe and secure whilst allowing an efficient flow of genuine trade and passenger traffic.
- remaining responsive to the impact of changes to import taxes (including GST) on the service and Islanders, to ensure the efficient collection of revenue with minimal disruption, by investing in systems that enable the necessary functional and technical improvements to be made.

States of Jersey Prison Service (SOJPS):

- embedding a new culture focussed on a rehabilitative model to reduce reoffending, by providing prisoners with the right interventions and environment whilst in prison. This will give them the best possible opportunity to reintegrate with the community upon release, releasing better neighbours.
- embedding the new operating model for the States of Jersey Prison Service including a new and affordable model for staffing that provides opportunities for staff, including an aspiration to professionalize the role of the prison officer and offer qualifications, up to and including degree level, in leadership and rehabilitation.
- reviewing service delivery models within the Prison for Education, Healthcare,

Secure Custody of Young People and Rehabilitation by working with HCS, CYPES and the Probation and After-Care Service.

States of Jersey Police (SOJP):

- building effective, cohesive, inclusive and effective partnerships as a cornerstone of the community policing approach.
- continuing to prepare for the MONEYVAL inspection at the end of 2023 as overseen by a Political Steering Group chaired by the Minister for Treasury and Resources.
- continuing to assess, adapt and respond to the changing demands on the SOJP including demand related to mental health, children and young people. Mental health incidents have increased by 20% in 2022 so far and, as corporate parents, SOJP have a statutory duty within the Children's Law for the wellbeing of young people.





Minister for Housing and Communities

Deputy David Warr

Ministerial Priorities

I will progress a sustainable response to the housing crisis, increasing the supply and delivery of homes whilst improving affordability, quality and security of tenure.

My priorities are:

1. **Continuing to model open and accessible political leadership with respect to the housing crisis, listening to learn from Islanders about the challenges they face and their hopes for the future.**
2. **Working collaboratively with the Strategic Housing Partnership and States Members to find solutions and new opportunities, together.**
3. **Improving the housing situation for Islanders by:**
 - increasing the rate of home ownership, introducing a new scheme backed by an initial £10m investment in 2023.
 - working with the Minister for the Environment in delivering appropriate mechanisms to protect and support private rental tenants, and developing proposals to protect tenants from excessive rent increases, as soon as possible.
 - fully implementing commitments made in response to the Homelessness Strategy in 2023, including formalising the definition of homelessness and working with shelter providers to ensure our most vulnerable Islanders are able to access the right help at the right time, as part of a whole-system response, and improving the visibility of homelessness in Jersey using improved data.
4. **Addressing both the causes and effects of our housing crisis, including:**
 - delivering more homes for Islanders, whilst making better use of the homes we already have, including policies to support right sizing that will be delivered in 2023.
 - taking action to bring vacant homes back to the market, including working with Andium Homes to seek the purchase of sites and turn them into quality, affordable homes for Islanders.
 - delivering fair and sustainable changes to the affordable housing gateway eligibility criteria, further reducing the age requirement to 25 as soon as possible and reviewing the level of savings that are allowed.

- developing new schemes that will help tenants buy their homes, working with social housing providers and, in particular, Andium Homes.
- implementing a housing data intelligence project to improve visibility and understanding of housing trends, and work collaboratively with others to unblock challenges with administrative

data sharing in order to better understand the Island's housing market and make better decisions.

- publishing the Island's first long-term, sustainable strategy for the future of Jersey's housing market, based on a vision that extends beyond political terms and which carefully considers the role of fiscal measures towards a healthy housing market. This strategy will serve to test future housing actions proposed by the States Assembly, ensuring that actions:
 - › both individually and cumulatively, will take Jersey in the right direction
 - › will help to alleviate the housing issues experienced by Islanders today
 - › will leave a legacy of housing that is affordable and fit for future generations.

5. Confirming ongoing funding for the Strategic Housing and Regeneration Team in the Government Plan 2024-27, including reviewing the adequacy of the funding to deliver continued action to tackle the housing crisis.





Minister for Infrastructure

Deputy Tom Binet

Assistant Ministers



Deputy
Steve Ahier

Ministerial Priorities

I will develop and improve the Island's critical infrastructure and its contribution to Islanders' lives, the environment and the economy.

My priorities are:

1. Key Government projects:

- delivering and implementing a review of the current Our Hospital project, in conjunction with ministerial colleagues, to assess the appropriateness and affordability of the current proposals.
- ensuring the completion of the new government headquarters building by mid-2024.
- completing the construction of the new Sewage Treatment Works by the end of 2023, and continue with the decommissioning of the old Sewage Treatment Works.
- continuing a review into the replacement and enhancement of sport facilities, providing a plan for longer term delivery.

- working with the Jersey Development Company to assess the appropriateness and commercial viability of progressing ideas for Fort Regent.
- ensuring the delivery of new mental health facilities during 2023, as directed by the Health and Community Services department.
- subject to funding, working with St Matthew's Church to deliver a new community park facility as an extension to Coronation Park, due to complete in early 2024.

2. Government property:

- ensuring that the Property Directorate can act more widely across the Government of Jersey to ensure effective and efficient coordination across our property assets and highlight the investment needs required.
- ensuring the timely and coordinated release of Government land and

premises associated with the new office headquarters and other property rationalisation projects.

- working in partnership with the Future Places workstream, ministerial colleagues and arm's length bodies to input into a public land vision for St Helier, including delivery of the public realm strategy.
- commissioning a strategic condition survey of the public estate.

3. Waste:

- beginning work on a circular economy strategy to deliver against wider environmental and carbon reduction aims.
- delivering an effective solution for the throughput of inert waste at the La Collette Reclamation Site and plan for the hazardous waste site replacement, extending the lifespan of the solid waste facility.
- enabling the ongoing management of solid waste, through the development of a new permanent strategic store facility to replace the temporary bulky waste store at La Collette.
- assessing delivering of the Bridging Liquid Waste Strategy 2023-26 to support the delivery of new housing across the Island and to ensure longer term environmental resilience.

4. Carbon Neutral Roadmap and Transport:

- supporting the Minister for the Environment in delivering the Carbon Neutral Roadmap.
- working on sustainable transport measures in line with the Sustainable Transport Plan and delivering a Sustainable Transport Roadmap.
- assessing options to deliver the fleet decarbonisation programme, including the assessment of electric vehicle infrastructure and the replacement of petrol/diesel vehicles with alternatives.
- working with the industry to progress taxi provision and efficiency.





Minister for International Development

Deputy Carolyn Labey

Assistant Ministers



Deputy
Steve Ahier

Ministerial Priorities

My priorities are:

1. Ensuring that Jersey meets its obligations as a good global citizen, to help change the narrative about the Island, and to provide opportunities for businesses and individuals, by:

- implementing the 15 specific objectives of the Strategic Plan (published 2022) for Jersey Overseas Aid, and develop detailed, sector-specific strategies for conservation livelihoods and financial inclusion, as have been produced for dairy.
- playing to Jersey's strengths by focusing our development aid on three areas where we add particular value, increasing the size of our portfolio of ongoing dairy, conservation and financial inclusion projects by at least 10%.
- beginning dairy programming in

Zambia, following the recent signing of a Memorandum of Understanding (MOU) with the Ministry of Fisheries and Livestock, reaching at least 2000 more small-holder farmers with Jersey expertise.

- supporting Jersey's financial services industry to develop its offerings in impact investment and sustainable finance and philanthropy.
- standing with Ukraine in its struggle to survive the Russian invasion, adding to the £2.4m of humanitarian assistance already provided by Jersey and ensuring it meets the needs of the civilians worst affected by the war, while responding to other global emergencies, including in Yemen, Syria and Afghanistan.
- diversifying and improving skills in Jersey by increasing the number of opportunities for Islanders to volunteer and providing more career

opportunities in the international development sector through bursaries, internships and United Nations (UN) placements.

- continuing to gradually increase Jersey's official development assistance towards the Organisation for Economic Co-operation and Development (OECD) average (0.33%), raising it from 0.27% in 2022 to 0.28% of GVA in 2023.

2. Ensuring that Jersey continues to nurture a positive and inclusive Island identity by:

- encouraging and providing support to government departments, businesses, arm's length organisations, and the public to implement policies and ideas which progress the opportunities identified in the Island Identity Work Programme.
- promoting the Island with learning opportunities for young people, newcomers and international audiences about the Island's unique constitution, history, culture, environment and community through material provided on the Island Identity website.
- investigating how the Island can be presented internationally and how messaging locally can be made more positive. Through Government policies, the Island's personality and interests abroad will be protected and pursued, and through cross-cutting projects, Jersey will be better understood locally, promoted and celebrated.





Minister for Social Security

Deputy Elaine Millar

Assistant Ministers



Deputy
Malcolm Ferey

Ministerial Priorities

My priorities are:

- 1. Developing targeted support and policies to help Islanders with the rising cost of living, by:**
 - revising the community cost bonus scheme in 2023.
 - implementing a scheme to provide support for families with under five years residency in 2023.
 - working with community organisations to improve the coordination and communication of their services on an ongoing basis.
 - supporting workers through increases in the minimum wage and taking actions to improve their rights in 2023.
 - implementing a scheme to provide community access to period products for those who needs them in Jersey in 2023.
- 2. Reviewing the benefits and support available to adults with long term care needs and their carers by:**
 - evaluating the operation of the Long-Term Care Scheme and carers' benefits in 2023.
 - considering the support provided to people receiving care in their own home, their carers and younger adults in 2023.
 - improving the communications and guidance provided to these customers and the community to improve understanding of the support available in 2023.
 - working with the Minister for Health and Social Services to ensure that the practical support and services available for people receiving care and their carers are well aligned to their needs on an ongoing basis.

3. Reviewing our incapacity and health benefits to enable Islanders to stay in work and access the primary healthcare they need by:

- minimising the impact of health conditions on employees and self-employed people, including an update of benefit rules and setting up a new support service in 2023 and 2024.
- working with the Minister for Health and Social Services to establish schemes to address women's health issues on an ongoing basis.
- reviewing the operation of the Health Access Scheme in 2023.
- working with the Minister for Health and Social Services and the primary care sector to support the delivery of primary care services on an ongoing basis.

4. Developing schemes to improve financial wellbeing in old age and promoting the role of older people in government policy making by:

- developing a policy framework for a statutory workplace pension scheme and investigating possible long-term savings products on an ongoing basis.
- working with the Chief Minister to establish an older persons living forum to ensure the views and needs of older people are reflected across government policies on an ongoing basis.

5. Conducting a review of our benefits landscape to ensure that benefits are well-targeted, modern and effective by:

- undertaking a high-level review across all benefit areas to identify areas where action is required in 2023.
- reviewing the impact of benefit rules on specific groups (e.g. seasonal workers, pensioners just above the income tax threshold) in 2023 and 2024.
- taking into account of the major ongoing IT project to support benefit administration (Transform) in 2023 and 2024.

6. Promoting the Disability Strategy and Social Inclusion and Diversity policies by:

- continuing to implement the disability strategy on an ongoing basis.
- considering the accessibility of communications and guidance notes to ensure that government documents are fully accessible to people with a range of disabilities and are easy to understand in 2023.
- seeking the views of the public on extending discrimination legislation to include religious belief in 2023.

7. Ensuring the long-term sustainability of the Social Security funds by:

- completing actuarial reviews of each of the Social Security funds, taking account of new population projections, and taking action where needed in 2023 and 2024.
- working with the Minister for Treasury and Resources to review the current investment strategies for each fund in 2023.
- confirming the reinstatement of the States Grant into the Social Security fund from 2024, in 2024.

8. Reviewing and enhancing the ways Social Security contributions and benefits issues are communicated with the public by:

- initiating a review of standard letters and guidance notes to make sure they are easy to understand and address customer needs in 2023.
- ensuring that the IT systems used to administer contributions and benefits are designed around the needs of the customer in 2023 and 2024.
- reviewing the use of digital, phone and face to face communications to ensure that Social Security contribution and benefit systems are operated efficiently and are easy to access for all customers on an ongoing basis.





Minister for Treasury and Resources

Deputy Ian Gorst

Assistant Ministers



Deputy
Elaine Millar



Connétable
Richard Vibert



Deputy
Steve Ahier

Ministerial Priorities

My priorities are:

1. Upholding customer service standards by:

- ensuring that there are sufficient resources and effective processes in place within Revenue Jersey and the Finance Hub.
- continuing to work on digital technologies to improve customer experience.
- modernising the tax appeal process making it more open and transparent.
- making ongoing improvements to the accessibility of public facing services.

- beginning to develop the digital strategy for Revenue Jersey customers following the Organisation for Economic Cooperation and Development (OECD) framework.

2. Continuing to transform the Treasury and Exchequer Department by:

- embedding the integrated technology solution for Government (Connect) which will enable continuous improvement within commercial service and finance processes.
- continuing Revenue Jersey transformation, including ongoing enhancements to the revenue

management system and the Future Digital Strategy

3. Investigating and creating funding for community infrastructure by:

- providing funding to support small scale investment in charitable and voluntary sector infrastructure in furtherance of Government objectives.
- considering possible links to existing funds, funding arrangement, local foundations and/or charitable organisations.
- creating a strategy for the administration and management of the fund.
- developing clear guidance on management, oversight, and governance of any related delivery partnerships.

4. Providing finance and commercial support for the Our Hospital Project by:

- facilitating an appropriate and affordable funding strategy for the project.
- providing financial and commercial advice and guidance to the project team.

5. Supporting the current housing situation in the Island by:

- reviewing stamp duty.
- investigating means of funding new housing developments and supporting affordable purchases especially for first time buyers.

6. Finalising and lodging the legislation for the final stage of independent taxation. This would see a move to mandatory independent taxation with an accompanying compensatory allowance by 2025 (if approved by the States Assembly).

7. Maintaining and developing a strong regime for combatting financial crime in Jersey in line with international standards, best practice and the Island's long-term prosperity by:

- publishing the National Strategy for Combatting Money Laundering, the Financing of Terrorism and the Financing of Proliferation of Weapons of Mass Destruction 2022-2026 and associated action plan.
- chairing the Financial Crime Political Steering Group, which takes strategic policy decisions, ensures national cooperation between all agencies and monitors the delivery of the national action plan.
- implementing measures to ensure that, from 2023, all financial crime agencies will regularly report data on their effectiveness which drives national policy.

8. Preparing for and delivering the 2023/2024 MONEYVAL evaluation, which will assess Jersey against the Financial Action Task Force (FATF) international standards on anti-money laundering and countering terrorist financing by:

- implementing and overseeing an effective national structure to prepare for and to conduct the upcoming evaluation.
- delivering the strongest possible result for the Island, and quickly reacting to findings of what will be a critical evaluation for Jersey's international reputation.

9. Overseeing work on Pillars 1 & 2 - the Organisation for Economic Cooperation and Development (OECD) initiative to update international tax rules in light of the digitalising economy to ensure that Jersey aligns with international standards while supporting the Island's long-term prosperity.

10. Leading the delivery of the Financial Services Policy Framework, creating the environment required to enable the continued success of Jersey's financial services industry by facilitating its digital transformation, its continued compliance with global

standards, and its transition into being a leading centre for sustainable finance by:

- developing and implementing a strategic roadmap for sustainable finance.
- enhancing industry’s ability to take advantage of the opportunities created by fintech.
- enhancing consumer protections through implementing a consumer lending legislation and a comprehensive framework for pension regulation.
- updating Jersey’s financial regulatory framework, including a new memorandum of understanding.

11. Reviewing the Government’s insurance strategy by:

- investigating the options for insurance against risks whilst maximising value for money.
- preparing a detailed action plan linked to government risk appetite.

12. Establishing a Value for Money Programme by:

- providing appropriate governance, reporting and resourcing for the Value for Money Programme.
- providing financial and commercial advice and guidance to departments in the delivery of the Value for Money Programme (including savings, improved service effectiveness and better user outcomes).

13. Developing the governance arrangements for arm’s length bodies (which includes arm’s length organisations (ALOs), States-owned entities (SOEs) and other entities) by:

- providing ministerial leadership of relationships with arm’s length bodies, ensuring good value for money of these relationships.
- providing clear guidance to enable arm’s length bodies to contribute and evidence contribution to Government priorities.

14. Infrastructure funding:

- assessing and creating a local infrastructure pool within the Common Investment Fund for investment in income generating local infrastructure.
- ensuring plans preserve liquidity needs whilst also providing a return that reflects the level of risk of the investments.

Council of Minister's Legislative Programme for 2023

This section outlines the legislation that it is aimed will be lodged for debate by the States Assembly during 2023. It does not include policy development and drafting for legislation to be lodged in later years, or business as usual Orders and Commencement Acts.

Chief Minister

Name of Legislation	Brief Description
Statistics and Census (Jersey) Law 2018	To undertake reforms to the legal structure of Statistics Jersey, the role of the Statistics Users Group and the legal requirements for official statistics. This will enhance the independence of Statistics Jersey and improve the protection available to key Government statistics. Amendments to the Law would also introduce better coordination across Jersey's statistical system and provide new mechanisms to support the professional practice of analysts working outside Statistics Jersey. Legislative amendments will be lodged for debate in the Assembly in 2023.
Jersey Public Services Ombudsperson	To develop the necessary legislation to establish an Ombudsperson for Jersey and associated functions. The Ombudsperson will investigate alleged maladministration and service failure by public authorities and drive a higher standard of administration by public services. The legislation will also set standard requirements for complaints handling processes across relevant public bodies. The new Law will be lodged for debate in the Assembly in 2023.
Control of Housing and Work Law	To bring forward secondary legislation to support the Common Population Policy. Following the development of this CoM's first Common Population Policy, the Chief Minister will develop secondary legislation in line with the structure provided by the Control of Housing and Work (Amendment) (Jersey) Law 202- which was approved in March 2022 but is not yet in force. Legislation will be developed during 2023 to develop robust and flexible housing and work controls to support the implementation of the agreed Common Population Policy. The controls address the occupation and ownership of dwellings and the ability to work and run a business. The intention is to develop and then seek approval for secondary legislation during 2023 and to enact the new primary law.

Name of Legislation	Brief Description
States of Jersey Law 2005	To provide a power for the Chief Minister to be able to suspend ministers in certain circumstances and to further define the role of the Deputy Chief Minister. This would address a current deficiency in the Law, which provides mechanisms to appoint and to dismiss ministers but not to suspend them. Changes to the Law will be developed with a view to them being lodged for debate in the Assembly in 2023.
Employment of States of Jersey Employees (Jersey) Law 2005	To ensure the constitution and role of the States Employment Board is underpinned by a modern legislative base. To put in place effective statutory arrangements to set and monitor performance standards for the Chief Executive Officer, and to enhance the legal and operational independence of the Jersey Appointments Commission. This work will commence in 2023.

Minister for Children and Education

Name of Legislation	Brief Description
Regulations for independent advocacy	Children and Young People (Jersey) Law 2022 requires the Minister for Children and Education to bring forward regulations that describe clear legal parameters for independent advocacy. Regulations provide for a children's voice and influence in decision-making.
Children and Young People Amendment Law	As agreed in the previous Assembly's debate of the original Law, the Minister will return with an amending Law with revised wording to replace drafting error identified during the debate of the original Law.
Higher Education Order	To revise the current Order in two phases. Firstly, increase HE grants for overseas students. Secondly bring forward revised bandings for grant awards and include differentiated levels of award depending on where student is studying.

Minister for Economic Development, Tourism, Sports and Culture

Name of Legislation	Brief Description
Heritage and Antiquities Law 202-	Robust legislation for the protection and management of finds of national archaeological and historical significance to Jersey
Public Records (Jersey) Law - amendments	Changes are needed to ensure the Law remains fit for purpose. The proposed changes include clarifying the duties of the Archivist and the ongoing resourcing required, and refining definitions and wording used throughout the Law.
Telecommunications (Jersey) Law 2002	The A.57 modifications will introduce a Telecoms Security Framework for Jersey that is aligned with the UK's Telecoms Security Act 2021. The introduction of a Telecoms Security Framework for Jersey is seen as a Ministerial priority.
Shipping Law	A number of changes to shipping legislation have been identified that are required to meet international obligations, respond to court rulings, and to bring offences under shipping laws into line with other Jersey equivalents. Necessary changes to shipping legislation have been approved by ministers as far back as 2016 yet have been delayed and/or deprioritised from being passed into law. Ports of Jersey (PoJ) and Law Officers Department (LOD) colleagues have recently reviewed the legislative changes needed and have brought forward these proposals.
Export Control Order	Drafting the Order(s) to control the export of 'strategic' goods. This Order(s) will be finalised in the latter half of 2023 or early 2024.
Cyber Defence (Jersey) Law	Legislation is needed to provide the clarity and broad legal framework that CERT.JE is the body on Jersey to gather, analyse, review and disseminate cyber security information and threat analysis both locally and internationally and has the capacity and ability to handle the sensitive data appropriately.

Minister for the Environment

Name of Legislation	Brief Description
Food Safety (Jersey) Law 202-	Introduce a new primary Food Law which will include regulation to allow the Minister to require registration of food businesses and the introduction of fees.
Conservation area regulations	Primary legislation necessary to deal with breaches of control and the potential funding of improvements in conservation areas. Changes to General Development Order have begun. A new Order is needed for designating conservation areas. Will also require regulations to outline fines, etc.

Name of Legislation	Brief Description
CITES (Trade of Endangered Species)	A modification to existing Law to allow for automatic species changes in Appendices in ambulatory accord with UK. This would modernise our legislation meaning that we did not have to change the appendices every time a new species is added to them. This would allow us to follow changes made in UK legislation and result in clarity for operational staff dealing in cites imports / exports.
Amendments to the Regulation of Care (Jersey) Law 2014	Legislative amendments to extend the remit of the independent Jersey Care Commission to regulate hospital, mental health and ambulance services.
Review of Planning and Building (Jersey) Law and/or Island Plan (Order)	Review of requisite parts of the planning framework to deliver a more flexible and responsive Island Plan review process. Currently the Bridging Island Plan Order is within the Covid-19 Law. Need to redefine the Planning and Building Law (Article 4) to include the Bridging Island Plan process. Consultation to be held Q4 2022.
Sea Fisheries (Jersey) Law 1994 and/or associated Regulations	To implement the fisheries provisions of the Trade Co-operation Agreement. Changes will be to the Licensing of Fishing Boats Regulations and possibly to the 1994 Law in relation to replacement vessels.

Minister for External Relations

Name of Legislation	Brief Description
Financial Sanctions Legislation Amendments	Amendments to financial sanctions legislation related to full implementation of international standards

Minister for Health and Social Services

Name of Legislation	Brief Description
Mental Health (Jersey) Law 2016 and the Capacity and Self-Determination (Jersey) Law in 2016	Bring forward, in 2023, a first tranche of changes to the existing laws to enable better deployment of staff with the right skills and experience to support the best possible care of clients, and to improve existing statutory provisions so that the Courts can deal with mentally disordered defendants in a way that serves the interests of justice and the interests of defendants who may require assessment or treatment. To start scoping a second tranche of proposed changes, for development by 2025, to ensure the legislation continues to enable the effective delivery of the best possible care and is human rights compliant.

Minister for Home Affairs

Name of Legislation	Brief Description
Crime (International Co-operation) (Amendment No.3) Law	To enable the backing of warrants of arrest issued in Guernsey and the Isle of Man.
Revised remand arrangements for children	To expand the ways in which children who are not granted bail can be accommodated.
Draft Police (Complaints and Conduct) (Jersey) Regulations 202-	Regulations to provide for the detailed process for police complaints, further to the overarching primary legislation passed in 2022.
Marriage and Civil Partnership (Amendments) (Jersey) Law 202-	A short modification that rectifies a drafting matter.
Children and Civil Status Law 202-	Legislation to be lodged by the Minister for Children and Education, but with significant consequential amendments to Civil Status legislation under the Minister for Home Affairs.
Draft Crime (Prejudice and Public Disorder) (Jersey) Law 202-	Intended to describe and address crimes motivated or aggravated by prejudice, and to update Jersey's public order offences.
Criminal Justice (Young Offenders in Secure Accommodation) (Miscellaneous Amendments) (Jersey) Law 202-	To modernise and improve the rules for youth detention.
Prison (Amendment No. 8) (Jersey) Law 202-	To create a system of post-custodial supervision for people leaving prison.
Export Control Order	Drafting the Order(s) to control the export of 'strategic' goods. This Order(s) will be finalised in the latter half of 2023 or early 2024.

Minister for Housing and Communities

Name of Legislation	Brief Description
Residential Tenancy (Jersey) Law 2011	This law creates a legal framework in respect of some tenancies that last no more than 9 years. Detailed law drafting instructions have been prepared to extend the scope of the law to create protections for a greater number of residents. Balance measures for tenants and landlords. Provide clarification on a number of areas such as evictions, peaceful enjoyment and uninhabitable premises. Provide greater security of tenure through the creation of different tenancy types. Provide for regulation and order-making powers, future proofing this area. Law drafting will start early in 2023 and approval for the new provisions will be sought following a period of public consultation on the new legal proposals.

Minister for Infrastructure

Name of Legislation	Brief Description
Commercial Vehicle	Following the adoption of the Commercial Vehicle (Licencing of Operators) (Jersey) Law 2022, bring forward secondary legislation to enable implementation

Minister for Social Security

Name of Legislation	Brief Description
Community Costs Bonus (Jersey) Regulations 2020	The current Community Costs Bonus Regulations will expire at the end of 2022. They provide an annual payment to households that satisfy specific eligibility criteria. New Regulations will be developed and implemented in 2023 following a review to confirm the appropriate target groups and level and manner of payment.

Name of Legislation	Brief Description
<p>Employment (Jersey) Law 2003</p>	<p>The Employment Law provides a legal framework of rights and responsibilities between employers and employees. The independent Employment Forum is conducting a review into the treatment of workers on zero-hour contracts and subject to similar modern working practices. Subject to the outcome of the review, the Employment Law will be updated in 2023. Separately, legislation will be brought forward to provide statutory bereavement leave to parents following the death of a child.</p> <p>Subject to further work on minimum and living wage policy, legislation may be amended in this area.</p>
<p>Long-Term Care (Jersey) Law 2012</p>	<p>The Long-Term Care Law provides benefits to adults who have long term care needs, with benefits paid out of a ring-fenced fund. The Minister will review the overall scheme in 2023 and, subject to the outcome of the review, will initiate changes to the Law, in particular with respect to the support provided to people receiving care in their own homes and their families.</p>
<p>Social Security (Jersey) Law 1974</p>	<p>The Social Security Law collects contributions from employers and working age people and makes benefit payments to eligible individuals. Improving support for working age people with a health condition is likely to include legislative changes to the Short-Term Incapacity Allowance in 2023. Separately, following a high-level review of benefit coverage, amendments to the Law may be developed to remove anomalies in eligibility conditions as they apply to seasonal workers and resident workers.</p>
<p>Income Support (Jersey) Law 2007</p>	<p>The Income Support Law provides means tested support on a household basis with a weekly payment reflecting the size and needs of the household and the level of its own income and assets. Subject to the outcome of the Minister's review of the long-term care scheme, the Income Support law may be extended to provide additional support to low-income households receiving care in their own home. Separately, following the review of the Health Access Scheme, the Income Support Law may be extended to establish the Scheme on a statutory basis.</p>

Minister for Treasury and Resources

Name of Legislation	Brief Description
<p>Limited Liability Companies (ILLCs)</p>	<p>Power to elect to form a limited liability company which is a body corporate</p>
<p>Consumer Lending</p>	<p>Introduce a consumer lending regulatory regime</p>
<p>Pensions Regulation – Ombudsman</p>	<p>Widening the remit of the Financial Services Ombudsman to include complaints in relation to Jersey tax approved occupational pension schemes.</p>

Name of Legislation	Brief Description
Beneficial Ownership Regulations and associated amendments to the financial crime regime	Legislation amending the provisions on access to beneficial ownership information
Exemptions from AML/CFT requirements - Secondary Legislation	Legislation to cover fully all entities required to conduct AML/CFT obligations in line with international standards
Not for Profit Law Order	An Order making provision for regulation of certain higher risk Not for Profit Organisations related to Terrorist Financing
Financial Crime Offences - DPAs	The introduction of Deferred Prosecution Agreements in Jersey
Misc. Technical Amendments to POCL	Technical amendments related to the full implementation of international standards for financial crime.
Virtual Assets Regulation - VASPS regime	Legislative amendments to implement the international standards concerning regulation of virtual assets
Finance (Budget 2024) (Jersey) Law 202	Implementation of tax proposals outlined in the Government Plan 2024-2027
Income Tax (Amendment – Stage 2 of Independent Taxation) (Jersey) Law 202	Implementation of final phase of independent taxation including a compensatory allowance and requirements for mandatory independent taxation
OECD International tax agenda	Implementation of Jersey’s commitment to the OECD’s two-pillar initiative on tax issues arising from the digitalising economy
Assistance in Collection	Implementing Jersey’s commitment to provide assistance to the UK in collection of tax debts, agreed in 2017
Common Reporting Standard Amendment Regulations	Improving the administration of CRS and FATCA

Non-Ministerial

Name of Legislation	Brief Description
Family Courts Registrars Change of Title Law	<p>The instructions ask for amendments to do three things:</p> <ol style="list-style-type: none"><li data-bbox="560 439 1385 506">I. replace all references to the “Registrar” in legislation relating to matrimonial causes and children with “Family Judge”<li data-bbox="560 517 1385 584">II. transfer functions of the Judicial Greffier which are, in practice, part of the role of the Family Judge, to the Family Judge<li data-bbox="560 595 1385 685">III. add the office of Family Judge to the list in Schedule 1 of the Employment of States of Jersey Employees (Jersey) Law 2005, so that a Family Judge is not a States’ employee
