STATES OF JERSEY

DELIVERY OF THE COMMON STRATEGIC POLICY (S.R.5/2025): RESPONSE OF THE CHIEF MINISTER

Presented to the States on 13th January 2026
by the Chief Minister

STATES GREFFE

COMMON STRATEGIC POLICY REVIEW (S.R.5/2025): RESPONSE OF THE CHIEF MINISTER

Ministerial Response to:	S.R.5/2025
Ministerial Response required by:	12th January 2026
Review title:	Delivery of the Common Strategic Policy
Scrutiny Panel:	Common Strategic Policy Review Panel

INTRODUCTION

In 2024, the Council of Ministers proposed a Common Strategic Policy focused on sensible and practical measures to make Islanders' lives better. This was adopted by the States Assembly.

The Common Strategic Policy included 13 specific priorities where meaningful and measurable progress could be made to deliver real benefit to our Island community.

Ministers have delivered on these commitments.

The Council of Ministers wish to thank the Common Strategic Policy Review Panel for their detailed review. The report of the Panel recognises that there have been notable achievements. In other areas, it is understood that the Panel believes that progress has been slower, uneven, or dependent on other decisions. The Council of Ministers disagrees. Across the board, substantial delivery has taken place.

This has included, amongst other things: all primary school children gaining access to school meals and all adults receiving reduced cost or free GP visits; meeting our commitment to raise the minimum wage to two-thirds of the median wage with a large business support package; newly lodged legislation tackling violence against woman and girls; tangible progress on building a new hospital, including planning permission and the appointment of a preferred main works delivery partner; and providing more affordable homes and protections for tenants.

Measures have also been put in place to support Jersey's economy, increase competitiveness, and strengthen external relations, alongside substantial improvements in the speed and effectiveness of our planning system; and keeping government duties, fees and charges as low as possible.

At the same time, Ministers have prioritised curbing public expenditure, demonstrating reductions in the rate of growth, including constraining consultancy spend and staff, while delivering substantial additional investment in frontline services, such as health care and children's services.

Finally, an extensive legislative and policy programme will be concluded before the election, including legislation to tackle Violence against Women and Girls, Assisted

Dying, Alcohol and Licensing, Residential Tenancy, Cyber Security, and a new Capital Investment Fund.

These are all considerable developments in a 2-year term of office.

A full progress report on the delivery of the Common Strategic Policy will be issued in line with the recommendations of the Panel.

The Council of Ministers are confident that the new government, when formulating the proposed Common Strategic Policy and associated Budgets, will consider the findings and recommendations of the Panel in further detail.

FINDINGS

	Findings	**Comments**
1	Ministers generally agreed that narrowing the Common Strategic Policy priorities was appropriate and beneficial, particularly given the 28-month term. A focused set of priorities was seen as improving delivery and reducing the risk of spreading resources too thin.	Noted.
2	Progress has been made in expanding nursery and childcare provision for children aged 2 to 3 years, including through pilot programmes supporting children with additional needs and increased funding in the proposed Budget 2026–2029, if approved. However, challenges remain in workforce recruitment and retention, and in identifying suitable sites to expand provision further.	Funding was approved in the Budget 2026-2029. The sector workforce challenges are not unique with the UK and other jurisdictions facing similar if not worse positions. The Minister is working with the sector and other stakeholders to find local solutions that increase recruitment and retention.
3	While progress has been made in lifelong learning and skills development, the Government has not yet implemented the NASEN recommendation to extend educational provision for young people with special educational needs up to age 25. This gap limits the inclusivity and continuity of lifelong learning opportunities, despite being directly aligned with the CSP's stated priorities for skills development and inclusion.	Initial discussions have taken place through the Inclusion Review Delivery Board. At present, Highlands College is supporting some students with additional needs until the age of 21. This recommendation is a priority and is part of the ongoing update of the SEND Code of Practice as part of the wider SEND Review scheduled for 2026. Proposing the 19–25 extension within the revised Code would enable policy alignment and provide an operational framework for future implementation. Any formal extension of statutory SEND entitlement beyond age 19 will require wider

	Findings	Comments
		consideration, in addition to amendments to the Education Law, together with additional funding to support assessment, provision, and post-19 pathways. These changes must therefore be considered within the broader legislative timetable, the Government's cross-departmental policy development processes, and future budget planning.
4	Preparatory works for the new hospital at Overdale are underway, with initial site clearance completed and further work scheduled for late 2025. While procurement of the main delivery partner was delayed, this is not expected to affect the overall timeline.	In 2025, the procurement process for the preferred Main Works Delivery Partner (MWDP) was extended to ensure that the most economically advantageous tenders were received. In Q4 2025 a Preferred Tenderer for the Acute Hospital was appointed, alongside the placement of another contract with a local contractor for the site hoardings and clearance.
5	Implementing the Violence Against Women and Girls related legislation will require additional resources for the Police and other departments, which are already under increased demand. While financial implications will be addressed in the 2027 Budget, the first annual VAWG Taskforce progress report shows that 27 recommendations have been completed, 42 are in progress, and the remainder are pending or not yet started.	The second annual VAWG Taskforce progress report will be published before the end of this term of government. All items of VAWG legislation will contain estimated running costs on an ongoing basis, as well as an overall assessment of the capacity of the criminal justice system to manage the increase in reporting from VAWG offences following the publication of the first Taskforce report.
6	While the Government has generally sought to limit increases in fees and charges, the Proposed Budget introduces two new Health and Social Services fees aimed at encouraging behavioural change and improving service efficiency. The introduction of new charges during a period of ongoing cost of living pressures may be perceived as inconsistent with the CSP priority to minimise additional costs for Islanders.	The proposed charges are aimed at behaviour change where people choose to use services inappropriately. Specific categories of people will be considered for exemptions.
7	While progress has been made in reducing regulatory burdens and improving access to business support, challenges remain in areas such as cybersecurity and broader digital transformation, which will require continued focus to fully deliver on CSP priorities.	The draft Cyber Security (Jersey) Law 202- was lodged in November 2025 to strengthen Jersey's resilience against cyber threats and safeguard critical infrastructure. It introduces the Jersey Cyber Security Centre as the national authority for cyber security, with operational independence and clear objectives to prepare for, protect against, and respond to cyber incidents.

	Findings	Comments
		If approved, the legislation delivers a robust framework for cyber security governance, incident response, and critical infrastructure protection in Jersey. This Budget also provides additional investment in government digital systems, including funding for the Cyber 2.0 programme responding to the increasing complex cyber threat, and numerous digital programmes to drive service and efficiency improvements, including in relation to Social Security, Digital Health, and Planning.
8	While progress has been made in public realm improvements, and cycling and walking infrastructure, there is no single, integrated plan for St Helier's revitalisation. Governance and collaboration between departments exists but could be strengthened, particularly with sustainability and accessibility considerations, which are not consistently embedded in project design.	Public realm schemes, safer routes to school, and road safety initiatives all prioritise active travel and adhere to Sustainable Transport Policy. Improvements are delivered in conjunction with other developments and works. Accepting that budget constraints exist, a significant number of tactical interventions have been implemented, including enhanced cycle parking and the development of cycle wayfinding routes in partnership with parishes. Future funding requirements for this element are outlined in the Government's Long-Term Capital Plan. An interactive document "Mapping Change and Investment and St Helier" has also been published providing a single, integrated plan which helps islanders, investors, and decision-makers understand the broader vision for the town and the positive changes under way. With regards to accessibility, all works are designed and constructed in accordance with national best practice guidance and in consultation with groups representing the disabled community. Alongside this, the number of town centre Blue Badge parking spaces has been significantly increased. Additionally, the regulation of public transport services, such as buses and taxi-cabs, considering the needs of persons with disabilities.
9	Progress on modernising the planning service has been achieved through internal reprioritisation rather than additional funding. Measures such as clearing backlogs, introducing structured pre-	Decision-making has improved by more than 10% across 2025; applications pending determination have reduced by around 50%; approval rates have increased to over 90%

	Findings	Comments
	application advice, and consulting on amendments to permitted development rights are important preparatory steps in reforming the planning service.	(compared with around 82% at the start of 2024). The development industry has welcomed a more structured and visible approach to engagement and accountability. This is underpinned by the Development Industry Partnership Board which provides a regular forum for constructive dialogue. Updates are also underway to the General Development Orders to make it easier for Islanders and businesses to carry out works without needing planning permission, with initial changes expected in early 2026. Work is also progressing on improvements to the planning appeals process and the Island Plan, with the Minister intending to lodge amendments early in the New Year.
10	The consultancy freeze has led to delays in progressing some business-as-usual work, including the development of a water strategy.	Consultancy costs have significantly decreased because of the consultancy freeze. At the same time, investment in front line services has increased. The delivery of the Common Strategic Policy Priorities has also continued. A very substantial legislative and policy programme is also reaching conclusion. Accordingly, while saving significantly on consultancy costs, the programme of government has been delivered.
11	Progress has been made in delivering a number of CSP priorities across education, health, economic, and housing areas. This includes the provision of nutritious school meals in all States primary schools, reductions in GP fees for Health Access Scheme users, the commencement of the transition towards a living wage with associated employer support, and the introduction of measures to increase affordable housing and strengthen tenancy protections.	GP fees were reduced for all adults. For children, surgery visits are free. For adults not on the Health Access Scheme, surgery visit fees were reduced by £10. For adults on the Health Access Scheme surgery visits were reduced from a patient fee of £12 to £10. All states primary schools now have access to school meals on a daily basis with free school meals available for eligible children.
12	While Ministers broadly supported the allocation of funding in the Proposed Budget 2026 - 2029 within their areas, there remain concerns regarding the overall balance of investment across	Health and Children's Services remain priorities, with funding being directed to these areas in 2026.

	Findings	Comments
	government priorities with health and education dominating the growth bids.	This is being done alongside investment in economic competitiveness, to address other key risks, and to deliver strategic priorities.
13	The Proposed Budget 2026–2029 has been presented as a "bridging budget," intended to maintain short-term financial stability until the next Government, at which point decisions will need to be made regarding medium and longer-term funding.	The 2026 – 2029 Budget sets the foundations for longer-term financial planning, including establishing the Jersey Capital Investment Fund and long-term financial planning.
14	Ministers generally supported short-term reduction of the grant to the Social Security Fund but raised concerns about long-term sustainability. Some advocated for using the Fund for capital investment with returns, rather than revenue spending. There is no shared strategy for future use or replenishment of the Fund.	The Budget 2026 - 2029 includes a commitment to: *"Alongside the regular actuarial review of the Social Security scheme as at 31st December 2025, the Minister for Social Security will instruct the independent actuary to undertake a full review of the current funding policy of the scheme as established in the late 1990s. The review will include the outcome of the decisions taken at that time and an assessment of the current position. An international comparison of similar government funded schemes will be undertaken and an assessment of the level of assets considered to be prudent to support such a scheme. The actuary will also be asked to set out a range of options in terms of the future sustainable funding of the scheme, in terms of both contribution levels and the future role and nature of an annual States grant into the scheme*" The review will report in June 2026. This will provide a substantial and increased evidence base for the incoming government.
15	While some age-friendly measures are being addressed through routine regulatory processes, there is no clear governance structure or coordinated plan to ensure delivery. The absence of a defined lead Minister and delivery plan raises concerns about meeting the July 2026 deadline for the Age-Friendly Infrastructure Framework.	The 2024 annual report on the Common Population Policy identified a clear "Ageing Well Roadmap" with delivery objectives under 5 headings. The 2025 report will be published in Q1 2026 and will include an update on the Ageing Well roadmap, including progress on the Age Friendly Infrastructure Framework.
16	Significant investment is planned in digital infrastructure over the 2026–2029 budget period, including upgrades to core	Alongside additional budget allocations, appropriate and robust project management and

	Findings	Comments
	systems, digital health initiatives, and the development of government digital platforms. The Minister for Sustainable Economic Development raised concerns over the effectiveness of past expenditure, which suggests that digital transformation may continue to be a high-cost but underperforming area without clearer oversight, measurable outcomes, and cross-government alignment.	oversight is essential, including learning the lessons of past projects.
17	While Diversity, Equity and Inclusion principles are acknowledged in the CSP and some mechanisms exist, they are not yet fully embedded in policy development or budgetary decision-making.	This is an integrated part of policymaking. The same policy template is used across government, including a specific section on equality issues.
18	While Ministers recognise the urgency of tackling skills shortages, efforts remain fragmented. The overlapping responsibilities between the Education and Economy Departments demand stronger cross-ministerial coordination, yet current collaboration on upskilling and lifelong learning appears limited.	Recent programmes addressing skills shortages include the Skills Development Scheme and the Better Business Support Package. This work includes cross-departmental working, for example, the Chief Economist sits on the Skills Development Scheme panel, and the Head of Skills participates in discussions with the Better Business Support Package Board and the Future Economy Programme Board. Where deficiencies in collaboration are identified, whether at officer or Ministerial level, they are remedied.
19	Cross-ministerial collaboration exists in principle but is inconsistent in practice. Several Ministers reported limited engagement with others on shared priorities, particularly around skills, childcare, and digital transformation. Ministerial groups (e.g. determinants of health, sports, cost of living) are in place but lack formalised delivery plans.	Levels of cross-ministerial and cross-departmental working are high, both formally through ministerial groups and at the Council of Ministers, and informally, including 121 discussions and daily interactions in the new office building.
20	There have been successful examples of cross-departmental collaboration which has resulted in increased community use of school facilities and practical improvements to public spaces, such as Broad Street, to incorporate accessibility and age-friendly design principles.	Ministers remain committed to continuing enhancements to the public realm as part of the wider revitalisation of St Helier. It is also essential that our building assets are used sustainably with public use maximised as far as this is possible. All public realm schemes are designed and constructed in accordance with national best practice design guidance, incorporating age-friendly principles and developed in consultation

	Findings	Comments
		with special interest groups representing the disabled community. In addition, these schemes, along with safer routes to school and road safety initiatives, prioritise active travel and follow the transport hierarchy set out in the Sustainable Transport Policy. This approach directly benefits vulnerable groups, particularly the young, elderly, and infirm, by supporting active travel choices over private car use. Recent examples include the New Cut Public Realm works, the Bagatelle Safer Routes to School works, and improved crossings to sheltered housing in Trinity and St John's village amongst others. These were developed in conjunction with the relative parishes and schools.
21	The Future Jersey Vision and the associated ten Island Outcomes provide a comprehensive framework for guiding Government priorities and measuring quality of life. However, delivery has been lacking in some areas, in particular environmental and community well-being outcomes.	Four out of the seven outcomes within Environmental and Community wellbeing are rated as Green. The Government has deliberately been focussing on those areas which are Red and more challenging. The Island Outcomes Indicator dashboard can be found on the Statistics Jersey website: Island outcome indicators | Statistics Jersey ,

RECOMMENDATIONS

Note: In the coming three months, Ministers are prioritising the final delivery of the government's programme of work before the election period formally commences on 20th April 2026.

This has informed decisions on whether to accept or reject recommendations.

The future Council of Ministers may wish to consider the recommendations further when developing the new Common Strategic Policy.

	Recommendations	To	Accept/ Reject	Comments	Target date of action/ completion
1	In relation to the nursery and childcare pilot programmes, cross-	CoM	Accept	Funding was approved in the Budget 2026-2029.	Immediate

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	departmental work should be strengthened to address workforce and site availability challenges, ensuring the sustainable delivery of the universal nursery offer for 2 to 3 year olds.			The impact of the new 2-3 childcare funding will be monitored over 2026 and 2027 to determine the impacts on capacity for provision in the sector. The Minister is working with the sector and other stakeholders to find local solutions that increase recruitment and retention. This includes, as part of a cross-government approach, nursery roles have been included as an essential role under licenced lease only housing status.	
2	The Council of Ministers should ensure that an integrated revitalisation plan for St Helier is mapped out as part of end-of-term planning, with clear governance arrangements, including cross-departmental representation on the Regeneration Steering Group. The plan should embed environmental and accessibility standards in all projects and include measurable milestones to track progress.	CoM	Reject	The publication of the "Mapping change and Investment in St Helier" document demonstrates the Government's commitment to delivering an integrated approach to the future development of St Helier. The Government do not agree that additional policy is currently needed above the extensive policy frameworks that already exist and are published. This includes the conceptual Plan for Town formed by the Bridging Island Plan which centres on the three key policy themes of sustainability, vibrancy and growth. It also highlights the connections and influence of other existing major policy such as the St Helier Public Realm and Movement Strategy, St Helier Urban Character Appraisal, St Helier Design Guidance SPG, Southwest St Helier Planning Framework, the Shoreline Management Plan, and non-development policy such as the Future-Fit Retail Roadmap. All public realm schemes are designed and constructed in accordance with national best practice design guidance, incorporating age-friendly principles and developed in consultation with special interest groups representing the disabled community. In addition, these schemes, along with bridging the ring	N/A

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				road, safer routes to school and road safety initiatives, prioritise active travel and follow the transport hierarchy set out in the Sustainable Transport Policy. This approach directly benefits vulnerable groups, particularly the young, elderly, and infirm, by supporting active travel choices over private car use A sustainable and well-coordinated plan for town must be both strategic and long-term in its nature and therefore coordinating and delivering the extensive policy already in existence is favoured above repeatedly changing policy without tangible delivery having had chance to take place. The Regeneration Steering Group already has the mandate as a cross-departmental sub-group of the Council of Minsters with responsibly for regeneration policy, including guiding the activities of the States of Jersey Development Company and overseeing major government property and development decisions.	
3	In terms of monitoring and evaluation, the Council of Ministers should introduce outcome-based performance metrics for all CSP priorities, with annual public reporting moving forward. An update on the current CSP priorities delivery should be published in Q1 2026, prior to the next election.	CoM	Partially Accept	The Common Strategic Policy is monitored in an outcome-based manner, measuring progress against the Sustainable Wellbeing Themes and Island Outcomes of Future Jersey (2017-2037). An update on progress will be published before the end of this term of Government.	Ongoing
4	The Council of Ministers should, before the end of Q1 2026, review the impact of the	CoM	Partially Accept	Consultancy costs have significantly decreased because of the consultancy freeze.	Ongoing

	Recommendations	To	Accept/ Reject	Comments	Target date of action/ completion
	consultancy freeze on departmental capacity, identifying all critical business-as-usual work that has been delayed. The aim being to equip the incoming government post-election with a clear understanding of outstanding priorities, enabling it to take an informed view and swift establishment of the new CSP priorities.			At the same time, investment in front line services has increased; the delivery of the Common Strategic Policy Priorities has also continued; and a very substantial legislative and policy programme is reaching conclusion. It is clear therefore that the necessary work of government continues. The costs of consultancy in 2024 and 2025 will be evaluated in Q1 2026, enabling the new government to determine how to proceed.	
5	The Council of Ministers should develop a long-term sustainability plan for the Social Security Fund, including modelling of demographic pressures and future service needs.	CoM	Reject	The Budget 2026 - 2029 includes a commitment to: *"Alongside the regular actuarial review of the Social Security scheme as at 31st December 2025, the Minister for Social Security will instruct the independent actuary to undertake a full review of the current funding policy of the scheme as established in the late 1990s. The review will include the outcome of the decisions taken at that time and an assessment of the current position. An international comparison of similar government funded schemes will be undertaken and an assessment of the level of assets considered to be prudent to support such a scheme. The actuary will also be asked to set out a range of options in terms of the future sustainable funding of the scheme, in terms of both contribution levels and the future role and nature of an annual States grant into the scheme*" The review will report in June 2026. This will provide a substantial evidence base for the incoming government. This, rather than an outgoing	N/A

	Recommendations	To	Accept/ Reject	Comments	Target date of action/ completion
				government producing a long-term plan based on limited evidence, is the appropriate action.	
6	For any future proposals to reduce the States Grant to the Social Security Fund, the Minister for Social Security should establish criteria, by Q3 2026, for using the reduction in funds for capital investment where a return can be generated, with appropriate safeguards against revenue use.	MSS	Reject	See response to recommendation 5 above.	N/A
7	The Council of Ministers should publish annual reports on the impact of reduced grants to the Social Security Fund on both the solvency of the Fund versus the gains in CSP deliverables and outcomes.	CoM	Reject	See response to recommendation 5 above.	N/A
8	The Council of Ministers should, in recognition of Jersey's ageing population, present a report by the end of Q1 2026 detailing actions taken to how demographic changes will affect policies across the board in areas such as pensions, workforce,	CoM	Reject	The 2025 annual report on the Common Population Policy will be published in Q1 2026, including an update on the Ageing Well Roadmap and commentary on demographic issues. In addition, demographic matters are consistently factored into policies and strategies as they are developed, for example, the delivery of health services and infrastructure, and pension	N/A

	Recommendations	To	Accept/ Reject	Comments	Target date of action/ completion
	care, education, housing and other relevant areas. The report should include an assessment of progress to date, identify gaps, and set out clear recommendations to equip the incoming government post-election with a coherent framework for managing the long-term social and economic impacts of demographic change.			provision, and economic and fiscal strategies. It is for the new government to make its decisions on how to continue this work.	
9	By February 2026, the Council of Ministers should publish a progress update on delivering the Age-Friendly Infrastructure Framework by July 2026, including detail on how consistent standards across Government, parishes, and third parties will be incorporated to the Framework.	CoM	Reject	See above.	N/A
10	The Chief Minister should include in his legacy report that responsibility for Diversity, Equity and Inclusion oversight should be assigned to a dedicated Ministerial portfolio or cross-government steering group.	CM	Reject	Responsibility for Diversity, Equity and Inclusion sits within the Chief Minister's portfolio and is currently delegated to an Assistant Minister to the Chief Minister as set out in R.-118/2024. In addition, the Vice Chair of the States Employment Board has similar functions in relation to public employees. The future allocation of responsibilities within government is a matter for the future government.	N/A
11	The Council of Ministers should formalise cross-Ministerial working groups with clear terms	CoM	Reject	Ministerial Groups are formally established, and their terms of reference are published.	N/A

	Recommendations	To	Accept/ Reject	Comments	Target date of action/ completion
	of reference, delivery plans, and reporting mechanisms. To consider if roles such as Deputy Chief Minister, as with other jurisdictions, could be appointed to coordinate certain cross-cutting priorities on behalf of the Chief Minister. This should form part of a formal governance structure established before the election and designed to span political cycles, ensuring continuity and accountability.			This includes appropriate ministerial leadership to coordinate activities and details of membership, being mindful to avoid any conflicts between regulatory and delivery functions. In relation to the Deputy Chief Minister, the role is performed effectively in support of the Chief Minister.	