

# **STATES OF JERSEY**



## **STRATEGIC AIMS REPORT AND DISCUSSION PAPER**

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**Presented to the States on 30th December 2003  
by the Policy and Resources Committee**

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**STATES GREFFE**

# **Strategic Aims Report and Discussion Paper**

## **Part I – Summary of Aims & Indicators of Success**

## **Introduction to the Strategic Aims report and Discussion Paper**

The attached document is a record of the work of the Policy and Resources Committee, (supported by four States Members Working-Groups), in pursuit of the objective of preparing a Strategic Plan for the States of Jersey. It also reflects discussions which took place at the Imagine Jersey event held in November. This report sets out the draft Strategic Aims which could form the basis for a Strategic Plan. Part I sets out the Strategic Aims and success measures for these aims. Part II also sets out the tasks that have been identified to meet these Strategic Aims.

The report is published as a discussion document which will subsequently form the basis for a prioritised Strategic Plan to be lodged with the States in April 2004.

### **Next Steps**

As the plan has developed, it has become clear that States Members, the Public and businesses have very wide and sometimes conflicting aspirations of what needs to be done. If we are to set a clear direction which safeguards Jersey's future, we must resolve these conflicts and prioritise the tasks within the resources available. The Policy and Resources Committee is committed to achieving this, having first engaged States Members and as wide a cross section of the Public as possible, in a discussion about what is economically, environmentally and socially feasible. We intend to use meetings, discussion documents and other opportunities to explore the choices which have to be made. This process will focus on the effect on the Economy of choices on taxation, growth and economic development. We will then explore the effect of these on the environment and on society in terms of employment and social inclusion. A detailed timetable will be published in January.

The Committee believes that once these choices are properly understood, it will be for States Members, advised by the Public and Business, to set a clear course for the future. When the course has been chosen and set out in a final Strategic Plan, the Policy and Resources Committee is determined that the plans and promises made in the Strategic Plan will be delivered. We are determined that this vision will not be lost or forgotten and that we will demonstrate the leadership necessary to achieve our shared objectives.

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# FOREWORD

Jersey has enjoyed excellent services, a high quality of life and a vibrant economy for many years and we need to ensure that it will continue to do so for many years to come. In recent times, the Island has weathered the global economic downturn better than most comparable economies, but we have to face the challenge of the future if we are to secure our current high standard of living for ourselves and our children.

Over the last 18 months, all the departments of the States of Jersey have been implementing changes in order to prepare the Island for the introduction of a Ministerial System of Government, due to be completed during 2005.

The transformations that will take place will be painstaking – change is never easy – but the end result will be a streamlined and effective system of government that is better suited to the Island’s needs and better prepared to face today’s challenges.

A new Government requires a new vision, and our desire to achieve this is the primary motivation for the production of the 2004 Strategic Plan. We also believe that in order for us to build a more efficient, joined-up system of government, it is essential for us all to work to the same objectives. Most government departments have always worked to their own business plans and in accordance with States’ Policy. They will continue to do so, but within the broader framework of a Strategic Plan for all States business, which will ensure that we are all working towards the same objectives.

For the future we must have clear direction and leadership to ensure coherence, consistency and above all, efficiency in public sector work. The Policy & Resources Committee hopes that, by producing and implementing the Strategic Plan, it will be able to meet the expectations that people, both within the States and outside, have of it.

To date, production of the Strategic Plan has involved hours of discussion and debate in working-groups, expert advice and public consultation at *Imagine Jersey*. It has involved politicians, the Public and public servants.

We hope that this paper reflects the many different views and concerns that have been expressed throughout the process. As a result of the public consultation that we have carried out, and the further events that will take place, we believe that the overall aspiration for Jersey and the nine aims will receive widespread support and comprehension.

We also believe that the detailed tasks set out Part II are sensible and command support. However, States’ resources are finite and we have committed ourselves to reducing the level of States’ spending in real terms over the next few years. Therefore we must be realistic about what can be achieved. We must prioritise the large number of tasks, clearly identifying the most important and those which we cannot deliver.

At *Imagine Jersey* 300 people shared their hopes and aspirations and also produced a short list of 28 “essentials” that they believed should be addressed. They also identified a new Strategic Aim, “Investing in Young People” which has been included in this report. When we considered how to reflect the essentials in the prioritisation exercise, it became clear that some of them conflict with others and that many would require substantial investment. It is our view that we have to agree in some detail the sort of future we want for our Island and the people

who live here. The aspiration which drives this plan is a good one, but what do we mean when we talk about a prosperous future and what trade-offs will we have to make to secure it?

We are therefore publishing this Report and Discussion Paper as the background to a debate with States Members and the Public about the realistic and practical issues we face. Our intention is to reach a conclusion about the future direction for Jersey by the end of March. We will then use that conclusion as the basis for prioritising the aims of the States' Strategic Plan and setting realistic targets for action and investment.

We hope that as many people as possible will join in this discussion.

**Senator Frank Walker**

**President  
Policy and Resources Committee**

# Introduction

## The Strategic Aims Report and Discussion Paper

This paper has a number of intentions. Primarily, it sets out to share with all Members of the States and the Public the progress that has been made so far in the Strategic Planning process. It presents a summary of the key Strategic Aims that have been identified by States Members and which were the subject of a weekend public consultation event “Imagine Jersey.” Imagine Jersey also resulted in an additional Aim, “To Invest in Jersey’s Youth,” which has been incorporated into this report.

Although this report is still in its early stages, we feel that it is essential for people to become involved in the strategic planning process as soon as possible. This not only allows time for comment and debate, but also for familiarisation with the issues, choices and challenges that the Island faces.

We hope that by ensuring that the strategic planning process is an open one, the choices that we make during the prioritisation process and in drafting a final strategic plan will be better understood by all.

Further public consultation and information-sharing will be taking place in the next stages of the strategic planning process and we hope that you will take the opportunity to participate. We are very aware that only by ensuring that the objectives and priorities set out in the final plan are shared by many will we be able to achieve them in full.

## Part 1

This Strategic Aims Report and Discussion Paper is presented in two parts. Part I sets out a high-level summary of the overall ‘Aspirations for Jersey’ and the ‘Aims to be achieved’. Each section takes one of the nine aims, identifies what must be achieved and sets out for each of these how success could be measured.

At the *Imagine Jersey* event 300 people identified the 28 “essentials” they believe should be achieved. These are listed at the end of Part I, with details of where they feature in the detailed plan.

## Part 2

This part of the paper presents the nine aims in detail. For each aim it sets out tasks which are seen as being desirable in order to deliver the aim successfully.

## Prioritisation and Next Steps

This report does not attempt to prioritise between aims or tasks. However, if the Strategic Plan is to be delivered it will be necessary to be very clear about what is fundamentally important and must be delivered, and those things that are less important and those which will not be, or cannot be, achieved. In order to prioritise we must decide exactly what we want to achieve for

Jersey in the future. This must be a practical, realistic and achievable direction. The Policy & Resources Committee intends to promote a debate with States Members, the Public and businesses about what is achievable and how to get there. Public consultation should be completed by the end of March whereupon the chosen detailed future direction will be used as a basis for prioritising what must be done.



# Aspirations for Jersey

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

**The overall aspiration** is to ensure that Jersey is:

*An Island where people enjoy a good quality of life because it has a high-value, prosperous economy which supports a pleasant environment and an inclusive society.*

A community where people:

- benefit from equality in access and opportunity
- are free from discrimination, and
- are supported to become self sufficient, wherever possible

And that the States is an effective government, accountable for its decisions and delivery of services.

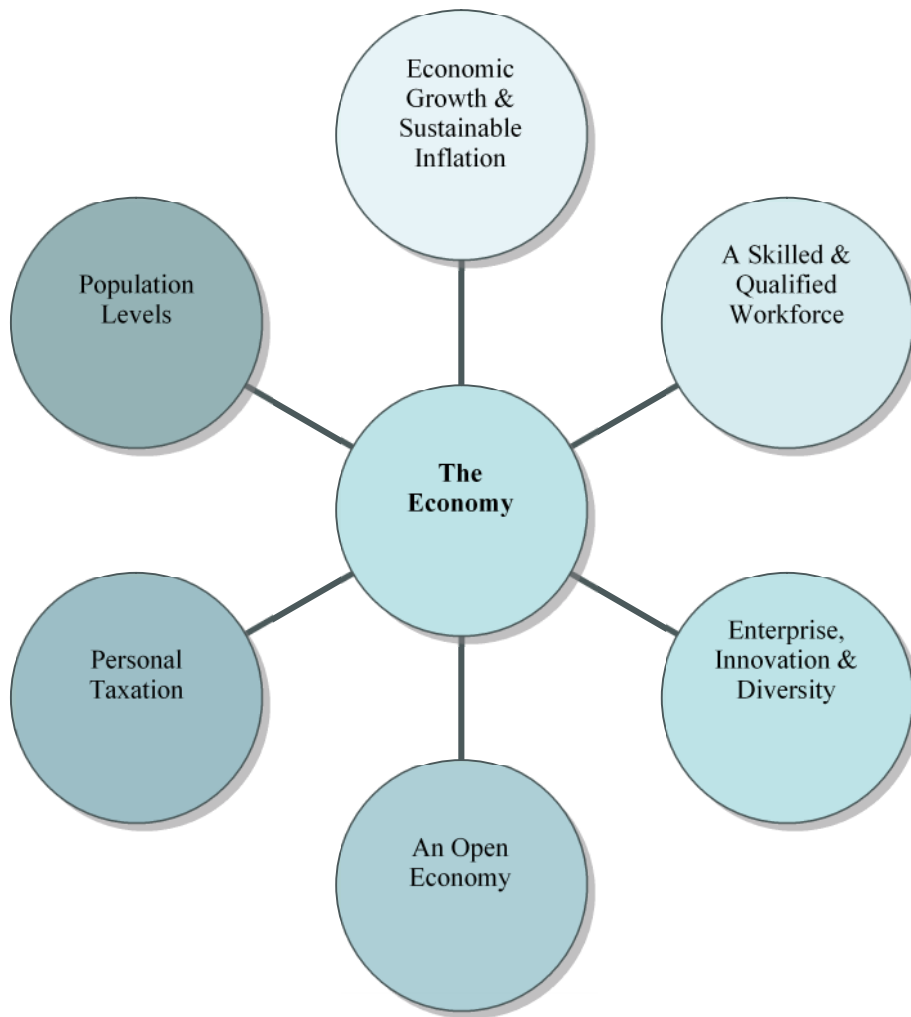
## **Aims to be Achieved**

In order to achieve these aspirations, nine Strategic Aims have been identified, they are:-

- Aim One - To Create a Strong and Competitive Economy
- Aim Two - To Maintain a Sustainable Population
- Aim Three - To Enhance Quality of Life
- Aim Four - To Protect the Physical Environment
- Aim Five - To Invest in Jersey's Youth
- Aim Six - To Promote Jersey Pride and Self-Belief
- Aim Seven - To Develop Jersey's International Personality
- Aim Eight - To Reconnect the Public and the States
- Aim Nine - To Balance the States Income and Expenditure & Improve the Delivery of Public Services

## **Prioritisation**

In order to deliver these aims and aspirations they will need to be prioritised, taking into account future resources available to the States. That is the next phase in the Strategic Planning process, to be completed by the end of March 2004.



**Overall Aim One:  
To Create a Strong &  
Competitive Economy**

## **To Create a Strong and Competitive Economy**

*Jersey has a highly specialised economy. It is the presence of a strong, internationally-competitive Finance Industry which provides a level of prosperity well in excess of that experienced by the United Kingdom and most other Islands. The benefits are not only enjoyed by the 12,000 direct employees, but spill-over to the benefit of almost everyone on the Island. We will need to ensure that appropriate investment and action are taken to retain and enhance this industry in the face of severe international competition.*

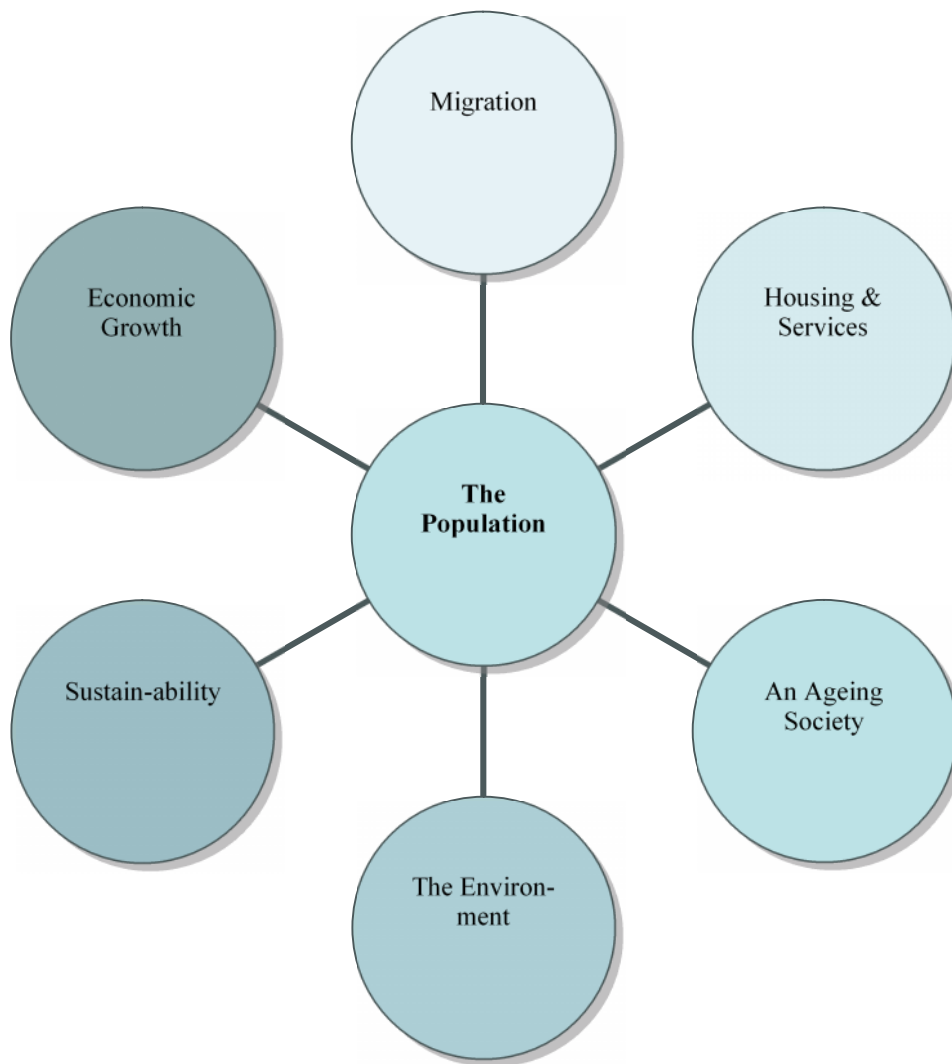
*At the same time we will not ignore the agriculture and tourism industries, which play such a large part in preserving the Island's heritage and character. The role of these and other emerging industries in enhancing the beauty of the Island, attracting people to come and live here and providing diverse employment opportunities for Jersey people is of the utmost importance to our quality of life and our economy. We will continue to market the Island internationally.*

*The Island must continue to develop a coherent tourism strategy which makes the most of our unique location and attractions. We must recognise that global competition in agriculture will mean that we need to respond to economic and consumer pressures. If we are to retain Jersey's rich rural tradition we must build on successful agriculture and other forms of agrobusiness.*

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

*It is evident that success will depend upon world-class business conditions, a strong international reputation, excellent local and international communications and reliable transport links. The aims underpinning the commitment to a strong balanced and competitive economy are laid out below.*

Measure	Indicator(s) of Success
<b>1.1: Economic Growth with Sustainable Inflation</b>	<ul style="list-style-type: none"> <li>- Sustained economic growth relative to trend</li> <li>- Sustained presence of the financial services industry</li> <li>- Healthy employment levels</li> <li>- Stable rates of inflation, as measured by the Retail Price Index X (excluding house-purchase costs) and the tax-adjusted measure of the Retail Price Index</li> <li>- Lower cost of doing business in comparison with our competitors</li> <li>- Tourism: A relative increase in the number of visitors and their spending in comparison with our competitors</li> <li>- Agriculture: A well-kept countryside, minimising public costs</li> </ul>
<b>1.2: Developing a skilled and qualified workforce which meets the Island's needs</b>	<ul style="list-style-type: none"> <li>- Rising levels of skills per capita amongst the working population</li> <li>- A rise in the earnings index compared with competitors</li> <li>- An improvement in the match of skills vs. skills shortages</li> <li>- Healthy employment levels</li> </ul>
<b>1.3: Encouragement to enterprise, innovation and diversity – particularly in high value-added sectors</b>	<ul style="list-style-type: none"> <li>- Growth in the Finance Industry</li> <li>- Introduction of new industries – business start up and retention</li> <li>- An increase in Gross Domestic Product &amp; Gross National Product</li> <li>- Competitive corporate taxation</li> </ul>
<b>1.4: An open economy which encourages competition and minimises the cost of doing business</b>	<ul style="list-style-type: none"> <li>- Sustained growth in external trade</li> <li>- Narrowing of the price differential with the UK in those markets</li> <li>- A reduction in “red tape”</li> </ul>



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**Overall Aim Two:  
To Maintain a Sustainable  
Population**

## **To Maintain a Sustainable Population**

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

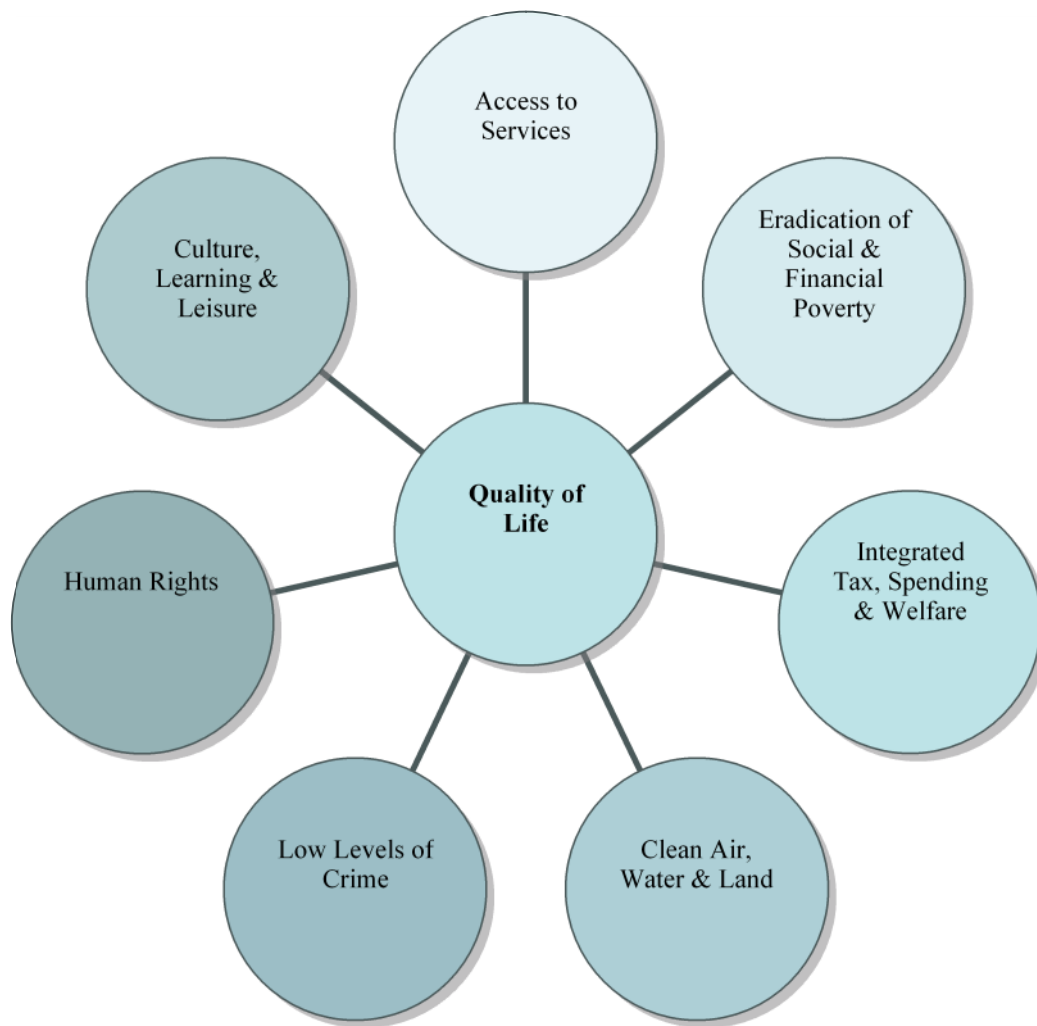
*The population issue cannot, however, be looked at in isolation and its interconnection with the Island's economic future must also be considered. To stimulate the economy and enjoy the prosperity that the Island has seen in the past will require a strong, skilled and specialised workforce which is not always at hand in the Island, leading to inward migration. Developments in the rural and tourism sectors will need to take into account the Island's employment and population resources. The more such developments could reduce reliance on low-wage immigrant labour, the more the Island will be able to develop a sustainable population balance. Migration needs to be regulated in line with economic changes through housing and licensing.*

*In the coming decades, it will be essential for the Island to take a broad approach to population policy, and tie it closely to policies on employment, housing, services, and the environment. Only through clear, joined-up policy-making will the Island be able to meet islanders' needs.*

*However, population sustainability is not only a question of numbers, and the Island does have more alternatives than merely capping or increasing the population. Jersey's population is its most valuable asset – and like any resource, it should be used wisely. The Island needs to ensure that it helps islanders to reach their full potential, by providing quality healthcare and education and by maintaining a good quality of life in general - islanders will be able to achieve more than ever.*

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

Measure	Indicator(s) of Success
<b>2.1. To regulate inward migration and housing by licensing</b>	<ul style="list-style-type: none"> <li>- A rise in the level of appropriately skilled people resident in the Island</li> <li>- An appropriate balance between the economically active and those who are not, so that the level of services as required by the Island on the whole are being funded</li> <li>- An increase in the number of people with the requisite skills migrating to the Island</li> <li>- Healthy levels of employment</li> <li>- An improvement in the match of skills vs. skills shortages</li> </ul>



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## Overall Aim Three: To Enhance Quality of Life



## **To Enhance Quality of Life**

*A clean, healthy and safe environment enhances our quality of life. The States will support this aim through the development of comprehensive, long-term environmental policies and through the introduction of further measures to ensure that the Island retains its reputation as a low-crime destination.*

*The move towards eradication of social and financial poverty in the Island must also be a high priority. We will not only continue to invest in essential services, but also to ensure that these services reach the people who need them most, and that all islanders have access to the services they require.*

*The introduction of an integrated tax, spending and welfare system will be of great benefit in fulfilling this aim, as well as ensuring that there is less duplication of work in different States' departments, freeing up funds for more efficient allocation in other services.*

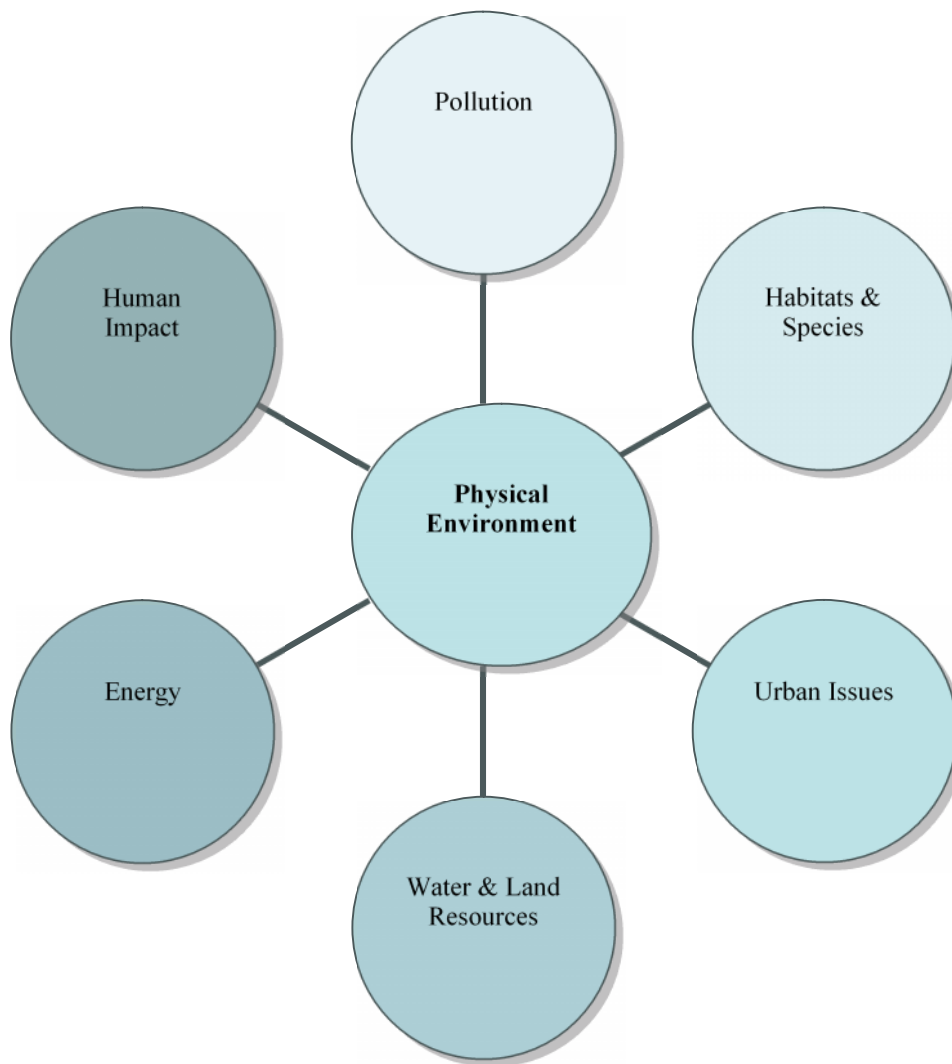
*The States will also support, provide or enable the provision of the wide-range of cultural and leisure activities available in the Island so that islanders can continue to pursue their interests to the current high standards. Support for those in education – both full and part-time will also be a priority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

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

*Although difficult to quantify, these are some of the factors which, most would agree, enhance our quality of life. Although the achievement of these can be supported by States' intervention, real success will depend on the citizens of the Island, working together to make Jersey a safer, cleaner and more beautiful place to live.*

Measure	Indicator(s) of Success
<b>3.1. Access to services</b>	<ul style="list-style-type: none"> <li>- Restructuring delivery of key services to such an extent that current standards have not been reduced (e.g. Health, Safety, Education)</li> </ul>
<b>3.2. Enable the provision of good standard, secure and affordable accommodation for all</b>	<ul style="list-style-type: none"> <li>- Within 5 years, no involuntary homelessness</li> <li>- Within 5 years, supply of housing will have just exceeded demand</li> <li>- Choice and affordability of available housing will meet the Island's needs</li> <li>- The rental waiting list for social housing will be reduced to less than 100 applicants</li> </ul>
<b>3.3. Work towards the eradication of financial and social poverty in the Island and more integrated and equitable tax, spending and welfare systems</b>	<ul style="list-style-type: none"> <li>- A project plan aimed at delivering this will be developed by mid-2004 and progress will be measured against this</li> <li>- Income distribution surveys by 2008 will demonstrate a "fairer*" distribution of wealth (* a decrease in the income gap between the bottom and top income quartiles)</li> </ul>
<b>3.4. Ensure that adequate provisions are made to encourage life-long learning</b>	<ul style="list-style-type: none"> <li>- The Census will indicate a significant increase in the number of inhabitants with higher level education and skills and with a wider age span accessing learning programmes</li> <li>- A broadened range of studies available (academic and vocational, as well as for personal fulfilment with increased access)</li> </ul>
<b>3.5. Plan for an ageing society</b>	<ul style="list-style-type: none"> <li>- An increased participation rate of older people in Jersey society</li> <li>- Adequate pensions protected (the current levels of provision for individuals should be maintained in real terms)</li> <li>- Increased personal savings to supplement the States' pension</li> </ul>
<b>3.6. Promotion of Human Rights and Equal Opportunities</b>	<ul style="list-style-type: none"> <li>- After any initial surge in the number of complaints and reports, a decrease in the number of incidents reported (i.e. contraventions of human rights)</li> <li>- Human Rights legislation will be operational and a complaints procedure will be in effect</li> <li>- The Government as an employer will deliver equal opportunities in policy and practice</li> </ul>
<b>3.7. Low levels of crime</b>	<ul style="list-style-type: none"> <li>- Within 5 years, the two-yearly surveys will demonstrably show (using 2003 as a baseline) less fear of crime (e.g. of feeling and being able to walk anywhere without threat to</li> </ul>

	<p>one's person and property)</p> <ul style="list-style-type: none"> <li>- Trend of crime reports should continue downwards</li> </ul>
<b>3.8. Range of cultural and leisure activities</b>	<ul style="list-style-type: none"> <li>- The known gaps for 12-16 year olds will be filled</li> <li>- The States will be more responsive to changing trends and demands</li> <li>- The young will play a greater role in organising activities that are intended for them</li> </ul>
<b>3.9. Embrace different cultures and celebrate different identities</b>	<ul style="list-style-type: none"> <li>- Fewer incidents of overt derogatory racist remarks (an attitudinal shift will have taken place)</li> </ul>



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**Overall Aim Four:  
To Protect the Physical  
Environment**

## **To Protect the Physical Environment**

*Jersey's physical environment, both natural and built, is one of its greatest charms. Few islanders would disagree with the desire to preserve traditional landscapes and to conserve and enhance the natural habitats that so many of us enjoy. As well as providing us with sites of outstanding beauty and a location for outdoor pursuits, our environment also harbours sites of special natural interest.*

*Furthermore, Jersey's physical environment is the greatest asset of some of our more traditional industries – agriculture, fishing and tourism –whilst the Island's attractiveness as a place to live and its convenient location have certainly helped build today's principal industry – finance.*

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

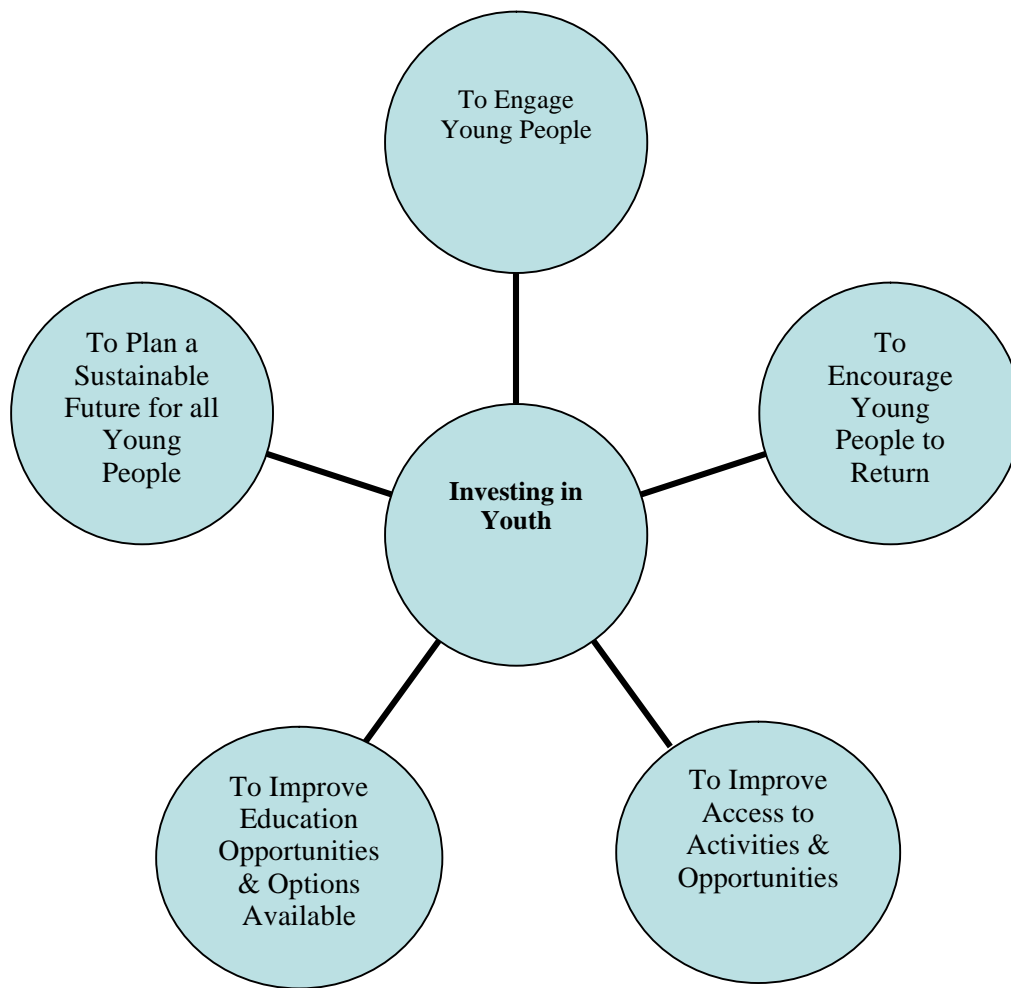
*Organised and effective urban planning is also a key tool to enhance our quality of life, especially in an island the size of Jersey. It can help us to ensure that common disturbances, such as noise pollution, overcrowding in urban areas and traffic congestion, are alleviated.*

*The prudent and respectful use of natural resources is another key factor: The Island needs to plan proactively to manage future needs. This will include the drafting of a water resources law, comprehensive policies for land use and development control and the adoption of a far-sighted energy policy.*

*Only then will we be able to plan for the future of all generations of Jersey citizens.*

Measure	Indicator(s) of Success
<b>4.1. Ensure that unpolluted air, clean water and uncontaminated land exist as a basic right for all</b>	<ul style="list-style-type: none"> <li>- Reduction in pollution incidents</li> <li>- Reduction in reports of contaminated water</li> <li>- Level of pesticides used reduced by 50%</li> <li>- Taken advantage of affordable remediation processes</li> </ul>
<b>4.2. Conserve and enhance habitats and species</b>	<ul style="list-style-type: none"> <li>- No further loss of species or habitats</li> <li>- A reduction in the number of species which were previously considered to be at risk</li> </ul>
<b>4.3. Traditional landscapes</b>	<ul style="list-style-type: none"> <li>- Approved land use policy</li> <li>- Dramatic increase in the proportion of public lands that are accessible to the public</li> </ul>
<b>4.4. Protect special places and buildings</b>	<ul style="list-style-type: none"> <li>- Completed designation of terrestrial ecological Sites of Special Interest (SSIs)</li> <li>- Continued planning policies for the countryside and for historical buildings</li> <li>- Extension of the South Coast RAMSAR designation to include the Écrehous and other offshore reef systems</li> <li>- No special buildings or places damaged or ill-maintained</li> </ul>
<b>4.5. Integrate urban issues</b>	<ul style="list-style-type: none"> <li>- Increased amount of urban amenity space</li> <li>- Greater youth input</li> <li>- Greater involvement of the community in the development and design of urban space (both open and built)</li> <li>- Resolution of urban issues to suit urban and non-urban residents</li> </ul>
<b>4.6. Manage the Island's water resources</b>	<ul style="list-style-type: none"> <li>- All householders (mains and private supply) will receiving adequate quantities of "unpolluted" water, based on minimum required regulation</li> </ul>
<b>4.7. Protect and improve fisheries</b>	<ul style="list-style-type: none"> <li>- Increase in the incidence of marine species</li> <li>- Establishment of a marine reserve to enable conservation and increase fish stocks</li> </ul>
<b>4.8. Adopt a far-sighted energy policy</b>	<ul style="list-style-type: none"> <li>- Introduction of a States-approved and generally accepted energy policy</li> <li>- Reduction in the total energy consumed in the Island</li> </ul>
<b>4.9. Sound stewardship of the land resource</b>	<ul style="list-style-type: none"> <li>- Urban areas will have fewer non-utilised buildings and fewer temporary space given up to car parks</li> <li>- Fewer public objections to planning applications, showing that planned buildings are better meeting the community's</li> </ul>

	needs
	- Lower incidence of land remediation
<b>4.10. Introduce policies that minimise the impact of the population on the environment</b>	<ul style="list-style-type: none"> <li>- Policies will be implemented without additional regulation</li> <li>- No encroachment into green zone countryside</li> </ul>
<b>4.11. Make sufficient investment to maintain basic Island infrastructure</b>	<ul style="list-style-type: none"> <li>- All of the Island's infrastructure will be adequately maintained, not requiring extra investment because of system deterioration</li> <li>- Government investment will be supplemented by contributions through planning gain from developers</li> </ul>



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# Overall Aim Five: To Invest in Jersey's Youth



## **To Invest in Jersey's Youth**

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

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

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

*Many young people would also like to see improved educational opportunities available within the Island, including in particular, more vocational and higher education options and opportunities which would give people wishing to continue their education, greater flexibility.*

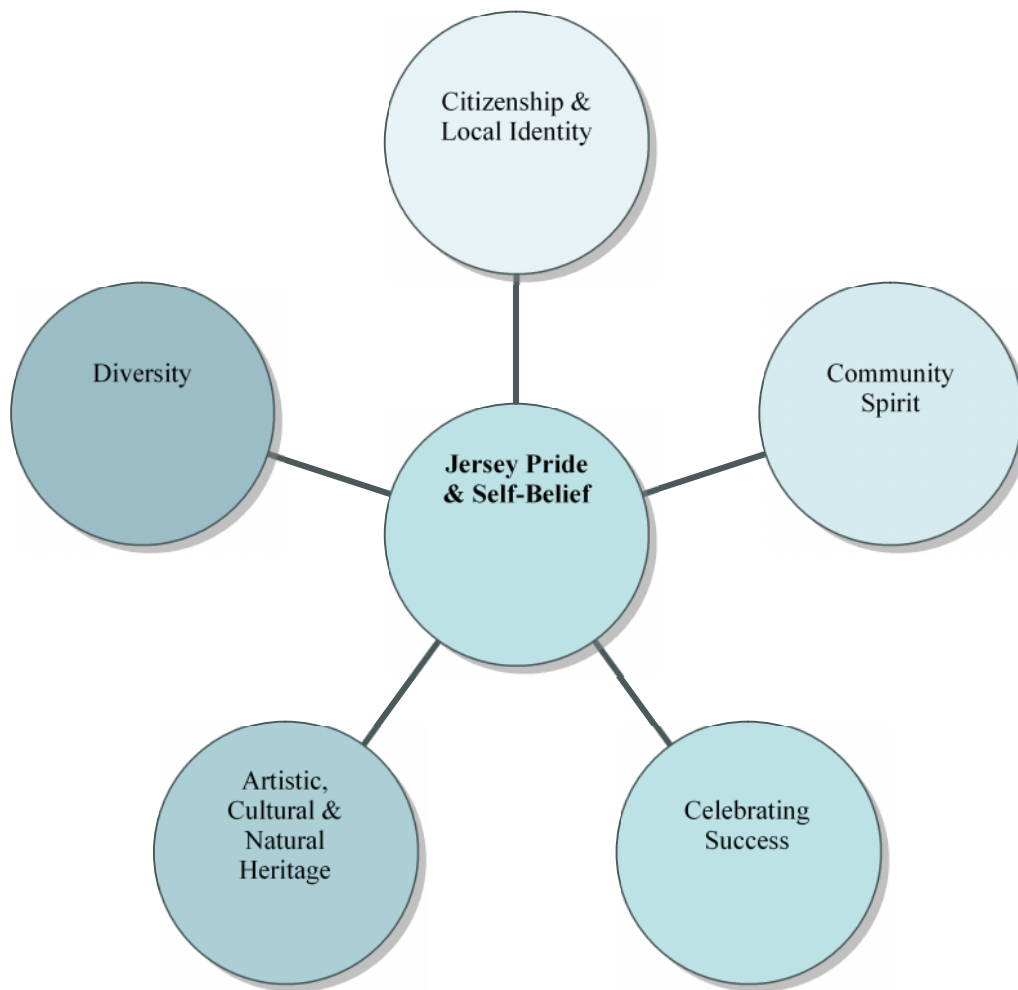
*Whilst Jersey has extremely good facilities for young people in many areas, there is, nevertheless, scope to improve both the access and the range of opportunities available. But in particular, young people wish to have a say in how these activities are designed and delivered and to be consulted about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

*The States of Jersey is committed to engaging young people more – both in the general, political structure and in consultation about issues that affect their lives.*

*It will discuss with young people how a Youth Forum could operate as a channel of communication between government and young people and as a means of making their voices heard. This will provide an opportunity for young people to gain experience which could in turn serve as a training ground for our next generation of political leaders.*

	Indicator(s) of Success
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Measure		
<b>5.1. To engage young people in the policy-making process</b>		<ul style="list-style-type: none"> <li>- Young people are given a greater voice in the affairs of the Island</li> <li>- The establishment of a Youth Forum</li> <li>- Increase the number of people under 30 voting</li> </ul>
<b>5.2. To improve access to activities and opportunities for young people</b>		<ul style="list-style-type: none"> <li>- The improvement of facilities for young people in ways that meet their needs and aspirations</li> </ul>
<b>5.3. To plan a sustainable future for young people</b>		<ul style="list-style-type: none"> <li>- The extent to which young people feel that they have a bright future in Jersey</li> <li>- The reduction of disaffection amongst young people and the incidence of youth crime</li> </ul>
<b>5.4. To improve educational opportunities and options available</b>		<ul style="list-style-type: none"> <li>- An increase in the range of vocational and higher education options available in the Island, giving young people greater choice and more opportunities</li> </ul>
<b>5.5. To encourage young people to return to the Island after finishing full-time education</b>		<ul style="list-style-type: none"> <li>- An increase in the proportion of the Island's graduates returning to Jersey after completing their education</li> <li>- An increase in the percentage of those who stay in the Island after completing their local education</li> </ul>



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**Overall Aim Six:  
To Promote Jersey Pride &  
Self-Belief**

## **To Promote Jersey Pride and Self-Belief**

*When one believes, nothing is impossible...*

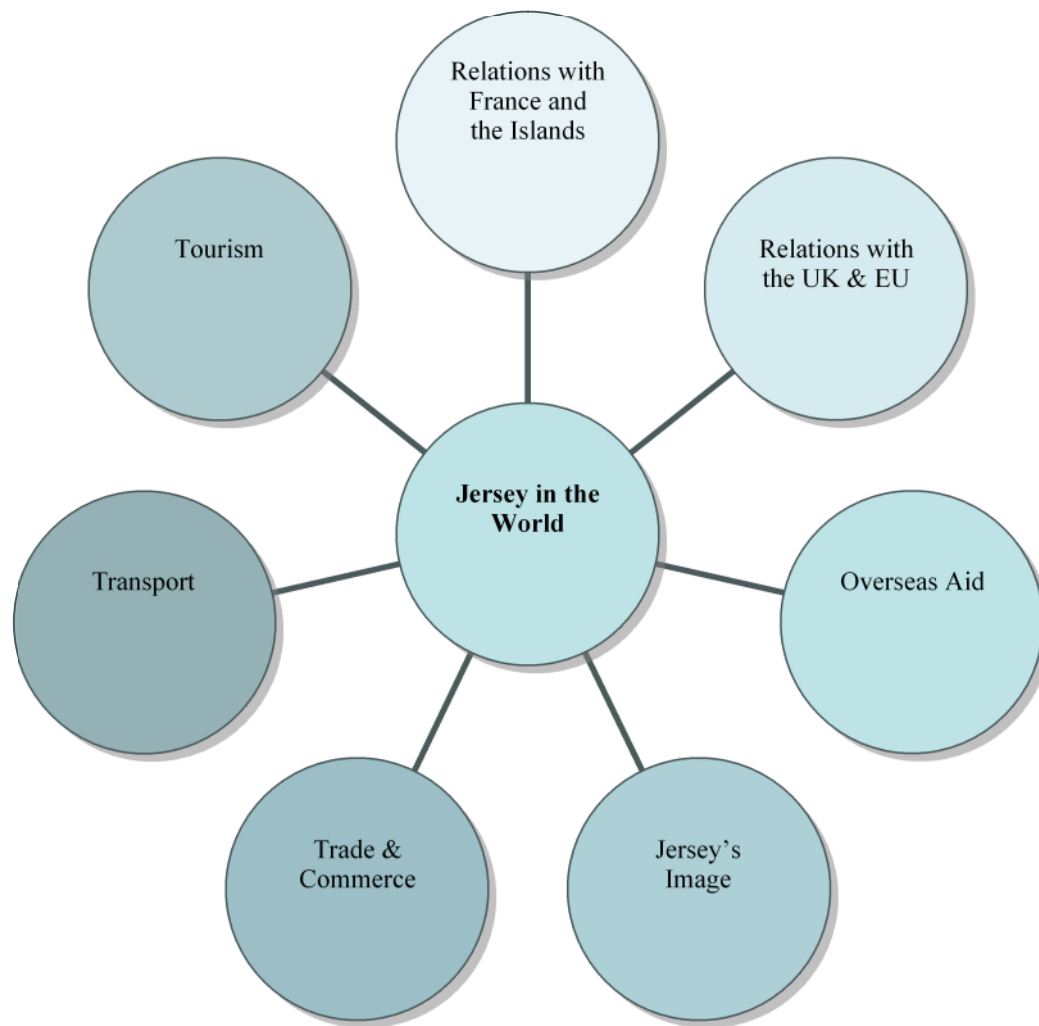
*For an Island that has achieved so much with so very little, pride and self-belief in Jersey and what it might achieve are surprisingly low - perhaps due to poor communications on the part of the government, or growing expectations on the side of the Public. Whatever the reasons, one of the key intentions of the Strategic Plan is to remedy this matter.*

*Islanders have many good reasons to be proud. Jersey has a diverse artistic, cultural and natural heritage. But we have more than the past to be proud of. Today's Jersey is successful and cosmopolitan and the Island provides us with a clean, safe and pleasant place to live.*

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

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

Measure	Indicator(s) of Success
<b>6.1. Local identity</b>	<ul style="list-style-type: none"> <li>- The results of an opinion poll to find out what Islanders think of Jersey</li> </ul>
<b>6.2. Relationship with all sections of the community</b>	<ul style="list-style-type: none"> <li>- A survey of voluntary organisations</li> <li>- An increase in public sector organisation participation in community events</li> </ul>
<b>6.3. Community spirit</b>	<ul style="list-style-type: none"> <li>- Increased participation in international, cultural and sporting events</li> <li>- Results of a public opinion poll</li> </ul>
<b>6.4. Celebrating success</b>	<ul style="list-style-type: none"> <li>- The introduction of an awards recognition scheme</li> </ul>
<b>6.5. Environment as part of citizenship and cultural heritage</b>	<ul style="list-style-type: none"> <li>- A increase in membership and participation in environmental and cultural organisations</li> </ul>



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## Aim Seven: To Develop Jersey's International Personality

## **To Develop Jersey's International Personality**

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

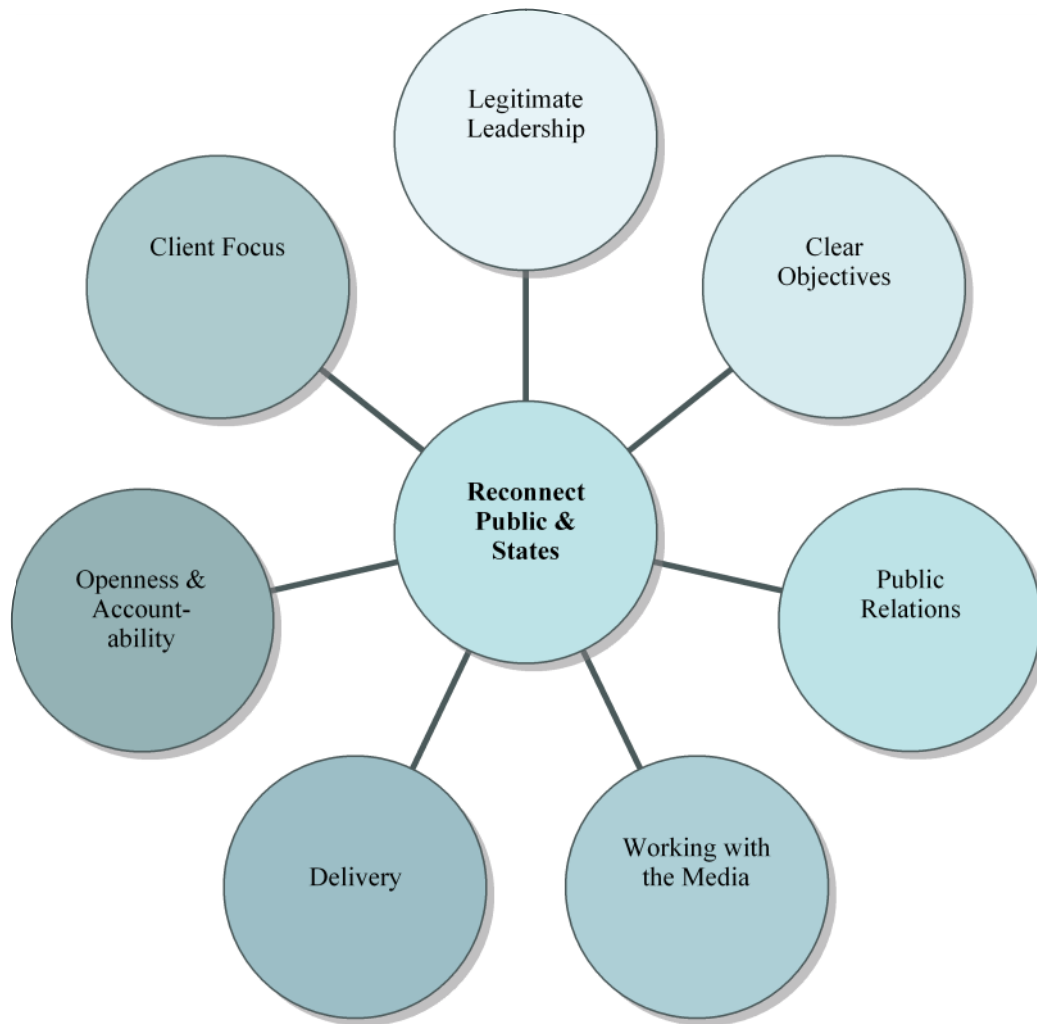
*Closer links with our neighbours and with those with whom we do business will benefit the Island - on a social, cultural and economic standing. The sharing of information and ideas, cultural exchange and improved understanding – all of great value in themselves – could also have a number of positive spill-over effects such as improved trade and transport links, commercial diversification and the opening up of new markets for the Island.*

*In order to achieve this, it will be important for the Island to strengthen existing diplomatic and political links with both the United Kingdom and the European Union, as well as with appropriate international organisations. Constitutional arrangements may need to be clarified. Once affiliated with international bodies, Jersey should do its utmost to fulfil its obligations under the international agreements and treaties that it has signed up to. The Island will benefit greatly from an effective two-way communications channel, which will ensure that it receives vital information in good time and that there is a raised awareness of the Island and what it does.*

*Like anybody with products to sell, Jersey will be more successful if it markets itself successfully. The Island has suffered in the past from incorrect and unfair publicity and must take responsibility for righting this and for presenting Jersey as a destination that is a safe home for families, a beauty-spot for tourists and an efficient and innovative centre for business.*



Measure	Indicator(s) of Success
<b>7.1. Relationship with the UK, EU and other jurisdictions</b>	<ul style="list-style-type: none"> <li>- Improved transport links with France, EU and UK</li> <li>- An increase in marketing of the Jersey “brand” and products abroad</li> <li>- Improved consultation between the UK and Jersey</li> <li>- Greater recognition of Jersey’s interests by the EU</li> </ul>
<b>7.2. Jersey abroad</b>	<ul style="list-style-type: none"> <li>- Jersey ‘own-brand’ recognition (OECD, TIEA etc)</li> <li>- An increase in marketing of the Jersey “brand” and products abroad</li> </ul>
<b>7.3. Meeting our international obligations and extending our reputation</b>	<ul style="list-style-type: none"> <li>- A increase in the number of significant memberships we hold – and international meetings we are invited to</li> <li>- Increased participation and attendance rate in significant international bodies and meetings</li> <li>- The completion of a realistic evaluation of international obligations before acceptance</li> </ul>



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## Aim Eight: To Reconnect the Public & the States of Jersey

## ***To Reconnect the Public and the States of Jersey***

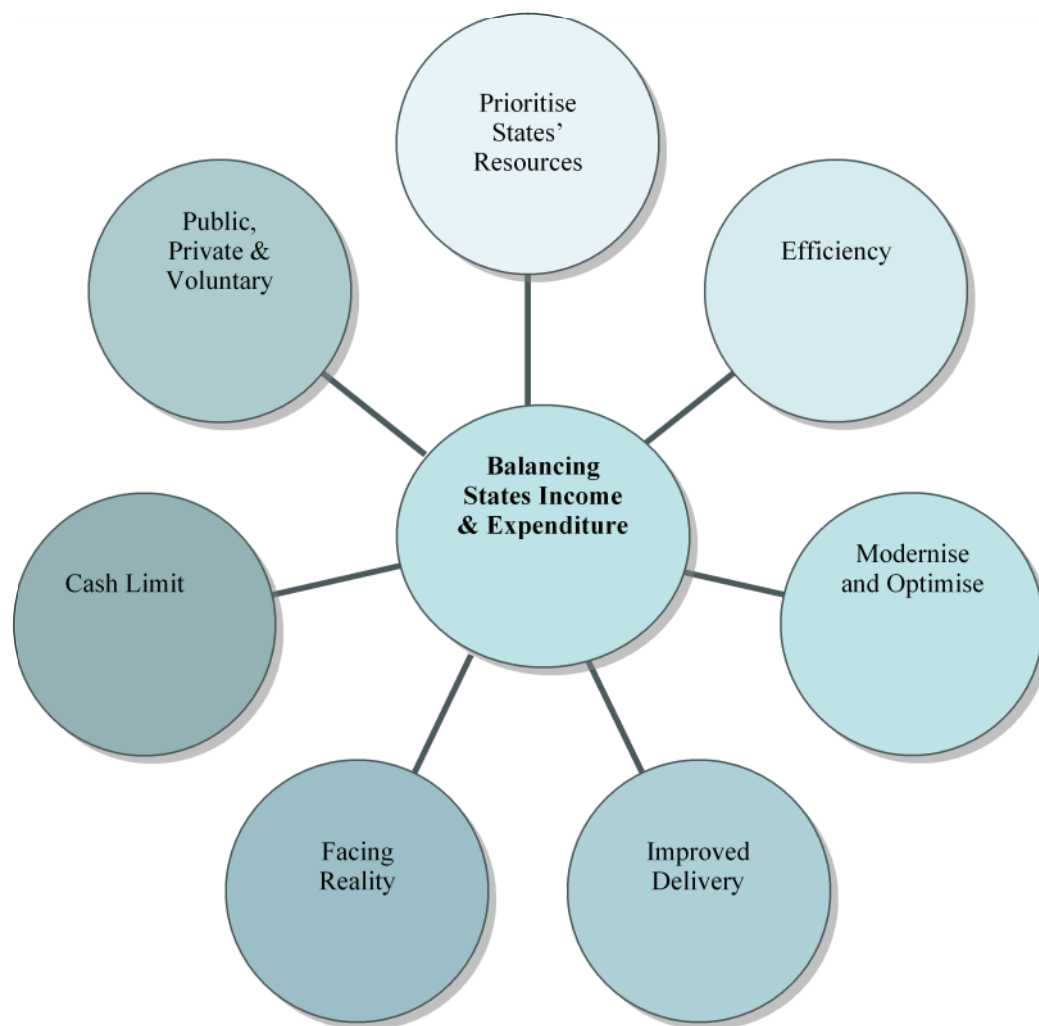
*The division that exists between the States of Jersey and the Jersey Public is most evident in the low voter turnout at local elections. Even the Island's complicated voting system does not explain a turnout of less than 30%. In turn, such a low turnout suggests a democratic deficit in the Island.*

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

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

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

Measure	Indicator(s) of Success
<b>8.1. Demonstrate strong and legitimate leadership</b>	<ul style="list-style-type: none"> <li>- A Council of Ministers who have earned respect and whose policies are accepted by the Public and States</li> </ul>
<b>8.2. Clear objectives</b>	<ul style="list-style-type: none"> <li>- Approved Strategic and Business Plans with measurable outcomes</li> </ul>
<b>8.3 Deliver and demonstrate delivery</b>	<ul style="list-style-type: none"> <li>- An annual performance report will be published, demonstrating performance against plans and other jurisdictions</li> </ul>
<b>8.4. Accountability measures and openness</b>	<ul style="list-style-type: none"> <li>- Scrutiny will have earned respect of Public and States by helping to improve performance and ensuring transparency</li> <li>- A Code of Conduct for States Members will be published and adherence will be ensured</li> </ul>
<b>8.5. Communication and Awareness of Public Perception</b>	<ul style="list-style-type: none"> <li>- States' understanding of the Public's expectations</li> <li>- Greater public understanding of what the States is trying to achieve</li> <li>- The results of an opinion survey of public satisfaction</li> <li>- Media satisfaction</li> <li>- A coherent, consistent and user – friendly website for all functions</li> <li>- Common States/Jersey “brand” in place</li> </ul>
<b>8.6. Tackle the “democratic deficit”</b>	<ul style="list-style-type: none"> <li>- Improved turnout at elections</li> </ul>



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# Overall Aim Nine: To Balance the States' Income & Expenditure & Improve the Delivery of Public Services

***To Balance the States' Income and Expenditure & Improve the Delivery of Public Services***

*Future financial forecasts show that the current levels of spending and taxation are unsustainable. The States must tighten its belt and reduce spending. Even after significant spending cuts, new levels of taxation will be necessary in order to balance income and*

*expenditure. We are committed to being a low-spend, low-tax economy, therefore, spending reductions and improved efficiency are our first target in order to minimise tax increases. Public support for a States-wide economy drive was clearly shown at Imagine Jersey.*

*However, efficiency savings alone will not be sufficient to meet all of the demands for reduced States' spending. There will be a need for political prioritisation and decisions about what will not be done. A thorough review of regulation will be a key element in this. Therefore, some non-essential services may have to be reduced or even cut altogether. Nevertheless, lower spending does not mean compromising on quality of services and delivery. Core services must continue to be provided at the same high standards.*

*In order to achieve this, States resources must be prioritised: key services need to be identified, funds must be managed and allocated efficiently and services must be modernised and optimised to provide the best possible value. Most importantly, the States and islanders must face the reality of today's economic climate: we will be working to a strict budget; the cash limit must be respected.*

*Our aim for greater efficiency will also ensure that the services we provide are better co-ordinated, avoiding duplication and unnecessary spending. This means not only better co-ordination between States' departments, but also with all of the numerous voluntary and private bodies operating in the Island that provide similar or extra services. This does, of course, make good sense in terms of shared expertise and resources. So, whilst the thought of spending cuts for the Island may sound daunting, we believe it will have many positive effects. A more modern, efficient and co-ordinated service with less duplication, less waste and better delivery will be of benefit to us all.*

Measure	Indicator(s) of Success
<b>9.1. Prioritise States' resources</b>	<ul style="list-style-type: none"> <li>- Resources allocated in accordance with Strategic Plan and Business Plan priorities</li> </ul>
<b>9.2. Efficiency programme</b>	<ul style="list-style-type: none"> <li>- Annual benchmarking</li> <li>- Year on year improvement</li> <li>- A decreasing number of Regulations</li> <li>- A reduction in the number of people servicing regulation</li> </ul>
<b>9.3. Facing Reality</b>	<ul style="list-style-type: none"> <li>- Public awareness and understanding of what the States cannot achieve</li> <li>- Real targets will be set and adhered to</li> <li>- A reduction in States' spending in real terms</li> </ul>
<b>9.4. Cash limit</b>	<ul style="list-style-type: none"> <li>- No overspending</li> </ul>
<b>9.5. Client focus</b>	<ul style="list-style-type: none"> <li>- The results of a customer satisfaction survey</li> </ul>
<b>9.6. Modernise and optimise delivery where appropriate</b>	<ul style="list-style-type: none"> <li>- Duplication will have been removed</li> <li>- Service standards – quality/time will be published</li> <li>- Cost of delivery will be measured</li> <li>- Carry forward alternative will be in place</li> <li>- Performance will be measured and published</li> </ul>
<b>9.7. Recognise and value the voluntary factor</b>	<ul style="list-style-type: none"> <li>- Opinion survey of voluntary sector</li> <li>- Understanding of each others roles</li> <li>- Duplication removed</li> <li>- Value of work transferred (both ways, including resources)</li> <li>- An increased number of Service Level Agreements between the States and the Voluntary Sector</li> </ul>
<b>9.8: Taxation</b>	<ul style="list-style-type: none"> <li>- The Island will have an Internationally competitive rate of personal taxation, which shall be maintained as low as possible</li> <li>- A more “equitable” taxation policy overall</li> <li>- Competitive corporate taxation</li> </ul>

## Imagine Jersey

Imagine Jersey was deemed a success and we have received a great deal of positive feedback. However, the event has undoubtedly led to rising public expectations and success can only truly be gauged when it has been demonstrated that not only were we willing to listen to the participants, but more importantly to incorporate their comments, where appropriate, into the subsequent phases of the drafting of the Strategic Plan.

Attached are two graphs/tables which reflect the results of one of the consultation exercises carried out at Imagine Jersey.

## The Exercise

After consideration on an individual basis, participants focussing on each of the nine Strategic Aims were asked to work in groups (between six and eight participants per group) in order to come up with what they considered to be the most important elements or “essentials” of that particular Aim. Representatives from the various groups working on each Aim then narrowed the range of such “essentials” to a final shortlist for each Aim, resulting in a total of 28 “essentials” for the overall nine Strategic Aims.

All groups were then asked to allocate a standard investment package to the entire set of these 28 “essentials.” The allocations from all groups were combined and the resulting distribution is shown in **Table 1**. **Table 2** shows how the allocation into “essentials” translates into the overarching nine Strategic Aims themselves (i.e. the sum of the allocations to the “essentials” of each Aim).

Due to the breadth of each of the nine Strategic Aims, the complex interrelationships existing between them, and also the logistical difficulty of capturing the views of up to 300 participants in a timely fashion, the process outlined above is necessarily somewhat simplistic. Particularly, in constraining each group to three “essentials” per Aim, (with five for Aim Three) it is evident that the possibility existed for important issues to be omitted from the final allocation process.

Nevertheless, the exercise as carried out was certainly able to highlight the issues of particular concern to many Jersey citizens, and as such merits proper consideration in the development of the Strategic Plan.

Furthermore, as a result of Imagine Jersey, an additional Strategic Aim, ‘To Invest in Jersey’s Youth’ has been incorporated.



# Imagine Jersey

## 28 Essentials

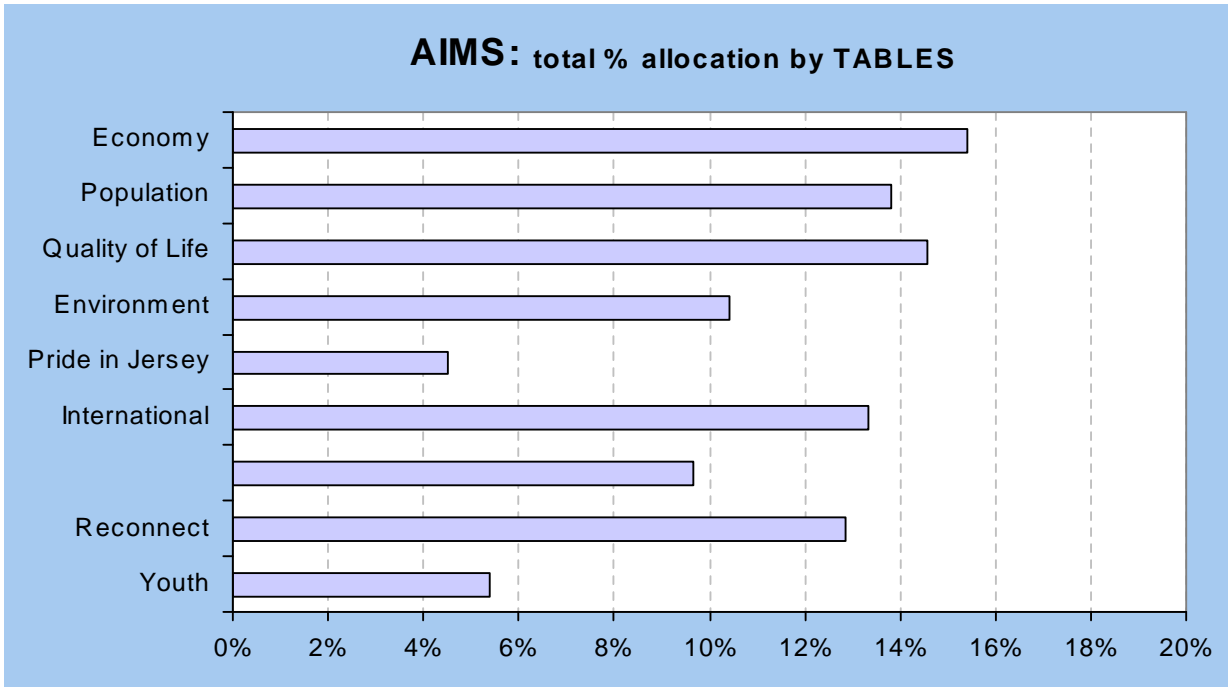
**Table 1**

	<u>Cylinders*</u>	<u>% of total</u>
Streamline/Reduce Regulation	67	7.8%
Budgetary discipline - including long-term expenditure	62	7.2%
Transport links: Maintain, improve & develop	61	7.1%
Reduce Public Spending	52	6.0%
Healthcare: affordable and accessible 24/7	48	5.6%
Improve machinery of government: focus, public participation, local expertise	45	5.2%
Long-term planning for housing, jobs & education	44	5.1%
Migration: Work/Residency Permits/Licences, Return of young people	43	5.0%
Protect and support agriculture	37	4.3%
Encourage Investment in new/small business	35	4.1%
Regulate population as overarching States policy - Implement sustainability strategy	35	4.1%
Housing: Affordable for all, plan for ageing society	35	4.1%
Develop established and emerging industries	33	3.8%
Youth forum - direct consultation	33	3.8%
Family: Support throughout life	28	3.2%
Environment: Services and traffic strategy	25	2.9%
Protect green and built heritage	24	2.8%
Targeted support for environmental initiatives	24	2.8%
Reform electoral process: manifesto & general election	20	2.3%
Investment in inclusion of all citizens	16	1.9%
Increase Overseas Aid Budget	15	1.7%
Cultural change in public sector employment	15	1.7%
Transparency and accessibility of government	14	1.6%
Re-think university funding: bring the young back!	14	1.6%
Promote community involvement through parishes	12	1.4%
Human Rights	10	1.2%
Unique & diverse culture	9	1.0%
Community facilities: affordable and varied 24/7	8	0.9%
	<hr/> <b>864</b> <hr/>	<hr/> <b>100.0%</b> <hr/>

g cylinders were used during this prioritisation exercise. People were given s to allocate to the 28 “essentials, according to the importance placed on each. were then placed in the cylinders to measure the order of priority.

**Imagine Jersey**  
**Allocation of votes for “essentials” against Strategic Aims**

**Table 2**



# Imagine Jersey and the Strategic Plan – Mapping Exercise

## 28 Essentials

**Table 3**

<b>No.</b>	<b>Description</b>	<b>Related Strategic Plan Aims</b>
1	Streamline/Reduce Regulation	<p><b>1.4 An open economy which encourages competition and minimises the cost of doing business</b></p> <ul style="list-style-type: none"> <li>* Continue to remove barriers to open trade across borders where these are reducing living standards in the Island (Bullet 1)</li> <li>* Produce a review of the extent of unnecessary regulation in the Island, its impact on the Island economy and how to reduce it – all to be done by end 2004 (Bullet 2)</li> <li>* In support of the new policy on migration, reform or abolish the Regulation of Undertakings and Development and Housing Laws during 2004 (Bullet 3)</li> <li>* Develop an integrated “one-stop shop” approach to business, with targeted deadlines for processing paperwork related to the setting up of new business ventures (Bullet 5)</li> </ul> <p><b>9.2 Efficiency programme</b></p> <ul style="list-style-type: none"> <li>* Decreasing number of regulations</li> <li>* Reduction in the number of people servicing regulation</li> </ul>
2	Budgetary discipline – including long-term expenditure	<p><b>9.1 Prioritise States’ resources</b></p> <ul style="list-style-type: none"> <li>* Allocate all resources in a way which is consistent with the Strategic Plan, and reduce or terminate those services which would be better provided outside the public sector (Bullet 1)</li> <li>* Agree rolling five year spending plans in its Annual Business Plans, with clear targets for service improvements (Bullet 2)</li> </ul>

		<p>* Ensure that Annual Business Plans take an integrated approach to the allocation of finance, manpower, property and land to deliver States objectives. The revenue consequences of capital projects and the legislative programme will also be fully quantified (Bullet 3)</p> <p><b>9.2 Efficiency programme</b></p> <p><b>9.3 Facing reality</b></p> <p><b>9.4 Cash limit</b></p>
3	Transport links: Maintain, improve & develop	<p><b>7.1 Relationship with the UK, EU and others</b></p> <ul style="list-style-type: none"> <li>* Promote Jersey links with France (including with specific neighbouring <i>départements</i>) (Bullet 4)</li> <li>* Explore the possibility of strengthening such links through increased trade and commerce as well as tourism (Bullet 5)</li> <li>* Review transport links with France to ensure that such possibilities for further trade and tourism are not hindered by insufficient transport links (Bullet 6)</li> <li>* Encourage co-ordination and dialogue between the transport and freight companies and commercial bodies in both Jersey and France in order to assess the possibilities of strengthening Jersey – France ties (Bullet 7)</li> </ul> <p><b>3.1 Encouragement to enterprise, innovation and diversity</b></p> <ul style="list-style-type: none"> <li>* Agreed by end 2004 a strategy for the future of the Airport and Harbours which will ensure the continued and efficient provision of services at a capacity sufficient to meet the Island's transport needs (Bullet 9)</li> </ul>
4	Reduce Public Spending	<p><b>9.2 Cash limit</b></p> <ul style="list-style-type: none"> <li>* No overspending</li> </ul>

		<p><b>9.3 Facing Reality</b></p> <ul style="list-style-type: none"> <li>* Establish what States' priorities are and tie spending to those areas (Bullet 1)</li> <li>* Make real attempts to address, and not disguise, any problems when they are identified (Bullet 2)</li> <li>* Be realistic about the cost of what's left and have the courage to say so (Bullet 3)</li> <li>* Expect the public sector to deliver high quality services with adequate budgets and recognise those services which cannot be delivered (Bullet 4)</li> </ul> <p><b>9.4 Cash Limit</b></p> <ul style="list-style-type: none"> <li>* Ensure that projects/services are completed within their set budgets</li> </ul>
5	Healthcare: affordable and accessible 24/7	<p><b>3.1 Access to services</b></p> <ul style="list-style-type: none"> <li>* Ensure that States' services (healthcare, housing etc) are affordable to all, providing subsidies where appropriate/necessary (Bullet 4)</li> </ul> <p><b>3.3 Work towards the eradication of financial and social poverty in the Island and more integrated and equitable tax, spending and welfare system</b></p> <ul style="list-style-type: none"> <li>* Provide affordable healthcare for all (Bullet 1)</li> </ul> <p><b>3.5 Plan for an ageing society</b></p> <ul style="list-style-type: none"> <li>* Encourage greater community support and voluntary provisions in the services required by older people (Bullet 3)</li> </ul>
	Improve Machinery of Government: focus, public participation, local expertise	<p><b>8.1 Leadership and legitimate authority</b></p> <p><b>8.2 Clear objectives</b></p> <p><b>8.3 Delivery and demonstrate delivery</b></p> <p><b>8.4 Accountability measures and openness</b></p>

6		<p><b>8.5 Communication and awareness of public perception</b></p> <p><b>8.6 Tackle the “democratic deficit”</b></p>
7	<p>Long-term planning for housing, jobs and education</p>	<p><b><u>Housing</u></b></p> <p><b>3.1 Access to services</b></p> <ul style="list-style-type: none"> <li>* Ensure that States’ services (healthcare, housing etc) are affordable to all, providing subsidies where appropriate/necessary (Bullet 4)</li> </ul> <p><b>3.2 Enable the provision of good standard , secure and affordable accommodation for all</b></p> <p><b><u>Education</u></b></p> <p><b>1.2 Developing a skilled and qualified workforce</b></p> <ul style="list-style-type: none"> <li>* Use the new migration policy to ensure a more selective approach to new entrants to the Island based on the ownership of required skills (Bullet 2)</li> <li>* Improve the vocational education and training infrastructure of the Island to ensure delivery of high quality programmes of vocational and higher education relevant to the Island’s future (by better utilisation and co-ordination of the resources of the Island’s key educational and training instructions) (Bullet 3)</li> </ul> <p><b>3.4 Encourage life-long learning</b></p> <p><b>5.4 To improve educational opportunities and option available (to young people)</b></p> <p><b><u>Jobs</u></b></p> <p><b>1.2 Developing a skilled and qualified workforce</b></p> <p><b>2.1 To regulate inward migration and housing by licensing</b></p>

		<ul style="list-style-type: none"> <li>* Introduce as part of the migration policy a licensing system by [ ] to monitor and, as necessary, regulate migration into the Island based on strict criteria that ensures the Island's economy has the skills it requires for the future (Bullet 5)</li> </ul>
8	Migration: Work/Residency Permits/Licences, Return of Young People	<p><b>1.1 Economic growth with sustainable inflation</b></p> <ul style="list-style-type: none"> <li>* Put in place a new policy on migration which allows for a sustainable economy (Bullet 2)</li> </ul> <p><b>1.2 Developing a skilled and qualified workforce</b></p> <ul style="list-style-type: none"> <li>* Use the new migration policy to ensure a more selective approach to new entrants to the Island based on the ownership of required skills (Bullet 2)</li> <li>* Improve the vocational education and training infrastructure of the Island to ensure delivery of high quality programmes of vocational and higher education relevant to the Island's future (by better utilisation and co-ordination of the resources of the Island's key educational and training instructions) (Bullet 3)</li> </ul> <p><b>1.4 An open economy which encourages competition and minimises the cost of doing business</b></p> <ul style="list-style-type: none"> <li>* In support of the new policy on migration, reform or abolish the Regulation of Undertakings and Development and Housing Laws during 2004 (Bullet 3)</li> </ul> <p><b>2.1 To regulate inward migration and housing by licensing</b></p> <p><b>5.4 To improve educational opportunities and options available to young people</b></p> <p><b>5.5 To encourage young people to return to the Island after finishing full-time education</b></p>

9	Protect and support agriculture	<p><b>1.3 Encouragement to enterprise, innovation and diversity, particularly in high value-added sectors</b></p> <ul style="list-style-type: none"> <li>* Explore and promote new opportunities for the rural economy and green tourism and promote overall restructuring of agriculture in Jersey (Bullet 7)</li> </ul> <p><b>4.9 Sound stewardship of the land resource</b></p> <ul style="list-style-type: none"> <li>* Improve the benefits flowing from agricultural land by the adoption of practices which also benefit the environment. Such practices should be supported through an agri-environment payment scheme (Bullet 5)</li> </ul> <p><b>6.4 Celebrating success</b></p> <ul style="list-style-type: none"> <li>* Highlight the areas where Jersey excels itself (i.e. law enforcement, finance, agriculture, education, sports facilities etc) (bullet 7)</li> </ul>
10	Encourage investment in new/small business	<p><b>1.3 Encouragement to enterprise, innovation and diversity, particularly in high value-added sectors</b></p> <ul style="list-style-type: none"> <li>* Enable the development of new industries and companies, and especially those with high value-added potential and relatively light impact on the demand for labour in Jersey (Bullet 3)</li> <li>* Ensure that industry legislation in the Island creates an environment for business which is consistent with the development of new industries and companies (Bullet 4)</li> <li>* Facilitate the setting up of successful new enterprises with high potential for survival through the development of a Jersey business information centre (Bullet 5)</li> <li>* Ensure the new Fiscal Strategy and other measures will enable enterprise and innovation (Bullet 6)</li> <li>* Explore and promote new opportunities for the rural economy and green tourism and promote overall restructuring of agriculture in Jersey (Bullet 7)</li> </ul>



11	Regulate population as overarching States' policy – Implement sustainability strategy	<b>2.1 To regulate inward migration and housing by licensing</b>
12	Housing: Affordable for all, plan for ageing society	<b>3.1 Access to services</b> <ul style="list-style-type: none"> <li>* Ensure that States' services (healthcare, housing etc) are affordable to all, providing subsidies where appropriate/necessary (Bullet 4)</li> </ul> <b>3.2 Enable the provision of good standard, secure and affordable accommodation for all</b>  <b>3.5 Plan for an ageing society</b>
13	Develop established and emerging industries	<b>1.3 Encouragement to enterprise, innovation and diversity, particularly in high value-added sectors</b>
14	Youth Forum – direct consultation	<b>5.1 To engage young people in the policy-making process</b>  <ul style="list-style-type: none"> <li>* Establish a Youth Forum that will give young people the opportunity to represent their views to the States of Jersey</li> </ul>
15	Family: Support throughout life	No reference to support for the family – could be inserted in 5.3 (Community Spirit)
16	Environment: Services and traffic strategy	<b>3.1 Access to services</b>  <b>3.2 Enable the provision of appropriate accommodation for all</b>  <b>3.3 Work towards the eradication of financial and social poverty in the Island and more integrated and equitable tax, spending and welfare systems</b>  <b>4.1 Ensure that polluted air, clean water</b>

		<p><b>and uncontaminated land exist as a basic right for all</b></p> <p><b>4.2 Conserve and enhance habitats and species</b></p> <p><b>4.3 Traditional landscapes</b></p> <p><b>4.4 Protect special places and buildings</b></p> <p><b>4.5 Integrate urban issues</b></p> <p><b>4.6 Manage the Island’s water resources</b></p> <p><b>4.7 Protect and improve fisheries</b></p> <p><b>4.8 Adopt a far sighted energy policy</b></p> <p><b>4.9 Sound stewardship of the land resource</b></p> <p><b>4.10 Introduce policies that minimise the impact of the population on the environment</b></p> <p><b>4.11 Make sufficient investment to maintain basic Island infrastructure</b></p>
17	Protect green and built heritage	<p><b>4.1 Ensure that unpolluted air, clean water and uncontaminated land exist as a basic right for all</b></p> <p><b>4.2 Conserve and enhance habitats and species</b></p> <p><b>4.3 Traditional landscapes</b></p> <p><b>4.4 Protect special places and buildings</b></p> <p><b>4.5 Integrate urban issues</b></p> <p><b>4.6 Manage the Island’s water resources</b></p> <p><b>4.8 Adopt a far sighted energy policy</b></p> <p><b>4.10 Introduce policies that minimise the impact of the population on the environment</b></p>
18	Targeted support for environmental initiatives	<b>Various initiatives identified in Aim 4 - The Physical Environment</b>

19	Reform electoral processes: manifesto and general election	<p><b>8.1 To demonstrate string and legitimate leadership</b></p> <p><b>8.2 Clear objectives</b></p> <p><b>8.4 Accountability measures and openness</b></p> <p><b>8.5 Communication and awareness of public perception</b></p> <p><b>8.6 Tackle the ‘democratic deficit’</b></p>
20	Investment in inclusion of all citizens	<p><b>5.1 To engage young people in the policy-making process</b></p> <p><b>6.1 Local identity</b></p> <p><b>6.2 Relationship with all sections of the community</b></p> <p><b>6.3 Community spirit</b></p> <p><b>6.4 Celebrating success</b></p>
21	Increase Overseas Aid Budget	<p><b>7.4 International obligations</b></p> <ul style="list-style-type: none"> <li>* Offer co-operation, where appropriate, to other states and bodies requiring assistance (Bullet 7)</li> <li>* Explore ways in which the States can maintain and develop its contribution to overseas aid, both through direct funding and in partnership with the private sector (Bullet 8)</li> </ul>
22	Cultural change in public sector employment	<p><b>9.3 Facing Reality</b></p> <ul style="list-style-type: none"> <li>* Ensure that the States’ workforce recognises and shares States priorities. Include staff unions and other representatives where appropriate and assure staff that their welfare will be taken into account at all times (Bullet 5)</li> </ul> <p><b>9.6 Modernise and optimise delivery where appropriate</b></p> <ul style="list-style-type: none"> <li>* Assess public wants and needs and establish the best way to meet them,</li> </ul>

		<p>either in-house or by engaging other partners (including private, voluntary and parish sectors) (Bullet 2)</p> <ul style="list-style-type: none"> <li>* Ensure that it is offering an efficient and effective service at all times</li> <li>* Ensure greater inter-departmental cohesion</li> <li>* Ensure that there is no duplication in services offered by the States</li> <li>* Carry out quality vs. cost evaluations</li> <li>* Break down divisions within the workforce – single status</li> <li>* Flexible working – no demarcations (Bullet 3)</li> </ul>
23	Transparency and accessibility of government	<p><b>8.2 Clear objectives</b></p> <p><b>8.3 Deliver and demonstrate delivery</b></p> <p><b>8.4 Accountability measures and openness</b></p> <p><b>8.5 Communication and Awareness of Public Perception</b></p> <p><b>8.6 Tackle the ‘democratic deficit’</b></p>
24	Re-think university funding: bring the young back!	<p><b>5.5 To encourage young people to return to the Island after finishing full-time education</b></p> <ul style="list-style-type: none"> <li>* Reassess the funding of university education and student loans so that it is made more attractive to young people to return to Jersey after the completion of their studies</li> <li>* Assess how young people’s housing needs can be met when they return from university</li> <li>* Work with employers to maximise the opportunities that are available to graduates</li> </ul>
25	Promote community involvement through Parishes	<b>6.3 Community Spirit</b>
26	Human Rights	<b>3.6 Promotion of Human Rights and Equal Opportunities</b>

27	Unique & diverse culture	<b>6.1 Local identity</b> <b>6.2 Relationship with all sections of the community</b> <b>6.3 Community spirit</b> <b>6.4 Celebrating success</b>
28	Communities facilities: affordable and varied 24/7	<b>5.2 To improve access to activities and opportunities for young people</b>

# **Strategic Aims Report and Discussion Paper**

## **Part II – Aims in Detail**

## **Introduction to the Strategic Aims Report and Discussion Paper**

The attached document is a record of the work of the Policy and Resources Committee, (supported by four States Members Working-Groups), in pursuit of the objective of preparing a Strategic Plan for the States of Jersey. It also reflects discussions which took place at the Imagine Jersey event held in November. This report sets out the draft Strategic Aims which could form the basis for a Strategic Plan. Part I sets out the Strategic Aims and success measures for these aims. Part II also sets out the tasks that have been identified to meet these Strategic Aims.

The report is published as a discussion document which will subsequently form the basis for a prioritised Strategic Plan to be lodged with the States in April 2004.

### **Next Steps**

As the plan has developed, it has become clear that States Members, the Public and businesses have very wide and sometimes conflicting aspirations of what needs to be done. If we are to set a clear direction which safeguards Jersey's future, we must resolve these conflicts and prioritise the tasks within the resources available. The Policy and Resources Committee is committed to achieving this, having first engaged States Members and as wide a cross section of the Public as possible, in a discussion about what is economically, environmentally and socially feasible. We intend to use meetings, discussion documents and other opportunities to explore the choices which have to be made. This process will focus on the effect on the Economy of choices on taxation, growth and economic development. We will then explore the effect of these on the environment and on society in terms of employment and social inclusion. A detailed timetable will be published in January.

The Committee believes that once these choices are properly understood, it will be for States Members, advised by the Public and Business, to set a clear course for the future. When the course has been chosen and set out in a final Strategic Plan, the Policy and Resources Committee is determined that the plans and promises made in the Strategic Plan will be delivered. We are determined that this vision will not be lost or forgotten and that we will demonstrate the leadership necessary to achieve our shared objectives.

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# FOREWORD

Jersey has enjoyed excellent services, a high quality of life and a vibrant economy for many years and we need to ensure that it will continue to do so for many years to come. In recent times, the Island has weathered the global economic downturn better than most comparable economies, but we have to face the challenge of the future if we are to secure our current high standard of living for ourselves and our children.

Over the last 18 months, all the departments of the States of Jersey have been implementing changes in order to prepare the Island for the introduction of a Ministerial System of Government, due to be completed during 2005.

The transformations that will take place will be painstaking – change is never easy – but the end result will be a streamlined and effective system of government that is better suited to the Island’s needs and better prepared to face today’s challenges.

A new Government requires a new vision, and our desire to achieve this is the primary motivation for the production of the 2004 Strategic Plan. We also believe that in order for us to build a more efficient, joined-up system of government, it is essential for us all to work to the same objectives. Most government departments have always worked to their own business plans and in accordance with States’ Policy. They will continue to do so, but within the broader framework of a Strategic Plan for all States business, which will ensure that we are all working towards the same objectives.

For the future we must have clear direction and leadership to ensure coherence, consistency and above all, efficiency in public sector work. The Policy & Resources Committee hopes that, by producing and implementing the Strategic Plan, it will be able to meet the expectations that people, both within the States and outside, have of it.

To date, production of the Strategic Plan has involved hours of discussion and debate in working-groups, expert advice and public consultation at *Imagine Jersey*. It has involved politicians, the Public and public servants.

We hope that this paper reflects the many different views and concerns that have been expressed throughout the process. As a result of the public consultation that we have carried out, and the further events that will take place, we believe that the overall aspiration for Jersey and the nine aims will receive widespread support and comprehension.

We also believe that the detailed tasks set out Part II are sensible and command support. However, States’ resources are finite and we have committed ourselves to reducing the level of States’ spending in real terms over the next few years. Therefore we must be realistic about what can be achieved. We must prioritise the large number of tasks, clearly identifying the most important and those which we cannot deliver.

At *Imagine Jersey* 300 people shared their hopes and aspirations and also produced a short list of 28 “essentials” that they believed should be addressed. They also identified a new Strategic Aim, “Investing in Young People” which has been included in this report. When we considered how to reflect the essentials in the prioritisation exercise, it became clear that some of them conflict with others and that many would require substantial investment. It is our view that we have to agree in some detail the sort of future we want for our Island and the people

who live here. The aspiration which drives this plan is a good one, but what do we mean when we talk about a prosperous future and what trade-offs will we have to make to secure it?

We are therefore publishing this Report and Discussion Paper as the background to a debate with States Members and the Public about the realistic and practical issues we face. Our intention is to reach a conclusion about the future direction for Jersey by the end of March. We will then use that conclusion as the basis for prioritising the aims of the States' Strategic Plan and setting realistic targets for action and investment.

We hope that as many people as possible will join in this discussion.

**Senator Frank Walker**

**President  
Policy and Resources Committee**

# Introduction

## The Strategic Aims Report and Discussion Paper

This paper has a number of intentions. Primarily, it sets out to share with all Members of the States and the Public the progress that has been made so far in the Strategic Planning process. It presents a summary of the key Strategic Aims that have been identified by States Members and which were the subject of a weekend public consultation event “Imagine Jersey.” Imagine Jersey also resulted in an additional aim, “To Invest in Jersey’s Youth,” which has been incorporated into this report.

Although this report is still in its early stages, we feel that it is essential for people to become involved in the strategic planning process as soon as possible. This not only allows time for comment and debate, but also for familiarisation with the issues, choices and challenges that the Island faces.

We hope that by ensuring that the strategic planning process is an open one, the choices that we make during the prioritisation process and in drafting a final strategic plan will be better understood by all.

Further public consultation and information-sharing will be taking place in the next stages of the strategic planning process and we hope that you will take the opportunity to participate. We are very aware that only by ensuring that the objectives and priorities set out in the final plan are shared by many will we be able to achieve them in full.

## Part 1

This Strategic Aims Report and Discussion Paper is presented in two parts. Part I sets out a high-level summary of the overall ‘Aspirations for Jersey’ and the ‘Aims to be achieved’. Each section takes one of the nine aims, identifies what must be achieved and sets out for each of these how success could be measured.

At the *Imagine Jersey* event 300 people identified the 28 “essentials” they believe should be achieved. These are listed at the end of Part I, with details of where they feature in the detailed plan.

## Part 2

This part of the paper presents the nine aims in detail. For each aim it sets out tasks which are seen as being desirable in order to deliver the aim successfully.

## Prioritisation and Next Steps

This report does not attempt to prioritise between aims or tasks. However, if the Strategic Plan is to be delivered it will be necessary to be very clear about what is fundamentally important and must be delivered, and those things that are less important and those which will not be, or cannot be, achieved. In order to prioritise we must decide exactly what we want to achieve for

Jersey in the future. This must be a practical, realistic and achievable direction. The Policy & Resources Committee intends to promote a debate with States Members, the Public and businesses about what is achievable and how to get there. Public consultation should be completed by the end of March whereupon the chosen detailed future direction will be used as a basis for prioritising what must be done.

# Aspirations for Jersey

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

**The overall aspiration** is to ensure that Jersey is:

*An Island where people enjoy a good quality of life because it has a high-value, prosperous economy which supports a pleasant environment and an inclusive society.*

A community where people:

- benefit from equality in access and opportunity
- are free from discrimination, and
- are supported to become self sufficient, wherever possible

And that the States is an effective government, accountable for its decisions and delivery of services.

## **Aims to be Achieved**

In order to achieve these aspirations, nine Strategic Aims have been identified, they are:-

- Aim One - To Create a Strong and Competitive Economy
- Aim Two - To Maintain a Sustainable Population
- Aim Three - To Enhance Quality of Life
- Aim Four - To Protect the Physical Environment
- Aim Five - To Invest in Jersey's Youth
- Aim Six - To Promote Jersey Pride and Self-Belief
- Aim Seven - To Develop Jersey's International Personality
- Aim Eight - To Reconnect the Public and the States
- Aim Nine - To Balance the States Income and Expenditure & Improve the Delivery of Public Services

## **Prioritisation**

In order to deliver these aims and aspirations they will need to be prioritised, taking into account future resources available to the States. That is the next phase in the Strategic Planning process, to be completed by the end of March 2004.

**Overall Aim One: To Create a Strong and  
Competitive economy**

**1.1 Economic growth with sustainable inflation**

The States will:

Maintain policies which are consistent with free and open trade in goods and services across borders

Put in place a new policy on migration which allows for a sustainable economy

Sustain a relatively low tax and an efficient and targeted public spending environment

Adopt as a top priority the sustained competitiveness of the Island's high value-added industries within the reforms of the company tax structure

With this priority uppermost, reform of the EXCO (Exempt Company) and IBC (International Business Company) arrangements in the Island will be completed between 2008-2011

In close consultation with the UK Treasury, a special 10% rate of tax on company income for financial services industry enterprises and certain other entities will be introduced by [2005]

Pursue as a permanent goal the principles of the Island's Anti-Inflation Strategy, particularly through ever tighter control over the public finances – including a target for annual growth of no more than 3% per annum until 2008 in States revenue and a reduction in capital spending of 2 million – to 48 million - for the period 2004 to 2008

Introduce a zero standard rate of tax on company income from 2008 at the latest and a 10% rate of tax on the income of companies in the financial services industry and certain other entities during the same period in order to sustain the international competitiveness of the Island's key industries

Introduce a new overall public spending and tax strategy by the end of July 2004

Develop economic indicators to measure adequately the performance of the economy by the end of 2004

## **Indicators of Success**

- \* Sustained economic growth relative to trend
- \* Sustained presence of the financial services industry
- \* Healthy employment levels
- \* Stable rates of inflation, as measured by the Retail Price Index (excluding house purchase costs) and the tax-adjusted measure of the Retail Price Index
- \* Lower cost of doing business in comparison with our competitor jurisdictions
- \* Tourism: A relative increase in the number of visitors and their spending in comparison with our competitors
- \* Agriculture; A well-kept countryside, minimising public costs

### **1.2 Developing a skilled and qualified workforce which meets the Island's needs**

The States will, within the overall constraints of the Budget:

Incorporate a new strategy for skills acquisition into States' policy designed to enhance the skills base of the Island and to substantially improve labour productivity and support business development

Use the new migration policy to ensure a more selective approach to new entrants to the Island based on the ownership of required skills

Improve the vocational education and training infrastructure of the Island to ensure delivery of high-quality vocational and higher education programmes relevant to the Island's future by better utilisation and co-ordination of the resources of the Island's key educational and training institutions

Develop a policy for improving the overall level of basic skills in the working population

Develop policies, as part of the skills strategy, which encourage employers in the Island to improve the level and quality of their (in-house) training and development and to encourage their use of external training where applicable

## **Indicators of Success**

- \* Rising levels of skills per capita amongst the working population
- \* A rise in the earnings index compared with competitors
- \* An improvement in the match of skills vs. skills shortages in the market
- \* Unemployment levels

### **1.3 Encouragement to enterprise, innovation and diversity – particularly in high value-added sectors**

The States will:

Establish international competitiveness for the Island's industries as the major priority for industry policy

Encourage, through active support, the further development of the financial services industry in the Island

Enable the development of new industries and companies, and especially those with high value-added potential and relatively light impact on the demand for labour in Jersey

Ensure that industry legislation in the Island creates an environment for business which is consistent with the development of new industries and companies

Facilitate the setting up of successful new enterprises with high potential for survival through the development of a Jersey business information centre

Ensure that the new Fiscal Strategy and other measures will enable enterprise and innovation

Explore and promote new opportunities for the rural economy and green tourism and promote overall restructuring of agriculture in Jersey

Promote the "Jersey Brand" initiative through an integrated States approach to marketing the Island abroad

Agree by end 2004 a strategy for the future of the Airport and Harbours which ensure the continued and efficient provision of services at a capacity sufficient to meet the Island's transport needs

#### **Indicators of Success**

- \* Growth in the Finance Industry
- \* Introduction of new industries – business start-up and retention
- \* An increase in Gross Domestic Product and Gross National Product
- \* Competitive corporate taxation

### **1.4 An open economy which encourages competition and minimises the cost of doing**



## **business**

The States will:

Continue to remove barriers to open trade across borders where these are reducing living standards in the Island

Produce a review of the extent of unnecessary regulation in the Island, its impact on the Island economy and how to reduce it – all to be done by end 2004

In support of the new policy on migration, reform or abolish the Regulation of Undertakings and Development and Housing Laws during 2004

Implement the Competition Law for the Island early in 2004 and encourage the application of the law in order to develop greater competition in domestic markets and introduce effective systems of regulation where there is a lack of open market competition. Support the JCRA in its aim to achieve these goals

Develop an integrated “one-stop shop” approach to business, with targeted deadlines for processing paperwork related to the setting-up of new business ventures

### **Indicators of Success**

- \* Sustained growth in external trade
- \* Narrowing of the price differential with the UK in those markets
- \* A reduction in “red tape”

## Overall Aim Two: To Maintain a Sustainable Population

### 2.1 Regulated inward migration and housing by licensing

The States will:

Ensure that there is a co-ordinated policy approach to planning, housing and immigration

Produce a migration policy which balances economic, social and environmental sustainability objectives

Monitor and regulate all inward migration by persons who do not have previous links with the Island

Produce a migration policy and supporting regulatory system by [ ] to amalgamate or replace the current housing regulations and the Regulation of Undertakings and Development Law

Introduce as part of the migration policy a licensing system by [ ] to monitor and, as necessary regulate migration into the Island based on strict criteria that ensures that the Island's economy has the skills it requires for the future

Ensure that the migration policy is compatible with legislation and provides residents with equality of opportunity and freedom from discrimination

Publish, on an annual basis, information on the structure of the population and the impact of the migration policy on the economy and on social, cultural and environmental sustainability

#### Indicators of Success

- \* A rise in the level of appropriately skilled people resident in the Island
- \* An appropriate balance between the economically active and those who are not, so that the level of services as required by the Island on the whole are being funded
- \* An increase in the number of people with the requisite skills migrating to the Island
- \* Healthy levels of employment
- \* An improvement in the match of skills vs. skills shortages

## Overall Aim Three: To Enhance Quality of Life

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

### 3.1 Access to services

The States will:

Ensure that services are directed at those who need them most

Take more proactive measures to ensure that all groups are aware of services on offer to them

Consider the implementation of a States-wide translation policy to ensure access to information to those whose first language isn't English

Ensure that States' services (healthcare, housing etc.) are affordable to all, providing subsidies where appropriate/necessary

Improve the co-ordination of existing social policies and develop the role of the Social Policy Strategy Group to co-ordinate policies and cover any "gaps" in the service

Develop new initiatives to meet genuine needs not yet catered for

### Indicator of Success

- \* Restructuring the delivery of key services to such an extent that current standards have not been reduced (e.g. Health, Safety, Education)

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

The States will:

Provide sufficient social rented housing to reduce the States Rental Waiting List to below 100 by the end of 2006

Ensure that, on average, at least 150 designated first-time buyer dwellings are provided

each year up to and including 2006

Continue to provide the support of rent subsidy to ensure that housing is affordable

Develop new residence policies to allow newcomers to the Island better access to accommodation

### **Indicators of Success**

- \* Within 5 years, no involuntary homelessness
- \* Within 5 years, supply of housing will have just exceeded demand
- \* The choice and affordability of available accommodation will meet the Island's needs
- \* The rental waiting list for social housing will be reduced to less than 100 applicants

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

The States will:

Provide affordable healthcare for all

Review pension levels

Develop, in a way which is consistent with States migration policy, a new, integrated welfare structure for the Island with a Low Income Support System in place by [ ]

Ensure the integration of this new welfare structure with the tax system

Ensure the integration of the delivery apparatus in a way which is consistent with the welfare and tax structures

Develop an integrated Social Insurance System in a way which is consistent with new developments in health care funding

Ensure that the tax structure is designed so as to encourage social "good" and discourage a negative social impact

### **Indicators of Success**

- \* A project plan aimed at delivering this will be developed by mid-2004 and progress will be measured against this
- \* Income distribution surveys by 2008 will demonstrate a "fairer"\* distribution of wealth

(\*i.e. showing a decrease in the income gap between the bottom and top income quartiles)

### **3.4 Ensure that suitable provisions are made to encourage life long learning**

The States will:

Complete a review of the Youth Service to include its aims and priorities for future development

Undertake a review of the organisation and delivery of adult education provision in the Island

Enable the provision of English language tuition for those residents in the Island whose first language is not English

Ensure that all professionals working with young people are 'connected' and equipped with the necessary knowledge and resources to be of practical help, especially to the 14+ age group

#### **Indicators of Success**

- \* The Census will indicate a significant increase in the number of inhabitants with higher level education and skills and with a wider age-span accessing learning programmes
- \* A broadened range of studies available (academic and vocational, as well as for personal fulfilment with increased access)

### **3.5 Plan for an ageing society**

The States will:

Create an all-age society which engages the talents and meets the needs of all citizens regardless of age

Legislate against forms of age discrimination, including the removal of barriers which inhibit older citizens from engaging in the workforce and the encouragement of more flexible working practices

Encourage greater community support and voluntary provisions in the services required by older people

Ensure that States' planning and resource priorities reflect the impact and the needs of

an increasingly ageing population, particularly in the areas of health, housing and social services

Review the arrangements for ensuring adequate personal and States provision for retirement

Ensure that housing development and planning consents recognise the needs of older people

Provide opportunities for continued learning, for occupation or personal fulfilment, throughout the lifespan

### **Indicators of Success**

- \* An increased participation rate of older people in Jersey society
- \* Adequate pensions protected (the current levels of provision for individuals should be maintained in real terms)
- \* Increased personal savings to supplement the States' pension

### **3.6 Promotion of Human Rights and Equal Opportunities**

The States will:

Ensure respect for Human Rights by insisting that all States' policies are Human Rights compliant

Work towards the elimination of all forms of discrimination, including race, gender and disability

Ensure "fair play" in the workplace and draft an Employment Relations Law

### **Indicators of Success**

- \* After any initial surge in the number of complaints and reports, a decrease in the number of incidents reported (i.e. contraventions of human rights)
- \* Human Rights legislation will be operational and a complaints procedure will be in effect
- \* The Government as an employer will deliver equal opportunities in policy and practice

### **3.7 Low levels of crime**

The ability of the Island to maintain a high standard of living and quality of life is inextricably

linked to the ability of the criminal justice system to achieve improvements in performance and value for money, in particular in those areas which are crucial to the island's economic prosperity, namely the finance sector and tourism, and by ensuring Jersey remains a safe place to live.

The States will:

Agree a comprehensive criminal justice strategy

Assess as part of such a strategy, whether it would be more appropriate and effective for the island to take a more localised approach to criminal justice issues rather than adopting and adapting UK policies

Assess the possibility of such a strategy allowing Jersey, as an insular authority, to deny entry to those persons whose presence in the island is detrimental to the public interest

### **Indicators of Success**

- \* Within 5 years, the two-yearly surveys will demonstrably show (using 2003 as a baseline) less fear of crime (e.g. of feeling and being able to walk anywhere without threat to one's person and property)
- \* Trend of crime reports should continue downwards

### **3.8 Range of cultural & leisure activities**

The States will:

Encourage further initiatives to ensure that barriers to participation in leisure activities (i.e. access, ability to pay, appropriate activity) are broken down even further

Ensure that legislation which inhibits the tourism and leisure industries from undertaking commercial and creative activities is amended or abolished

Support initiatives which will increase the Island's attraction as a venue for sporting, activity and educational holidays

### **Indicators of Success**

- \* The known gaps for 12-16 year olds will be filled
- \* The States will be more responsive to changing trends and demands
- \* The young will play a greater role in organising activities that are intended for them

### **3.9 Embrace different cultures and celebrate different identities**

The States will:

Encourage the appreciation of other cultural groups and their contribution to Jersey's cosmopolitan atmosphere - and to Island life in general - through events such as the Portuguese food fair, the French market etc.

Encourage further cultural exchange between Jersey and other places through educational exchanges, sporting activities and town twinning etc.

Investigate ways in which ethnic minority groups might be assisted to integrate further into the local community

#### **Indicator of Success**

- \* Fewer incidents of overt derogatory racist remarks (an attitudinal shift will have taken place)

### **3.10 Ensure that unpolluted air, clean water and uncontaminated land exist as a basic right for all**

The above is a pre-requisite for Island-life and is covered in greater detail in Aim Four – The Physical Environment



## Overall Aim Four: To Protect the Physical Environment

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

### **4.1 Ensure that unpolluted air, clean water and uncontaminated land exist as a basic right for all**

The States will:

Put in place an adequate statutory framework

Bring forward an integrated legal framework for pollution control and in doing so introduce measures to regulate air quality and contaminated land to complement the Water Pollution law and the draft water resources and waste laws

Establish a locally relevant set of environmental standards in consultation with the MOH

Establish an adequate regulatory inspection and monitoring regime

#### **Improve air quality**

Debate and adopt the Air Quality strategy, immediately implement the low/no cost "no regrets" measures and then a prioritised programme of the costed measures

Establish locally relevant, health determined air quality standards

Implement immediately the low/no cost measures of the Sustainable Transport strategy

#### **Introduce an environmentally sound waste management regime**

Debate and implement the Waste law in 2004

The law will satisfy the requirements of the OECD and the Basel convention that we are able to manage our wastes in an environmentally sound manner.

Until the law is brought into force Jersey is unable to export wastes for disposal and hazardous waste is being stockpiled

Recruit the specialist waste regulator

Through the waste strategy group bring forward the solutions to the incinerator replacement and the composting of agricultural waste

Through agricultural advice and research seek to reduce inputs of Pesticides and nutrients to Jersey's environment.

### **Respond effectively to pollution incidents**

Review response capability and standby and callout arrangements

Update Emergencies Council plans

### **Indicators of Success**

- \* Reduction in pollution incidents
- \* Reduction in reports of contaminated water
- \* Levels of pesticides used reduced by 50%
- \* Taken advantage of affordable remediation processes

## **4.2 Conserve and enhance habitats and species**

The States will:

Establish and implement habitat and species action plans within the context of Jersey's Biodiversity strategy

Produce a set of coastal zone management plans

Promote Jersey's environment as one of its critical natural assets, build tourism markets around this

Complete work on the environmental monitoring and reporting framework

### **Indicators of Success**

- \* No further loss of species or habitats
- \* A reduction in the number of species which were previously considered to be at risk

## **4.3 Traditional landscapes**

## **The States will:**

Maintain habitat diversity and traditional features such as hedgerows through an agri-environment scheme

Designate semi-natural habitats such as woodland and coastal heathland with Site of Special Interest (SSI) status.

Shift resources into expanding and maintaining these areas as land drops out of agriculture

Maintain strict planning controls to prevent encroachment into the countryside and to preserve the character of the building stock

Resist offshore proposals such as badly sited wind farms that would affect the visual amenity

## **Indicators of Success**

- \* Approved land-use policy
- \* Dramatic increase in the proportion of public lands that are accessible to the Public

## **4.4 Protect special places and buildings**

### **The States will:**

Extend the current South East coast RAMSAR designation to include the Écrehous and other offshore reef systems

Complete the designation of terrestrial ecological Sites of Special Interest (SSIs)

Continue planning policies for the countryside and for historic buildings (Valetta Convention)

## **Indicators of Success**

- \* Completed designation of terrestrial ecological Sites of Special Interest (SSIs)
- \* Continued planning policies for the countryside and for historical buildings
- \* Extension of the South Coast RAMSAR designation to include the Écrehous and other offshore reef systems
- \* No special buildings or places damaged or left in poor condition

## **4.5 Integrate urban issues**

The States will:

Implement policies in the Island plan that will integrate the consideration of issues such as traffic management, air quality, urban green space, designing out crime etc.

### **Indicators of Success**

- \* Increased amount of urban amenity space
- \* Greater youth input
- \* Greater involvement of the community in the development and design of the urban space (both open and built)
- \* Resolution of urban issues to suit urban and non-urban residents

## **4.6 Manage the Island's water resources**

The States will:

Debate the Water Resources law and introduce in 2005

Bring in the integrated catchment management regime in 2004

Avoiding expensive remediation of assets such as groundwater and land by regulating to protect them from damage

Progressively put properties onto mains drainage

Enforce drinking water standards

Plan proactively to manage future needs by both demand side and supply side measures. Take account of changed climate scenarios in doing so

### **Indicator of Success**

- \* All householders on mains and private supply receiving adequate quantities of "unpolluted" water, based on minimum required regulation

## **4.7 Protect and improve Fisheries**

The States will:

Enforce the Fisheries regulations so as to stop any illegal exploitation of Jersey's fish and shellfish stocks

Investigate and research less destructive fishing methods

Enforcement of restricted fishing areas and gear restrictions to conserve the economic return on Jersey's marine fish stocks

Domestic fishing policies that maximise biological and economic yield

### **Indicators of Success**

- \* Increase in the incidence of marine species
- \* Establishment of a marine reserve to enable conservation and increase fish stocks

## **4.8 Adopting a far-sighted energy policy**

The States will:

Meet Jersey's international climate change commitments. Some targets are set already, for instance we have accepted an international obligation to reduce our emissions of greenhouse gases to 1990 levels by 2000. The Kyoto ratification should be extended to Jersey and more ambitious targets adopted

Maintain climate measurements such that we are able to detect and quantify actual changes to temperature, rainfall. Sea-level rise and storminess over time

Encourage the use of alternative energy sources such as tidal, solar and wind energy

Develop energy efficient transport policies

Encourage retail sales of energy efficient goods

Maintain a balance between fuels, diversity of supplies and the degree of on-island capability required

Improve energy efficiency in domestic and commercial property

### **Indicators of Success**

- \* Introduction of a States-approved and generally accepted energy policy
- \* Reduction in the total energy consumed in the Island

## 4.9 Sound stewardship of the land resource

The States will:

Implement comprehensive policies for land use and development control within the Island plan and supported by planning law

Exercise the legal controls operated by Agriculture and Fisheries that restrict land being removed from agricultural use

Debate and adopt the draft minerals strategy exists that relates to the working and restoration of stone, aggregate and sand quarries

Adopt the principle that land is a natural capital asset capable of delivering a stream of revenue flows. Crops are only one such flow and future policy will seek to recognise other legitimate uses such as management for conservation that also create value for the Island

Improve the benefits flowing from agricultural land by the adoption of practices which also benefit the environment. Such practices should be supported through an agri-environment payment scheme

### Indicators of Success

- \* Urban areas will have fewer non-utilised buildings and fewer temporary space given up to car parks
- \* Fewer public objections to planning applications, showing that planned buildings are better meeting the community's needs
- \* Lower incidence of land remediation

## 4.10 Introduce policies that minimise the impact of the population on the environment

The States will:

Adopt the polluter/user pays principle for e.g. the sewerage charge, vehicle scrapping charge

Use more sophisticated costing models to assess whole life value of policy options e.g. to look at the savings made through reduction in health complaints and reduced congestion in respect of transport policy options

Introduce fiscal policies that discourage damaging behaviour, for instance differential pricing for vehicle registration, a pesticides levy or a weight based waste collection charge

Adopt charging policies that shift behaviour such as car park charges in town to make public transport more attractive

Introduce subsidy policies for same reason e.g. lower bus fares

### **Indicators of Success**

- \* Policies will be implemented without additional legislation
- \* No encroachment into green zone countryside

### **4.11 Make sufficient investment to maintain basic Island infrastructure**

The States will:

Carry out adequate maintenance to prevent the deterioration and loss of an asset that would be expensive to replace.

- Roads
- Sewers and drainage
- Sea defences
- Municipal buildings

Scrutinise long-term capital spend decisions for their resilience to a changed climate. (e.g. sea defences, new reservoirs).

### **Indicators of Success**

- \* All of the Island's infrastructure will be adequately maintained, not requiring extra investment because of system deterioration
- \* Government investment will be supplemented by contributions through planning gain from developers

## Overall Aim Five: To Invest in Jersey's Youth

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

The States will:

Consult with young people in planning activities and facilities that directly impact on their lives, particularly in areas such education, recreation, leisure and sport

Establish a Youth Forum that will give young people the opportunity to represent their views to the States of Jersey

Develop a mechanism so that young people can elect their own representatives to the Youth Forum

Consider the possibility of reducing the age of voting to 16

Develop ways in which younger people can realistically stand for election to the States Assembly

#### **Indicators of Success**

- \* Young people are given a greater voice in the affairs of the Island
- \* The establishment of a Youth Forum
- \* An increase in the number of people under 30 voting

### 5.2. To improve access to activities and opportunities for young people

The States will:

Develop in conjunction with young people more activities outside of school, including places that young people can hang out with their friends and provide more affordable places for young people to go

Provide more youth clubs in the Island and involve young people more in their organisation

Ensure that the needs of young people are considered in deciding planning applications



for facilities for the public

### **Indicator of Success**

- \* The improvement of facilities for young people in ways that meet their needs and aspirations

### **5.3. To plan a sustainable future for all young people**

The States will:

Ensure that policies in housing recognise the desire of young people to have affordable housing

Develop ways of diversifying the economy so that a wider range of jobs and careers are available to young people

Develop policies to reduce disaffection amongst young people and help those who are disaffected with education and society to feel that they have a worthwhile role in the community

Ensure that those young people who fall foul of the law have the opportunity to reintegrate into society and that an excellent system of prison education is introduced

### **Indicators of Success**

- \* The extent to which young people feel they have a bright future in Jersey
- \* Less disaffection amongst young people and the reduction of youth crime

### **5.4. To improve educational opportunities and options available**

The States will:

Improve the access to and the range of vocational opportunities available to young people in schools and further education so that they access to a greater range of career opportunities

Research the feasibility of increasing the range of higher education opportunities available in the Island

Ensure that there are adequate training and apprenticeship opportunities available for young people so that they can maximise the career and job opportunities available to them

## **Indicator of Success**

- \* An increase in the range of vocational and higher education options available in the Island, giving young people greater choice and more opportunities

### **5.5. To encourage young people to return to the Island after finishing full-time education**

Reassess the funding of university education and student loans so that it is made more attractive to young people to return to Jersey after the completion of their studies

Assess how young people's housing needs can be met when they return from university

Work with employers to maximise the opportunities that are available to graduates

## **Indicators of Success**

- \* An increase in the proportion of the Island's graduates returning to Jersey after completing their education
- \* An increase in the percentage of those who stay in the Island after completing their local education

## Overall Aim Six: To Promote Jersey Pride and Self-Belief

### 6.1 Local Identity

The States will:

Encourage people to identify and appreciate what is unique about their Island and heritage

Support events which celebrate and enhance the Island's contemporary culture

Support associations which promote the Island, such as the Société Jersiaise, Heritage Trust and National Trust for Jersey

Work with Island residents to establish what local identity is – in order to “brand” the Island appropriately and strengthen that identity

Support the teaching of Jèrriais in schools and as part of adult education where there is a demand. Jèrriais is important for identity, Island branding and tourism

#### Indicator of Success

- \* The results of an opinion poll to find out what Islanders think of Jersey

### 6.2 Relationship with all sections of the Community

The States will:

Work towards creating a model of engaged citizenship which will be a ‘shining example of a true modern democracy’ (Machinery of Government Review Panel Report, p 40)

Harness community talents and energies in the decision-making process. Demonstrate an approach which clearly values public opinions and concerns

Promote a better understanding in all sections of the community of the issues facing the Island today to encourage debate and aid informed choices

Do all that it can towards operating in a more open way, whereby issues vital to the

Island's future are honestly presented, widely debated and clearly understood

Ensure that information is communicated using tools which appeal to all sections of the community and are most likely to engage people's interest, attention and support

Encourage all members of society to participate and to voice their views, especially the "silent majority" whose views are often unheard

### **Indicators of Success**

- \* A survey of voluntary organisations
- \* An increase in public sector organisation participation in community events

### **6.3 Community Spirit**

The States will:

Enhance the role of the Parishes as a community resource

Implement an IT Information Security Policy which will secure transactions and further formalise communications with the parishes

Provide new facilities to encourage, support and sustain community and Parish activities. Promote and support cultural traditions and initiatives within the community

Raise awareness of the role of the parish and what its responsibilities are

Investigate ways of giving higher-profile support to events which enhance the sense of community and encourage a sense of pride in the community by establishing community based projects, either at home or abroad

Celebrate the Jersey honorary tradition - Support the voluntary services and give greater public recognition to those who give up their time to serve the community

Investigate and support a culture of "self-help" by establishing networks within the community which may not require financial support but which will, when established, help sections of the community -which may be at risk - to help themselves

### **Indicators of Success**

- \* Increased participation in international, cultural and sporting events

- \* Results of a public opinion poll

## **6.4 Celebrating success**

The States will:

Promote Jersey pride and self-belief amongst those who live and work in Jersey - encourage uniqueness, diversity and quality in Island-life

Strengthen Jersey's unique character and explore which aspects of it's appeal – functional, physical and emotional – that have made people choose Jersey over other (comparable) jurisdictions

Celebrate the many people and achievements that go unnoticed in the Island (i.e. individuals, who have gained international recognition, yet aren't truly celebrated in the Island). Perhaps an annual Island honours list or similar? Ensure that this applies to all sections of the community – success can be measured in different ways

Celebrate Islanders, both past and present, who have carried out good works at home and abroad. A system to track the success of local residents working at home or abroad?

Recognise the many voluntary groups active in the Island

Celebrate not only the people, but also the places of historic and natural interest

Highlight the areas where Jersey excels itself (i.e. law enforcement, finance, agriculture, education, sports facilities etc)

### **Indicator of Success**

- \* The introduction of an awards recognition scheme

## **6.5 Environment as part of citizenship and cultural heritage**

The States will:

Develop a schools programme to ensure that Jersey children are aware of their environmental heritage and their responsibilities toward it

Create resource packs and support them with visits to schools

Make available guided walks and talks in the countryside and on the foreshore

Develop field study centres. Initially at the existing Francis Le Sueur centre

Encourage visitors to make use of the facilities during school holidays

**Indicator of Success**

- \* An increase in membership and participation in environmental and cultural organisations

## Overall Aim Seven: To Develop Jersey's International Personality

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

### 7.1 Relationship with the UK (including constitutional relationship), and EU (including targeting specific EU members) & others

The States will:

Strengthen Jersey's links with the other Channel Islands, the Isle of Man and other islands when dealing with issues where the Islands have shared interests or concerns. Where possible, the Islands should look at the possibility of sharing certain resources and embarking upon joint projects

Strengthen and improve the Island's links with the United Kingdom

Develop an overall strategy for Jersey (or Channel Island) representation in London responsible for the promotion of the Islands

Promote Jersey links with France (including with specific neighbouring *départements*)

Explore the possibility of strengthening such links through increased trade and commerce as well as tourism

Review transport links with France to ensure that such possibilities for further trade and tourism are not hindered by insufficient transport links

Encourage co-ordination and dialogue between the transport and freight companies and commercial bodies in both Jersey and France in order to assess the possibilities of strengthening Jersey-France ties

Consider ways in which the Maison de Jersey in Caen can play an increased role in developing stronger links with France

Maintain a presence in Brussels to represent and promote the Island(s), where possible, and to improve general channels of communication with the European Union to ensure that the Island is "kept in the loop" whenever its interests are at stake

Maintain and improve direct contact where possible with EU advisers

### **Indicators of Success**

- \* Improved transport links with France, the EU and the UK
- \* An increase in marketing of the Jersey “brand” and products abroad
- \* Improved consultation between the UK and Jersey
- \* Greater recognition of Jersey’s interests by the EU

## **7.2 Jersey Abroad**

The States will:

Develop a co-ordinated marketing and communications strategy which will determine a positioning statement and a “brand image” for Jersey; to provide a framework within which the States, the private sector and other agencies can operate

Raise Jersey’s profile as a distinctive and safe destination

Enhance the Island’s international personality by celebrating the areas in which the Island is unique or those in which it achieves something special (i.e. cultural, agricultural, sporting events etc)

Explore different ways in which Jersey can be marketed, with particular regard to its regional identity as part of the Channel Islands, Brittany and Normandy as well as its Island identity

### **Indicators of Success**

- \* Jersey ‘own-brand’ recognition (OECD, TIEA etc)
- \* An increase in the marketing of the Jersey “brand” and products abroad

## **7.3 Meeting our international obligations and extending our reputation**

The States will:

Take an active and responsible role in voicing the Island’s concerns, showing the Island’s support for the discussion of international issues and generally representing the Island abroad

Improve, where appropriate, the Island’s participation rate in international bodies in



order to enhance the Island's international personality and ensure that Island representatives are well-informed of the Island's position and interests

Focus the Island's participation on those organisations most likely to be of actual benefit to the Island, and carry out an analysis of the implications of doing so before committing the Island

Look at the benefits of joining other international organisations which discuss, in particular, issues and difficulties relating to island communities and/or those which are of significance to Jersey and share a common interest

Implement an effective "early-warning" system to ensure that the insular authorities are aware of practices, standards and innovations in other jurisdictions and external bodies whose activities may have an impact on Island affairs, but over which the Island has little or no influence.

Follow these practices and meet these standards where appropriate and in accordance with the Island's capacity as a small jurisdiction

Assess the impact of any international obligations that Jersey signs up to on the Island's level of self-determination

Complete an Index of the International Agreements that the Island is party to

Use the above Index to assess what the Island's international obligations are and how well it performs and set fixed targets for improvement if necessary

Ensure that an assessment of resource and manpower implications etc is carried out before the Island signs up to any binding agreements

Offer co-operation, where appropriate, to other states and bodies requiring assistance

Explore ways in which the States can maintain and develop its contribution to overseas aid, both through direct funding and in partnership with the private sector

### **Indicators of Success**

- \* An increase in the number of significant memberships we hold - and international meetings we are invited to
- \* Increased participation and attendance rate in significant international bodies and meetings
- \* The completion of a realistic evaluation of obligations before acceptance



## Overall Aim Eight: To Reconnect the Public and the States of Jersey

### 8.1 Leadership and legitimate authority

The States will:

Encourage the Council of Ministers to develop clear corporate leadership

Encourage the Committee of Presidents to work as a team

- Promote scrutiny as a process for improvement by examining draft policy and alternative views

Encourage a more balanced approach to communicating the States' work – the good as well as the bad

Ensure that the States is a workforce without divisions and support organisational development processes to encourage a non-divisive attitude

- Both Members and States workers should view States' resources as shared assets, and the aim to provide optimal services as a joint endeavour

#### Indicator of Success

- \* Council of Ministers who have earned respect and whose policies are accepted by the Public and States

### 8.2 Clear objectives

The States will:

Present the Island with a Strategic Plan to work towards

Publish clear objectives, standards and priorities and strive to attain them

Be clear about what is important/routine and how this affects service delivery

Couple objectives with indicators of progress/success that can be readily applied and understood

## **Indicator of Success**

- \* Approved Strategic Plan and Business Plans with measurable outcomes

### **8.3 Deliver and demonstrate delivery**

The States will:

Determine and publish standards of service delivery and publish periodic results of performance against these

Publish the results of any benchmarking exercises by the end of 2003

Develop a performance measurement and management system

Publish performance and benchmarking data as part of service management on an annual basis

## **Indicator of Success**

- \* Annual Performance Report will be published, demonstrating performance against the Strategic Plans, Business Plans and against other jurisdictions

### **8.4 Accountability measures and openness**

The States will:

Implement the proposed scrutiny system to ensure that there is full accountability to States' Members and the public

Insist on transparency and understanding of public accounts

Ensure that all systems/processes show value for money

Produce and consider service delivery performance measures

Ensure that everybody has access to the same services and information if they need them

## **Indicators of Success**

- \* Annual performance report will be published, demonstrating performance and ensuring transparency
- \* A Code of Conduct for States Members will be published and adherence will be ensured

### **8.5 Communication and Awareness of Public Perception**

The States will:

Ensure that communication between the States and the Public is a two way process

Improve overall communication/consultation with the public through a range of media and events:

- Arrange to open a dialogue with the community in developing the Strategic Plan
- Engage the public/stakeholders not only through the parishes, but also at schools, institutes, clubs and societies etc.
- Hold seminars on certain policy issues (i.e. population, economy, agriculture) with "key" sections of society

Improve the overall accessibility and clarity of information provided: make it concise and simple

Avoid "information overload" by establishing what people want/need to know

Agree a States' policy on translation by [2005]

Encourage the publication of useful, factual information rather than just relying on single Members to publicise their own agenda

Co-ordinate the publication of material from the States as a whole, rather than just individual departments, to ensure that the States is perceived as a single, well co-ordinated organisation

Create a single comprehensive website for the States

Review the way the public gains access to the States and decide how best to follow up results by the end of 2004

Develop an easily identifiable "brand" for the States of Jersey which is used by all services

Establish what the true public perception of the States is and then decide upon the best way forward in light of the results

Listen to public feeling and be willing to explain the rationale behind difficult decisions

Carry out a customer survey of a selection of States provided services

Include a feedback mechanism/discussion forum on the States-wide Website

Ensure that the public have a channel for their input, responses, complaints etc

Apply uniform customer care standards to all States services and actions

Cultivate a stronger understanding with the media to encourage informed and constructive commentary and coverage of Island events, and issues

Develop a fuller understanding of the work of the public service so that Members can participate in informed discussion and debate of issues in the public domain

Improve communications with islanders and encourage islanders to voice their concerns more openly- provoke debate, interest and participation in Island-life and politics

Actively encourage Members/Chief Officers to brief the media regularly and in person to encourage a greater understanding of current issues

Make greater efforts to build a strong relationship with the Island's media

Offer States Members/Chief Officers media skills training

Hold regular high-level meetings with Island media to discuss forthcoming agenda, matters of public interest, stages of reporting, etc to encourage more informed discussion and debate

Be responsive and understanding to the media's requirements in providing a better informed service to the community

### **Indicators of Success**

- \* States' understanding of what the Public's expectations
- \* Greater public understanding of what the States is trying to achieve
- \* The results of an opinion survey of public satisfaction
- \* Media satisfaction
- \* A coherent, consistent and user-friendly website for all functions
- \* Common States/Jersey "brand" in place

### **8.6 Tackle the 'democratic deficit'**

The States will:

Explore more imaginative ways of voting – e.g.; on line, out of Parish, vicinity of work

(St Helier)

Encourage election candidates to produce clear statements so that voters can understand better who they are voting for and what they stand for, thereby encouraging greater political accountability

Supply more biographical information about present States Members on the States Website

Develop a real consultative approach to governance and encourage public participation at all stages of policy-making

Encourage all committees to use “green” and “white” papers as policy develops to provide an opportunity for input

### **Indicator of Success**

- \* Improved turnout at elections

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

The States' income and expenditure will at least be in balance over the economic cycle. The States will retain its policy of not borrowing and aim to continue to make contributions to the Strategic Reserve. The States will also ensure that Jersey remains a low tax, low spend jurisdiction.

### **9.1 Prioritise States' Resources**

The States will:

Through the Fundamental Spending Review

Allocate all resources in a way which is consistent with the Strategic Plan, and reduce or terminate those services which could be provided more efficiently outside the public sector

Agree rolling five year spending plans in its Annual Business Plans, with clear targets for service improvements

Ensure that Annual Business Plans take an integrated approach to the allocation of finance, manpower, property and land to deliver States objectives. The revenue consequences of capital projects and the legislative programme will also be fully quantified

### **Indicator of Success**

- \* Resources allocated in accordance with Strategic and Business Plan priorities

### **9.2 Efficiency Programme**

The States will:

Produce information to measure in a more effective way the efficiency of States' Services

Present the annual budget in a form that reveals the full cost of providing services



and contains output targets

Undertake a benchmarking exercise to compare the cost of public services in Jersey with other comparable jurisdictions

Produces States accounts in accordance with Generally Accepted Accounting Practice (GAAP)

Agree demanding but achievable targets for efficiency savings over the period 2004 to 2008

Introduce the changes and realise the savings identified under the Machinery of Government Reforms making Chief Officers personally accountable for the value for money of States services offered by their departments. This will be reviewed on a professional and systematic basis by a Controller and Auditor General

### **Indicators of Success**

- \* Annual benchmarking
- \* Year on year improvement
- \* A decreasing number of regulations
- \* A reduction in the number of people servicing regulation

### **9.3 Facing reality**

The States will:

Establish what States' priorities are and tie spending to those areas

Make real attempts to address, and not disguise, any problems when they are identified

Be realistic about the cost of what's left and have the courage to say so

Expect the public sector to deliver high quality services with adequate budgets and recognise those services which cannot be delivered

Ensure that the States' workforce recognises and shares States priorities. Include staff unions and other representatives where appropriate and assure staff that their welfare will be taken into account at all times

### **Indicators of Success**

- \* Public awareness and understanding of what the States cannot achieve

- \* Real targets will be set and adhered to
- \* A reductions in States' spending in real terms

#### **9.4 Cash Limit**

The States will:

Ensure that projects/services are completed within their set budgets

#### **Indicator of Success**

- \* No overspending

#### **9.5 Client focus**

The States will:

Include customer care in staff competency sets

Include customer care objectives in Performance Review and Appraisal

Provide staff training on customer care & ensure that high-performance is recognised

Establish uniform customer care standards (i.e. Response times to letters, applications, telephone calls etc)

Facilitate public access to information with the creation of a States-wide website

Review how the States can improve access to the services that it provides and present a proposal by the middle of 2004

Encourage stakeholders to report problems and develop a States-wide complaints procedure, to be monitored regularly by Chief Officers and to undergo review by Ministers and the scrutiny process

#### **Indicators of Success**

- \* The results of a customer satisfaction survey

#### **9.6 Modernise and optimise delivery where appropriate**

The States will:

Assess public wants and needs and establish the best way to meet them, either in-house or by engaging other partners (including private, voluntary and parish sectors)

Ensure that it is offering an efficient and effective service at all times

- Ensure greater inter-departmental cohesion
- Ensure that there is no duplication in services offered by the States
- Carry out quality vs. cost evaluations
- Break down divisions within the workforce – single status
- Flexible working - no demarcations

Maximise internal efficiency and adopt a more business-like approach to delivery and services where there are private sector comparators

- Develop clear service specifications and review working practices
- Implement efficiency improvements in collaboration with the workforce
- Review private sector options if efficiency improvements are not achieved
- Encourage a greater use of ICT

Establish as a major priority the enhancement of productivity performance in the provision of public services and set up performance measures to assist in the monitoring process

Identify core and non-core services and look at the impact of terminating certain non-core services. Efforts must be made to ensure that all departments are willing to relinquish funds for non-core services. In evaluating the termination of such services, check public wishes and alternative funding sources

Strive to maintain the high quality of such services. In a time of financial cutbacks, this may signify stopping some non-essential services, but this is preferable to providing a wider range of mediocre services

Demonstrate that overall lower funding does not have to mean poor quality delivery – but that informed choices will have to be made

### **Indicators of Success**

- \* Removal of duplication
- \* Service standards – quality/time – will be published
- \* Cost of delivery will be measured
- \* Carry forward alternative will be in place
- \* Performance will be measured and published

## 9.7 Recognise and Value the Voluntary Sector

The States will:

Establish closer links between the States and voluntary sectors through the greater involvement of representatives in the voluntary sector in the work of government

Consider, prior to commencing a project or a solution to a problem, the voluntary organisations or groups that work within the relevant sector

Work proactively with voluntary organisations and groups to produce agreed workable solutions

Utilise and integrate local organisations and groups with those involving fulltime staff. (An example of this is the Jersey Search and Rescue group which comprises such organisations as the Fire & Rescue Service, States of Jersey Police etc, co-ordinated by Jersey Harbours. As full members, the RNLI lifeboat stations - voluntary crews - situated at St Helier and St Catherine's have equal status and representation. Thus voluntary organisations and groups can work as equals with the 'fulltime professionals', bearing in mind that they (the organisations and groups) have a wealth of 'coal face' experience, which needs to be considered in any consultation process.)

Appreciate that by their very nature, persons involved in voluntary organisations and groups cannot necessarily meet during working hours and therefore meetings need to be convened at their convenience.

Maintain an up-to-date directory/website of voluntary groups etc. and publish widely

### Indicators of Success

- \* Opinion survey of voluntary sector will be completed
- \* Understanding of each other's roles
- \* Duplication removed
- \* Value of work transferred (both ways and including resources)
- \* An increased number of Service Level Agreements between the States and the Voluntary Sector

## 9.8 Personal taxation

The States will:

Introduce in 2004 a cap on the value of loans which attract income tax relief on loans and

restrict access to relief to those purchasing their residence of first-choice in Jersey

Phase in reforms to the personal tax structure from 2005 in a way which will ensure equity in the tax system

Investigate the potential benefits of attracting more high-wealth individuals (I.I.K.s) to the Island

A further measure will be the development of an increasingly equitable tax structure for the household sector in the Island in the medium-term. Indicators to measure equity should be agreed in [2004].

### **Indicators of Success**

- \* The Island will have an internationally competitive personal taxation, which shall be maintained as low as possible
- \* A more “equitable” taxation policy overall
- \* Competitive corporate taxation