

Delivery Plan

Minister for External Relations

Deputy

Philip Ozouf

Assistant Ministers

Deputy Ian Gorst



Introduction

The Minister for External Relations' priorities for 2023 were published in his [Ministerial Plan](#), in October 2022.

This Delivery Plan now sets out the activities that government departments will undertake in 2023 to deliver on External Relations' priorities. The plan is structured in three parts:

- 1) Detailed actions to deliver on Ministerial Priorities
- 2) Projects and Programmes
- 3) Service Performance Measures

The plan focusses on delivery of the Minister's priorities and therefore does not detail all 'business as usual' undertaken by ministers or departments. The full list of functions discharged by the Minister and Assistant Ministers can be found at [Article 30A – Ministerial Responsibilities](#).

The Minister for External Relations is politically accountable for [External Relations](#). Further information on this department can be found using the link.

Full budget information for 2023 can be found in the approved [Government Plan 2023-26](#).

A guide on how to use the Delivery Plan tables can be found at Appendix 1.

Ministerial Priorities

This section details the actions that will be taken during 2023 to deliver the commitments made in the Minister for External Relations' published Ministerial Plan:

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MER P1	Conducting external relations, concurrently with the Chief Minister, in accordance with the Common Policy on External Relations, which is approved by the Council of Ministers:							
MER P1	Proactive and extensive programme of engagement with the UK, EU and global stakeholders across full range of policy portfolios as outlined within the Common Policy on External Relations (see also MER P2).	<p>Ministerial (Chief Minister, Minister for External Relations and other COM members as appropriate) and officer-led meetings with key political, diplomatic, business and non-governmental stakeholders to promote and protect Jersey's interests and reputation through international engagement, with particular 2023 focus on UK political contacts, Jersey-French relations, and engagement with priority global markets beyond the UK and EU.</p> <p>In conjunction with GoJ colleagues, assist with policy development across range of priority challenges for Jersey, ensuring effective international collaboration to inform and progress GoJ thinking.</p> <p>Delivery of effective and responsive sanctions regime, and preparation for Jersey's 2023 MONEYVAL review.</p>	How we will deliver	External Relations	Whole department	Business as usual		Ongoing

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MER P2	Delivering on the updated, published, and Council of Ministers-agreed Common Policy on External Relations in Q4 2022, based on input from the States Assembly, setting the framework within which Jersey’s external engagement will be conducted over the next administration:							
MER P2	<p>With extensive partnership working across GoJ, update the Common Policy on External Relations to guide and direct the Government’s approach and priorities in respect of international engagement.</p> <p>States In-Committee Debate 22 September 2022</p> <p>Agreed by COM 15 November 2022</p> <p>Published 22 November 2022</p>	<p>Delivery against items of the Common Policy is outlined in more detail within this 2023 Plan.</p>	<p>How we will deliver</p>	<p>External Relations</p>	<p>Whole department</p>	<p>Business as usual</p>		<p>Complete</p>

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MER P3	Continuing to build positive, long-term relationships with Jersey’s external partners to promote and protect the Island’s interests through our international engagement, specifically United Kingdom political relationships:							
MER P3.1	<ul style="list-style-type: none"> - Engaging regularly with UK Ministers, including those of an incoming Government and cross-party parliamentarians to provide clarity on Jersey’s constitutional relationship and value to the UK. - Undertaking targeted programmes of engagement in the run-up to the UK General Election (which must occur no later than January 2025) - Engaging on high profile policy issues e.g. providing further constructive detail on Jersey’s register of beneficial ownership. - Ensuring the successful delivery of the British-Irish Council Summit in Jersey in 2023. - Maintaining and strengthening the Jersey London Office to safeguard the delivery of a successful on-the-ground platform for UK political and officer engagement. 	<p>External Relations’ London office will:</p> <ul style="list-style-type: none"> - continue the regular programme of UK engagement, with particular focusing on cross-party meetings including Labour Party and Liberal Democrat contacts; - support inbound visits by UK Parliamentarians, especially from the Opposition front bench; - develop and deliver a programme to improve knowledge among Parliamentarians around Jersey’s high-quality regulatory regime for financial services; - work closely with Ministers, GoJ officers and the BIC Secretariat to deliver a successful BIC Summit in Jersey in June 2023. 	How we will deliver	External Relations	UK & EU Directorate - Jersey London Office	Business as usual		Ongoing

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MER P3.2	<ul style="list-style-type: none"> - Spearheading Jersey’s representation in relevant oversight and governance structures. - Continuing to engage with Marine Resources, the domestic fisheries community and international parties in respect of fisheries management, particularly in relation to the next stage of discussions in respect of the nature and extent of fishing rights. 	<p>The European Relations team will continue:</p> <ul style="list-style-type: none"> - working with cross Government colleagues (Law Officers, Marine Resources, External Relations’ French and Brussels offices) to shape and support implementation of ‘Extent and Nature’ implementation under the TCA, and will also continue to engage with the UK (DEFRA and FCDO) on fisheries matters. - working with the French office (BIAN) on regional engagement with Normandy and Brittany and meetings with French Ministers in Paris, and with the Brussels office (CIBO) to achieve a pattern of regular meetings with the EU’s Delegation to the UK and relevant contacts at e.g. the European Commission. 	How we will deliver	External Relations	UK & EU Directorate - European Relations team, BIAN and CIBO	Business as usual		Ongoing

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MER P3.3	<ul style="list-style-type: none"> - Coordinating cross-government input to new Free Trade deals, including work to clarify the benefits and risks of Jersey’s participation. - Pursuing extension mechanisms in respect of services trade, in line with the Island’s priority interests. - Leading engagement with Department for Business and Trade at Ministerial and officer level to ensure Jersey’s trading interests are effectively represented. 	<p>The International Trade Unit (ITU) within External Relations will engage with the UK Department for Business and Trade at both official and Ministerial level in order to represent Jersey interests in the UK’s ongoing Trade Programme.</p> <p>The Joint Trade & Partnership Group (chaired by External Relations) will coordinate cross-governmental projects that support the Free Trade programme, and facilitate joined-up working on this cross-cutting portfolio, including synergies with the bilateral agreement programme run by the Global Relations team.</p> <p>External Relations will continue to work with Crown Dependency (CD) colleagues at both officer and Ministerial level to deliver on shared interests and to ensure understanding of where the CDs’ positions may differ and the impact of this on others.</p> <p>ITU will work with Law Officers and cross-Whitehall stakeholders including the Ministry of Justice to ensure the development of an effective and appropriate MoU, securing a balanced approach to the governance arrangements for the CDs’ involvement in the UK’s Free Trade programme.</p> <p><i>Continues onto next page...</i></p>	How we will deliver	External Relations	Global Relations Directorate - International Trade Unit	Business as usual		Ongoing

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
		<p><i>Continued...</i></p> <p>ITU will work with policy colleagues on areas that require reform in order to comply with FTAs, so that Jersey can maximise opportunities within the UKs trade programme - including a sustained effort on intellectual property (IP) reform.</p>						
<p>MER P3.4</p>	<ul style="list-style-type: none"> - Working with Government of Jersey departments and arms-length bodies to support and enhance the Island’s economic productivity, using our contacts in the UK, the EU and relationships further afield to inform and support the objectives of the Council of Ministers. - Using our existing – and growing new – external relationships to develop collaborative approaches to areas of common challenge including housing policy, population and migration issues, labour and skills shortages. <p><i>Continues onto next page...</i></p>	<p>Working to support other departments, External Relations will:</p> <ul style="list-style-type: none"> - utilise Government to Government relationships outside the UK and EU to deliver new agreements in support of overseas recruitment e.g. for healthcare workers from Kenya; - work with SPPP/JCIS/Economy to develop proposals for an approved employer scheme to encourage and protect temporary overseas workers in Jersey; - External Relations will also provide strategic policy direction and facilitate international and industry engagement around international tax standards and reforms. - External Relations will establish a new programme for engaging with the Honorary Consul and diaspora communities. 	<p>How we will deliver</p>	<p>External Relations</p>	<p>Whole department</p>	<p>Business as usual</p>		<p>Ongoing</p>

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
	<p><i>Continued...</i></p> <ul style="list-style-type: none"> - Supporting other Government of Jersey departments in the development of strategies around off-Island recruitment and the application of work permits as an immediate response to post-pandemic and post-Brexit labour market shortages. - Playing a key role in developing the Island's response to international developments on tax and beneficial ownership. - Supporting work to develop the new cultural diversity centre, helping to create a focal point for community engagement with effective utilisation of honorary consul and other community networks. 							

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MER P3.5	<ul style="list-style-type: none"> - Developing a cross-Government French engagement strategy and establishing a cross-departmental working group by Q3 2022, to steer and oversee work to improve and cultivate Jersey-French relations, including with the French national government. - Undertaking proactive and wide-ranging engagement with regional partners across Normandy and Brittany, including a programme of ministerial and officer inbound and outbound visits complemented by regular regional summits. - Working collaboratively with other departments to develop and implement projects supporting cooperation across trade, connectivity, travel, education, arts, heritage and sport, including exploring the possibility of formalising commitment with the negotiation and implementation of targeted Memoranda of Understanding. <p><i>Continues onto next page...</i></p>	<p>The European Relations team, in conjunction with External Relations colleagues in the overseas offices, will continue to facilitate closer cross-Government collaboration with France, working with stakeholders on the France Working Group to develop and deliver a comprehensive engagement strategy for 2023.</p> <p>The team will utilise the new French ‘hotdesk’ at the British Embassy in Paris (from Jan 2023 - approx. 5 days a month).</p> <p>External Relations’ French office (BIAN) will conduct extensive regional engagement e.g. at the annual political summits (to be held in Guernsey in 2023), supporting Ministerial visits to Paris, Normandy and Brittany.</p> <p>External Relations will work with Comms colleagues to develop and deliver a targeted communications campaign with French stakeholders to build awareness and understanding of the island’s relationship with France.</p>	How we will deliver	External Relations	Whole department	Business as usual		Ongoing

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
	<p><i>Continued...</i></p> <ul style="list-style-type: none"> - In conjunction with the Communications Directorate, overseeing implementation of a targeted campaign to improve understanding and perceptions of Jersey - Finalising new agreements with the UK's Foreign, Commonwealth and Development Office to allow Jersey officials to make use of the UK's diplomatic platform for short-term deployments to priority jurisdictions, initially in respect of Paris. 							

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MER P3.6	<ul style="list-style-type: none"> - Ensuring Jersey continues to take a proactive and visible leadership role in supporting the global community in its response to the Russian invasion of Ukraine. - Implementing international sanctions on designated individuals and entities in a timely and comprehensive way, and by undertaking collaborative multi-agency work as part of an effective whole-of-Island, government/regulator/ industry response. - Conducting regular outreach sessions to industry to provide clarity and guidance on issues related to sanctions implementation. 	<p>The Financial Sanctions Implementation Unit (FSIU) will:</p> <ul style="list-style-type: none"> - regularly update and expand published guidance on financial sanctions available on gov.je; - publish financial sanctions notices on Jersey Gazette within one business day of changes being made to sanctioned persons lists; - undertake at least 6 industry outreach sessions per year; - ensure Jersey’s sanctions legislation continues to meet international standards, and that any changes to UN and UK sanctions regimes are quickly and effectively implemented in law; - work closely with other financial crime agencies in Jersey and other jurisdictions to ensure that the Island’s financial sanctions regime is effectively implemented, understood, and enforced; - engage with relevant areas of GoJ and Arms-Length Bodies to ensure timely and effective preparations for Jersey’s MONEYVAL review. 	How we will deliver	External Relations	Global Relations Directorate - International Compliance team	Business as usual		Ongoing

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MER P3.7	<ul style="list-style-type: none"> - Continuing to develop and grow Jersey’s profile and engagement with key partners across the EU. - Utilising our overseas representation in London, Brussels (CIBO) and Caen (BIAN) to horizon-scan, lobby and engage directly with EU stakeholders on the ground. - Developing and implementing targeted plans for engagement, with particular focus on those jurisdictions with which we share historic, community and economic ties. - Undertaking a wide programme of ministerial and officer inbound and outbound engagement to build solid and positive bilateral relations. 	<p>The UK & EU Directorate will work to facilitate ministerial and official-level engagement through meetings with key EU stakeholders in London, Brussels, France and across Member States.</p> <p>Engagement will cover a wide range of policy priorities, including those related to the Trade & Cooperation Agreement, cooperation in support of Jersey’s European communities, and collaboration on areas of common challenge, e.g. housing, access to workers, economic growth and the cost of living crisis.</p> <p>A new programme of engagement with the Honorary Consul community will be developed and implemented.</p> <p>The Global Relations Directorate will support External Relations colleagues to ensure awareness raising and understanding of Jersey’s approach to e.g. sanctions implementation, global tax developments and Jersey’s financial services industry.</p>	How we will deliver	External Relations	UK & EU Directorate	Business as usual		Ongoing

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MER P3.8	<ul style="list-style-type: none"> - Progressing the Global Relations Strategy to increase Jersey's visibility and access to key decision-makers in carefully selected priority jurisdictions outside the UK and EU. - Negotiating new international agreements, such as Bilateral Investment Treaties (e.g. entry into force of the UAE BIT, and negotiation and conclusion of a BIT with Ghana, by Q2 2023) and Double Taxation Agreements (e.g. sign Ghana DTA in Q1 2023). - Building alliances, in conjunction with other Government of Jersey departments, to further international cooperation in areas such as trade, asset return, tackling financial crime, environmental, digital, cultural and educational collaboration. 	<p>The Global Relations team will conduct and facilitate quarterly inbound VIP visits to Jersey and outbound Ministerial visits to priority partner jurisdictions.</p> <p>The team will work to enhance the Island's international connectivity by expanding Jersey's network of bilateral International Agreements such as Double Taxation Agreements (DTAs), Bilateral Investment Treaties (BITs), Memorandums of Understanding (MOUS) and Asset Recovery Agreements (ARA) with partner jurisdictions.</p> <p>External Relations will take Jersey's first BIT (with the UAE) to the States Assembly for ratification and entry into force in Q1 2023.</p> <p>Global Relations will work across GOJ departments and domestic ALOs to support the delivery of the various international thematic objectives as outlined in the Global Relations Strategy, including:</p> <ul style="list-style-type: none"> - supporting the objectives of CYPES to establish international educational exchange programmes; <p><i>Continues onto next page...</i></p>	How we will deliver	External Relations	Global Directorate	Business as usual		Ongoing

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
		<p><i>Continued...</i></p> <ul style="list-style-type: none"> - supporting the Cultural Diplomacy Working Group to organise international cultural exhibitions in Jersey and overseas; - supporting Jersey Finance to represent the Island’s Financial and Professional Services Industry in key commercial markets and domestic industry events. - utilising the Bilateral Programme Fund to help on-island stakeholders achieve their international objectives. 						

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MER P3.9	<ul style="list-style-type: none"> - Continuing to represent Jersey's interests - and take leadership positions - in strategic multilateral fora, such as the OECD, the Commonwealth Heads of Government meeting, the Commonwealth Enterprise and Investment Council, IMF and World Bank. - Delivering relevant commitments within the Island Identity Report. - Developing a diaspora initiative, including enhancing and growing our #AlwaysJersey platform, to improve connectivity with and engagement of Islanders living abroad. - Delivering an effective international compliance function, including managing the relationship with the Director of Civil Aviation. 	<p>The department will:</p> <ul style="list-style-type: none"> - Proactively engage with multilateral organisations to ensure that Jersey is appropriately represented and/or offered opportunities for representation in the island's own right e.g. climate change, international taxation, conservation and asset recovery. - Take on leadership positions within relevant multilateral organisation and/or take up opportunities for speaker positions at conferences and international meetings to promote Jersey's positive global reputation - Support Jersey Overseas Aid with their ambitions for independent data reporting to the OECD. - Work with GOJ stakeholders and ALOs to produce a set of Island Ambassador Information Packs to be provided to international stakeholders which promote key messages on themes such as Jersey's culture, history and heritage. - Develop a diaspora initiative that seeks to support young islanders living in the UK to access a network of professionals, enabling knowledge sharing and further enhancing employment and study opportunities. 	How we will deliver	External Relations	Whole department	Business as usual		Ongoing

Service Performance Measures

The performance measures listed below indicate how key services are performing. They will be published in [Jersey's Performance Framework](#), updated regularly, and will be used to identify where we need to improve so that appropriate action can be taken.

Please note that **Island Outcomes and Indicators** are published separately and updated regularly as part of the Jersey Performance Framework; of these, key indicators important to the delivery of the Common Strategic Policy 2023-26 (CSP) are also shown in the CSP annex.

LEAD SERVICE	PERFORMANCE MEASURES DESCRIPTION	DATA AVAILABILITY	REPORTING FREQUENCY	BASELINE	WHAT WE WANT TO ACHIEVE	INTERNATIONAL BENCHMARKING POSSIBLE
Ext Relations	Pieces of neutral and positive international and local media coverage relating to the work of the Department and Minister.	2022	Quarterly	55	200 per year	No
Ext Relations	Number of international agreements (including MoUs, BITS, DTAs and participation in FTAs) which have reached completion of Jersey's domestic procedure for approval	2022	Quarterly	TBC	3 per year	No
Ext Relations	Percentage of international sanctions notifications published within one business day.	2022	Quarterly	TBC	90%	No
Ext Relations	Number of meaningful interactions with key decision-makers, such as Ministers, Parliamentarians, and senior government officers	2022	Quarterly	146	600 per year	No

Appendix 1

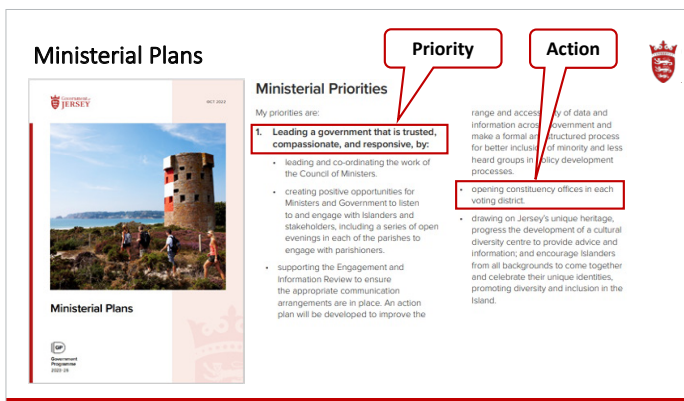
How to use the Delivery Plan tables

The Delivery Plan tables set out detailed information on what Ministers and Departments will do in 2023.

This guide is provided to help you to use and understand the information provided.

Ministerial Priorities

This table sets out the specific activity which will take place in 2023 to deliver the Priorities and Actions set out in the [Ministerial Plans](#).



A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
ID	An identification number referring to the: Minister (i.e., CM for Chief Minister), Priority (i.e., CM P1) and Action (i.e. CM P1.1)
PRIORITY	The Priorities, as set out in the Ministerial Plans, are set out in a grey box under which the Actions are set out
ACTION	Describes the Action as set out in the Ministerial Plans
WHAT WE WILL DO IN 2023?	Describes the activity that will be completed in 2023 to deliver the Action.
CSP 2023	The Priority for Change set out in the Common Strategic Policy 23-26 that the Action contributes towards
LEAD DEPT	The Department responsible for delivering the activity

COLUMN TITLE	EXPLANATION
LEAD SERVICE	The Service or Directorate responsible for delivering the activity
TYPE	<ul style="list-style-type: none"> • Business as Usual - the activity will take place as part of the ordinary business of the Department • Pipeline to be established - the activity will take place by way of a new Project or Programme to be started in 2023 • Programme - the activity will take place as part of an existing Programme that started before 2023 (see REF # for link to the Programme on the Projects and Programmes Table) • Project - the activity will take place as part of an existing Project that started before 2023 (see REF # for link to the Project on the Projects and Programmes Table)
REF#	The reference number for existing Projects and Programmes that started before 2023. This reference can be used to link to the Project or Programme on the Projects and Programmes Table.
BY WHEN	<ul style="list-style-type: none"> • Date by which the Ministerial Action will be completed. • 'Ongoing' refers to Ministerial Actions which will continue to be delivered on an ongoing basis.

Service Performance Measures

This table sets out the service performance measures for 2023 that will be used by services to monitor how key services are performing.

A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
LEAD SERVICE	The public service that will use the service performance measure
PERFORMANCE MEASURES DESCRIPTION	A brief description of the service performance measure
DATA AVAILABILITY	Sets out whether the data is currently being collected, and if not, from when it will be collected
REPORTING FREQUENCY	How frequently the service performance measure data is available
BASELINE	What is the baseline for the service performance measure data
WHAT WE WANT TO ACHIEVE	The target for the service performance measure
INTERNATIONAL BENCHMARKING POSSIBLE	Whether it is possible to benchmark the service performance measure against other international comparators

