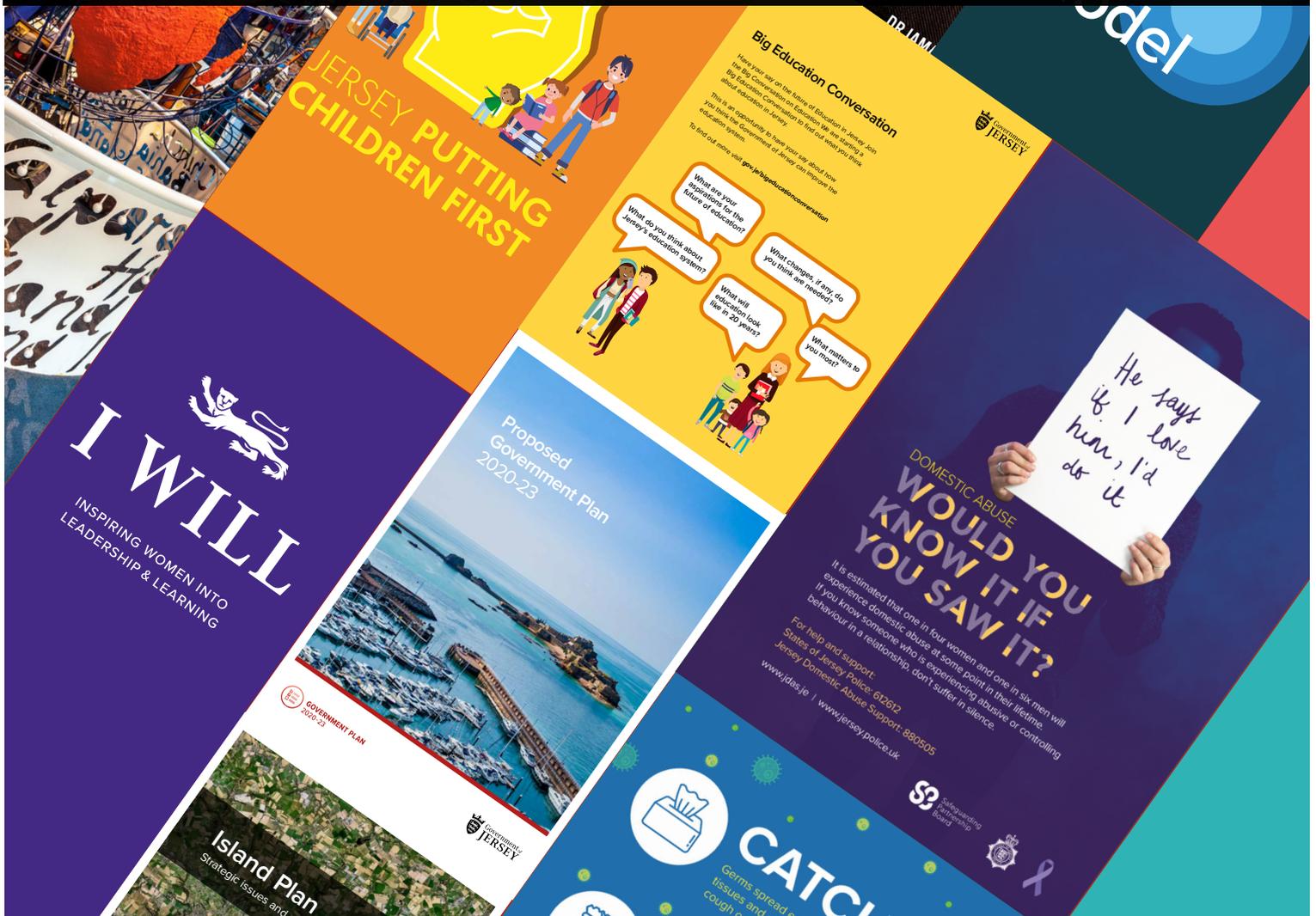


Government Communications Plan 2020



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Foreword

Clear, candid and effective communications are critical to the work of Government. They enable us to inform Islanders about public services, encourage them to take positive actions, support our workforce, and build and defend Jersey's reputation internationally.

As Assistant Chief Minister with responsibility for Government communications, I am very pleased to introduce the 2020 Government of Jersey Communications Plan. It addresses the communications challenges that we face as a Government – both internally and externally – as we begin to deliver the many activities set out in the Government Plan 2020-23, alongside achieving substantial efficiencies, investing in new capital projects and attaining excellence in departmental work.

To achieve our objectives, we need to communicate through proactive campaigns that inform, engage and motivate our audiences with clear, honest and compelling messages, delivered through the channels that they use, at a time when they use them. This is about so much more than press releases and Ministerial statements.

2019 was the first full year that the Communications Directorate operated as a cohesive unit within the Office of the Chief Executive. I believe that bringing Government communications colleagues together, serving the whole of Government through central teams and embedded departmental communications heads, has been an early success of the One Government approach.

Members of the Communications Directorate support one another in the development of cross-departmental campaigns; they provide a central point of contact for media queries and staff engagement; and they ensure consistent quality in all Government communications, whether through press releases, internal news stories and official Government publications, or through the creative graphics, infographics and videos we use in our social media and advertising campaigns.

Communications has also delivered better value for money for the Government by bringing the majority of graphic design and marketing in-house, negotiating better advertising deals, and making substantial savings on design, which more than covers the costs of the creative team.

Introducing a professional structure and governance for Government communications has improved the consistency and quality of the work, as well as ensuring a joined-up approach to reaching all audiences. Colleagues are now better informed about important news and developments from across the organisation, which is crucial at a time of significant change.

I welcome and fully endorse this Communications Plan and believe that it sets out an ambitious but achievable vision for the Communications Directorate in 2020, that will ensure that Islanders, stakeholders and Government employees alike are kept fully informed and are actively engaged with the work of this Government. I thank the Communications team for their hard work and professionalism in 2019 and look forward to working with them throughout 2020.



Connétable Richard Buchanan
Assistant Chief Minister

Introduction

This is the second annual Government of Jersey Communications Plan. It is designed to help the Island's public, media, stakeholders and Government employees to understand our structure and responsibilities, the activities we will undertake in 2020 to keep audiences informed, and how the Communications Directorate will evolve as a profession.



We are committed to delivering a professional standard of Government communication, to being demonstrably effective and efficient, and to recruiting and retaining skilled staff.

This plan provides an overview of the communication activities of every department, aligned to the strategic priorities set out by the Council of Ministers in the Government Plan 2020-23. It covers how we provide information, how we support the day-to-day operation of Government, and how we deliver campaigns that target and engage audiences across a wide range of issues.

It looks at our challenges and priorities, how our success will be measured, and how developing our professional skills will help to increase our efficiency and effectiveness.

For Government communications to be effective, they need to be strategic and campaign-led. We must ensure that we use the right channels to access the right audiences, in the right way and at the right time. Our communications must be clear, accessible, engaging and in plain English – and accessible in other languages where appropriate.

We must look at the opportunities to develop new channels – both internal and external – through digital and social media that will allow us

to expand our demographic reach and provide on-demand information to audiences who rely on mobile technology.

But we must also ensure that we reach Islanders who are not digital natives by improving our use of community media, including newsletters and parish magazines. And we must continue to build our colleagues' understanding of Government's objectives and how and why the public service is changing and encourage them to deliver those objectives during a time of uncertainty.

We must do all of this in a cost-effective way, that increases our in-house capability and meets the Government's commitment to being more efficient.

And we must ensure that employees in the Communications Directorate continue their professional skills development, providing best-practice services to Government departments and ensuring career development and succession planning are in place for future changes.

Communications objectives

To support Ministerial priorities set out in the Government Plan, and the effective delivery of Jersey's public services, we have identified six strategic communications objectives that guide our internal organisation of activities.

Our objectives	What we will do
<p>1 Support departments in their day-to-day operational activities by helping members of the public to understand their rights, take appropriate actions and access our services.</p>	<p>Proactively communicate the policies, activities and services carried out by the Government; engage with audiences on issues of concern to them; inform them in a timely and co-ordinated way about decisions, actions and changes; be honest in recognising problems or failures; and use engaging and accessible content to communicate with Islanders.</p>
<p>2 Engage and inform the public, our stakeholders and employees, to support the implementation of initiatives within the Government Plan 2020-23.</p>	<p>Plan and initiate departmental and cross-Governmental campaigns that inform the public, media, businesses, Government employees and other stakeholders about new services, initiatives and policies developed under the Government Plan explain and how it will effect them.</p>
<p>3 Build and sustain a positive reputation and level of trust in the Government among Islanders and local stakeholders, as a competent, effective and financially responsible organisation.</p>	<p>Provide honest and transparent communications, through accessible channels, that set out the reasoning behind Government policy decisions, proposed changes or charges, and the financial or practical impact on front-line services and customers directly or indirectly.</p>
<p>4 Inform and support employees across the public sector to understand and engage with the Team Jersey culture change programme and One Government modernisation programme.</p>	<p>Create a regular rhythm of honest, adult-to-adult employee communications through effective internal channels, to inform and engage leaders, managers and staff with culture change and transformation, keep them informed about the work of the Team Jersey initiative, and help to support morale and engagement.</p>
<p>5 Support and defend the reputation of Jersey and the Government of Jersey internationally, as the Island establishes a post-Brexit relationship with the UK and EU and pursues new opportunities in target global markets.</p>	<p>Proactively communicate the policies, activities and actions taken by Jersey, especially in Brexit preparations and financial regulation and transparency, among international audiences, with particular emphasis on the UK and EU governments and media; secure third-party support and advocacy among influential stakeholders; and promote the many facets of the Island's economy and culture.</p>
<p>6 Improve our reputation as a customer-focused organisation, by improving how the Government communicates with Islanders, by raising awareness and understanding of services and how to access them.</p>	<p>Use customer insights in designing and implementing campaigns; partner with policy, operational and project teams in reviewing existing – and creating new – direct and digital customer communications.</p>

Challenges and opportunities in 2020

2020 will see many challenges for Government Communications, but also opportunities, as we build on the work to establish and embed the new structure during 2018 and 2019.

The main challenges and opportunities are:

Supporting the delivery of core services

The Government has made a commitment to pursuing excellence in the front-line customer services we offer and to develop and implement a Performance Framework for Jersey's public services. While the Communications Directorate will support departments in the pursuit of their individual Government Plan objectives, we will also ensure that information about critical front-line services, timely reminders about complying with legal requirements and deadlines, and news about changes to services – which constitutes the majority of Government's work – continue to be communicated to the public and employees as an essential part of our activity.

Implementing the Government Plan 2020-23

For the first time, the Government has produced a comprehensive, four-year package of spending, investment, efficiencies and modernisation proposals, designed to deliver the priorities agreed by the States Assembly in 2018. The plan puts the sustainable wellbeing of future generations firmly at its heart.

Communications will play a critical role in informing Islanders about how the Government proposes to implement these priorities. Through strategic communications campaigns, we will engage Islanders in the matters that affect them, keep colleagues informed, support internal and external advocacy for new services and initiatives, and explain clearly how the Government spends taxpayers' money.

Supporting the Jersey Care Model and Our Hospital project

Improving Islanders' wellbeing and mental and physical health is a Government priority. The Council of Ministers have endorsed a new Jersey Care Model, which will put Islanders at the very heart of care. This will start with self-care and preventative care, supported by a range of community health services.

Work is also underway through the Our Hospital project to develop proposals for a new hospital, engage Islanders on the process for selecting a preferred site, and then submit proposals for funding and planning approval.

Ensuring that Islanders are engaged with the development of the new Jersey Care Model, and the process for identifying the size, shape and location of the hospital, is a critical task for the Communications Directorate, particularly given the community sensitivities on this subject.

Establishing Jersey's post-Brexit identity

In 2020, it is anticipated that there will be a resolution to negotiations over the UK's exit from the European Union. As a result, the Government will need to consider carefully the risks and opportunities presented to the Island by participation in future trade agreements alongside the UK, while also developing our own international identity.

Through proactive communications, we must ensure that Islanders and colleagues understand the evolving constitutional relationship between Jersey and the UK as a result of Brexit, and how the Island will pursue its trade and diplomatic objectives with the EU, European Union Member States, and target global partners.

Supporting vulnerable residents post-Brexit

We have a robust communications plan ready to ensure that Islanders' concerns and needs are addressed if Brexit has an impact on their day-to-day living needs.

Embedding a Team Jersey culture

The Team Jersey programme was established in autumn 2018 to address systemic cultural issues within the public service, to focus on the positive aspects of our organisation and understand what we need to change to develop a culture of teamwork, collaboration, learning and innovation.

Communications must continue to work in partnership with Team Jersey to build understanding and advocacy for the programme of training offered as part of the initiative, to promote the recruitment of more Team Jersey Leads, and to highlight meaningful improvements to service and employee engagement across the Government as a result of Team Jersey's ongoing work.

Supporting the efficiencies agenda

The Government has committed to achieving £100 million in efficiencies over the next four years, and to redirect the money saved into paying for Government Plan initiatives. The Efficiencies Plan explains how joining up services, being more commercial and cutting waste will help free up the investment to fund the Government Plan priorities over the next four years.

The Communications Directorate will keep colleagues, stakeholders and members of the public informed about progress with the Efficiencies Plan, identifying savings made, and providing employees with an understanding of the practical impacts that any efficiencies may have on their day-to-day operations.

In conclusion, we are well placed to meet these challenges and seize the opportunities. This 2020 Government Communications Plan provides a comprehensive set of objectives and activities; the team we have built over the past 18 months has the skills, knowledge and commitment to deliver them.

What we did in 2019

2019 campaigns and activities

Communications played an active role in developing and implementing a wide range of campaigns, including creative design, marketing, social media, media and stakeholder communications, public events and publications, and internal communications to our 7,000 colleagues.

Some of the dozens of campaigns and activities that we carried out last year to support the Government and Islanders are listed below.

Cervical screening

Health and Community Services ran an Island-wide campaign with a focus on encouraging women aged 25 to have their first cervical screening appointment, and to encourage all women to continue to go to their regular cervical screening appointments. The campaign raised awareness, and around 7,200 cervical samples were taken in 2019. This is a 22% increase compared to the previous year.

Flu immunisation

Health and Community Services ran a campaign in October and November 2019 to encourage people who should have the flu vaccine to get it done before the winter, such as high-risk groups, children and secondary school students. During the 2019/20 seasonal flu vaccine programme, 63% of primary school children received the vaccine compared to 61% in 2018/19. The number of secondary school children to receive the vaccine during the 2019/20 programme remained the same as the previous year, at 51%*

Help2Quit

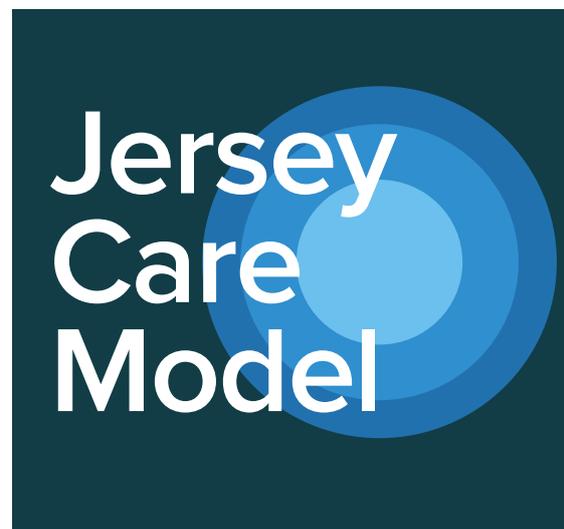
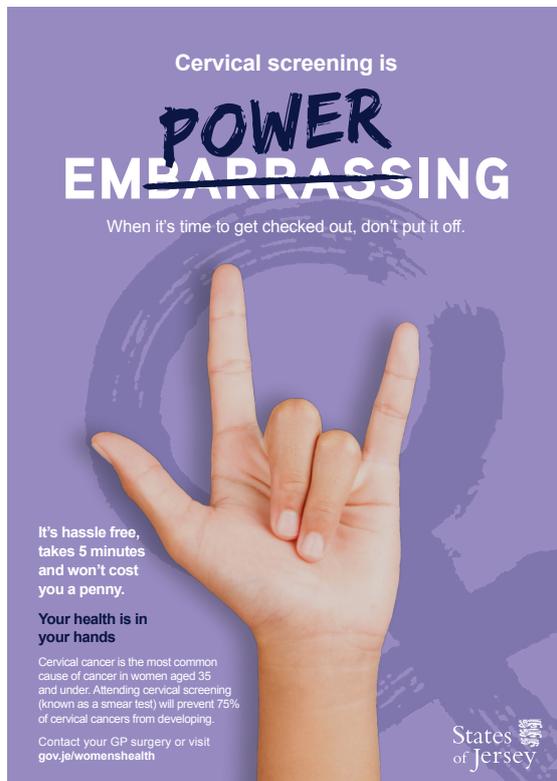
Health and Community Services ran a social media campaign in October 2019 for 'Stoptober' resulting in 96 Islanders setting a 'quit date' compared to 73 in October 2018

Organ donation

Health and Community Services ran an awareness campaign to encourage Islanders to 'have the conversation' with their families about organ donation. Between May 2019, when the campaign was launched, and 31 October 2019, a total of 762 Islanders made their wishes to opt in or opt out known on the National Organ Donor Register. The figure rose from 21,030 to 21,792.

The Jersey Care Model

Health and Community Services launched a major campaign in October 2019 to inform Islanders about what proposed changes to the healthcare system will mean to them, as Health and Community Services and partners continue to transform health and social care. More than 600 people attended public meetings, which were held in every parish, there was an Island-wide leaflet drop to 47,000 households and a video campaign.



*data recorded up until end of November 2019. More vaccinations within schools took place during December.

Children's healthy-eating schemes

Communications supported Children, Young People, Education and Skills, working with other Government departments and community partners to promote the Food and Nutrition Strategy through the launch of four healthy eating and exercise pilots in eight of the Island's primary schools. Our Marketing, Design and Digital Team designed and produced posters, banners and leaflets to make Islanders aware of the Government's first Food and Family Fun Day, as well as stickers and posters to emphasise the 5-A-Day message.

Fostering and adoption

Communications designed and ran a campaign for Children, Young People, Education and Skills to encourage more Islanders to foster or adopt a child, which resulted in 16 Islanders contacting Fostering and Adoption Jersey, twice as many as in previous years. Jake Le Caudey, a young Islander who spent his childhood in foster care, was the face of the campaign and was interviewed by the Government Communications team for a video that was promoted on social media.

Putting Children First Pledge

Children, Young People, Education and Skills launched an Island-wide campaign on World Children's Day to encourage everyone in Jersey to support the Pledge to Put Children First. The Government launched the eight-point pledge in autumn 2018, in which Ministers, politicians and public service leaders committed to being accountable for improving the care and upholding the rights of every child in the Island.

Skills Show

More than 3,000 career changers, job seekers and students found out about the diverse opportunities and training available across the Island's industries at the 2019 Jersey Skills Show. The fifth annual Jersey Skills Show, which was run by Children, Young People, Education and Skills, featured 101 stands – more than ever before – from local industries,

giving Islanders a chance to try their hand at a variety of roles, from digital coding to preparing sushi.

Government Plan 2020-23

Communications supported Treasury and Exchequer and Strategic Policy, Planning and Performance by editing, designing and publishing the Government Plan 2020-23 and the Efficiencies Plan, backed by stakeholder, media and public events, and a social media campaign with videos.

Island Plan

Communications created the Your Island, Your Say campaign, under which public engagement on the Island Plan, Shoreline Management Plan, Southwest St Helier and climate emergency were coordinated.

Domestic Abuse

As part of the Safeguarding Partnership Board's three-year Domestic Abuse Strategy, the States of Jersey Police/Justice and Home Affairs developed an island-wide campaign to educate the public to recognise different types of abusive behaviours (such as coercive control, psychological and/or emotional, physical, sexual, and financial abuse).

Closer to Home

Customer and Local Services launched the Closer to Home initiative, which provides a range of Government and parish services together in one place, with an event in June at Communicare Community Centre. As well as raising awareness of the programme among local residents, the wide range of partners from the voluntary and community sector built new and stronger relationships as a result of the event.

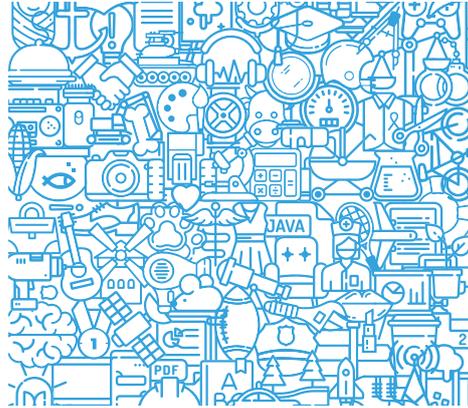
Getting Married in Jersey campaign

Customer and Local Services delivered a campaign to raise awareness of the legal process of getting married and the lead times involved, along with introducing the new Authorised Civil Celebrants. This included



**Fostering Fortnight -
 Be the Change You
 Want to See**

Are you considering Fostering or Adopting?
 Fostering and Adoption Jersey will be in the Central Market, St Helier from Thursday 16 May to Saturday 25 May to answer your questions.
 For more information please call the team on 443999 or search Fostering and Adoption on gov.je



**JERSEY
 SKILLS
 SHOW**

Friday, 18 October 2019
 10am - 5pm
 Fort Regent

ONLINE OR PAPER?

How will you file your tax return in 2020?

Closer to Home

JERSEY PUTTING CHILDREN FIRST

SHE MAKES ME TELL HER WHERE I'M GOING, BUT WILL TRACK MY PHONE TO BE SURE

**DOMESTIC ABUSE
 WOULD YOU KNOW IT IF YOU SAW IT?**

It is estimated that one in four women and one in six men will experience domestic abuse at some point in their lifetime. If you know someone who is experiencing abusive or controlling behaviour in a relationship, don't suffer in silence.

For help and support:
 States of Jersey Police: 612612
 Jersey Domestic Abuse Support: 880505
 www.jdas.je | www.jersey.police.uk

events, new marketing materials, paid advertising and a social media campaign.

Big Education Conversation

Communications helped to launch the Big Education Conversation as part of a major review of Jersey's education system launched by the Education Minister. Communications have been assisting the conversation which engages children and young people and encourages everyone with an interest in the education system, including parents, teachers, the business community and voluntary sector organisations, to have their say and share their views and aspirations for the future of education in Jersey.

Customer feedback

Customer and Local Services launched the new customer feedback policy. Designed to encourage more Islanders to submit compliments, complaints, comments and suggestions to the Government, the campaign started with an internal focus, to ensure that all colleagues were aware of the new One Government commitments to respond to feedback. Towards the end of 2019 and into 2020, the public campaign cuts across all media channels.

Stop Hate

States of Jersey Police/Justice and Home Affairs ran two campaigns to increase awareness and understanding of hate crime in Jersey, which is largely mis-understood and significantly underreported by victims and the general public. To give the campaign resonance, it used seven Jersey residents, who volunteered to spearhead the campaign and talk publicly about their experiences.

The campaign involved TV adverts, social media videos and content, flyers, print and digital posters, advertising, public outreach events, school presentations with 'Prison! Me! No! Way!!!' working in partnership with Stop Hate UK. The team worked closely with all local media, who supported the campaigns throughout, and generated an unprecedented amount of media coverage.

Council of Ministers One Year in Office

Communications supported the Council of Ministers in the drafting and editing of this report, as well its design and publication.

Ready for Brexit

External Relations ran an information campaign to prompt Islanders and businesses to take the necessary steps to prepare for Brexit, and especially a no-deal Brexit. This included 17 events in January 2019, with three public briefing sessions, four industry-focused sessions and a Ministerial address to the Chamber of Commerce. The campaign engaged 1,700 people at six locations across the Island and saw a five-fold increase in Brexit-related search terms on gov.je. A further day of public events was held in October 2019. We also shared numerous updates with colleagues and ran 12 'lunch and learn' sessions.

International trade and economy

Communications co-designed and published the Global Markets Strategy and launched the Jersey: Let's Talk Trade campaign. We supported the Chief Minister and Minister for External Relations during external visits – including the Jersey London Day event – with media coverage, marketing materials and events organisation.

Government of Jersey identity

Following the decision by the Council of Ministers to fully adopt the Government of Jersey brand identity, Communications rolled it out across the Government, ensuring consistency of quality and branding of publications, creative graphics and marketing campaigns, to enhance the Government's corporate identity.

Home energy audits

Since the declaration of a climate emergency by the States Assembly, we have been working with other departments to engage



Planning a Wedding in Jersey?

Getting married is a legal process that should be started as early as possible.

It's essential that you plan ahead to ensure your big day goes without a hitch.

Visit gov.je/registrar for our step by step guide to getting married in Jersey

How to contact the Office of the Superintendent Registrar:
 Email: SIR@gov.je
 Telephone: +44 (0) 1534 441335
 Address: 10 Royal Square, St Helier, Jersey, JE2 4WA
 (open Monday – Friday 9am – 12.30pm)



#STOPHATEJERSEY

HATE DOESN'T BELONG HERE.

DR JAMALL ST CLEMENT

TO STOP IT, REPORT IT.

612612 States of Jersey Police
 0800 138 1625 Stop Hate UK 24/7 Helpline

IN PARTNERSHIP WITH:

Nominations close on Wednesday, 18 September!

ONE GOV Awards

It's your last chance to suggest who to recognise and celebrate for going above and beyond their day job.

Nominate at gov.je/OneGovAwards

CUSTOMER FOCUS – CONSTANTLY IMPROVING – BETTER TOGETHER – ALWAYS RESPECTFUL – WE DELIVER

How are we doing?

Complaints Compliments Comments

We're committed to giving you the best possible service – **every day, everywhere.**

Let us know:

- Speak to us in person gov.je/feedback
- 444444 feedback@gov.je
- PO Box 55, St Helier, JE4 8PE



JERSEY Let's talk Trade.

JERSEY Ready for Brexit.

people, businesses and organisations in the creation of a plan for how Jersey will aim to be carbon neutral by 2030. The plan will have a direct impact on how people travel and heat their homes, and support through initiatives such as the Home Energy Audit has been the start of a long-term engagement process.

Volunteers' Week campaign

Customer and Local Services ran a campaign in partnership with the voluntary and community sector (VCS) to recognise and thank Islanders who volunteer their time to support the local community. Activity included the creation of a resource pack for organisations to use, helping to source and share new case studies, a social media campaign using #volunteersrock and thank-you messages from States Members. Outcomes include recruitment of new volunteers by a number of VCS organisations.

Team Jersey

Communications supported the Team Jersey programme to build general engagement around the organisation and share news and success stories. We also supported the leader, colleague, Team Jersey Leads and employer sessions.

Meet the Chief

Internal Communications supported the Chief Executive on regular visits to various teams around the organisation, to meet colleagues and see first-hand the successes and challenges.

Ask the Chief

We launched these colleague sessions, hosted at various Government offices, to enable colleagues to ask the CEO and an accompanying Director General any question or give their feedback on any issue.

Senior Leaders Group

The Senior Leaders Group comprises around 40 tier one and two colleagues from across the organisation, who meet monthly, except

in August. The aim is to provide a forum for senior leaders to discuss key strategic priorities and issues that impact on the group collectively. It also enables them to report on progress, raise concerns and come together to develop as a leadership team.

One Gov Awards

The second One Gov Awards took place in November 2019, with 227 nominations for individuals and teams across all departments.

Senior Managers Group

The Senior Managers Group comprises around 200 tier one, two and three colleagues from across the organisation, who meet for a morning or afternoon four times a year. The aim of this group is to give senior managers a broader understanding of key strategic priorities and issues, allowing the group to then cascade important information and actions to their teams.

Manager Round-up and Team Talk

Internal Communications introduced a new monthly round-up for managers of all news and developments, to ensure information published during the month isn't missed. Within these updates, we launched Team Talk, a briefing note for all managers across Government to use when updating their teams.

All-staff event

In April 2019 we held our second whole-organisation event, at Jersey Opera House, with invitations going out to all colleagues. At four sessions (one for senior managers and three for colleagues), the Chief Executive reflected on what had been achieved across the organisation in the past year, since the launch of One Government, and our priorities for 2019.

Target operating model changes

We have supported departments going through restructuring, ensuring colleagues are informed on plans and progress, reassured of their value to the organisation and that we

understand how unsettling this level of change can be.

Transport improvements

We improved the way in which motorists, cyclists, pedestrians and other road users could access information about closures and diversions. We also engaged with Islanders on initiatives designed to improve routes to schools, access to countryside pathways, e-bikes and buses.

OSPAR Biodiversity Meeting

In March, Jersey hosted a conference which helped shape the global marine environment policy. We helped create a unified identity for the event's literature and marketing, and liaised with Visit Jersey to ensure that the 50 international delegates became ambassadors for the Island.

Waste management

During 2019 we supported the Household Reuse and Recycling Centre at La Collette as services increased and opening hours were adapted to better meet public requirements. We also helped communicate developments in mini recycling centres (bring banks) and parish recycling collections.

Nature conservation

We promoted the positive work being undertaken to protect and conserve Jersey's indigenous flora and fauna, both by Natural Environment and partnerships such as the Pollinator Project, and to deal with invasive pests and diseases such as Asian hornets.

2018 Annual Report and Accounts

Communications supported Treasury and Exchequer and Strategic Policy, Planning and Performance by editing, designing and publishing the 2018 Annual Report and Accounts, a comprehensive document outlining the Government's achievements and initiatives alongside full financial accounts. This was backed by a social media campaign with videos of departments talking about some of their key achievements.

New online services

Communications promoted new online services, including attestations, registration cards and maternity forms, and launched the new Moving to Jersey sub-site on gov.je. The information site helps people considering moving to live and work in the Island understand our laws, regulations and the practical issues they need to consider.

Tax return campaign

Revenue Jersey ran an Island-wide campaign encouraging Islanders to submit their tax returns by the deadline, supported by Communications. This included a series of online tools and videos to help Islanders in to fill out their form.

Improving customer communication

Communications supported Customer and Local Services to improve the ease of understanding of official letters, and introduced new TV screens in its La Motte Street office to communicate information and messages to customers awaiting face-to-face services.

Personal income tax consultation

Communications supported Treasury and Exchequer to carry out a public consultation via an online survey, telephone survey and focus groups, to seek views on the personal income tax system and what changes the public would like to see to the system. We also led an Island-wide social media campaign to promote the survey and encourage participation.

Relationship with the UK

Communications produced infographics and literature on Jersey's constitutional position and managed local and national media queries, and financial services industry briefings, following attempts by UK parliamentarians to legislate for the Island by introducing a Public Register of Beneficial Ownership.

Completing the actions of the 2017 Communications Audit

In November 2017 we carried out a comprehensive audit of and review of Government communications in Jersey, which identified many positives, on which a future communications function could be built, mainly in terms of the capability of individuals working in the organisation. But it also revealed considerable weaknesses in the structure, organisational model, accountabilities, processes, practices, ways of working, resources and influence, which limited the effectiveness of Communications to support and promote the work of Government.

The audit identified 60 action points for addressing these weaknesses, which informed how the new communications structure was designed and would operate. Responsibility for the action points was assigned to members of the Communications Senior Leadership Team, and progress was reviewed every month.

By the end of 2019, all 60 actions had been completed, the main ones of which are summarised below:

- Implemented a new **Communications operating model** in July 2019, following internal consultation, within the Office of the Chief Executive
- Developed and implemented the first Government-wide **Communications Strategy and Plan** and **Internal Communications Plan**
- Rolled out **OASIS standards** (Objectives, Audiences, Strategy, Implementation and evaluation Scoring) for developing and implementing communications campaigns
- Agreed **Communications professionalism standards**, with a programme of internal training, lunch and learns and team events to ensure continued skills development
- Established a regular **rhythm of internal communications**, alongside Senior Leaders Group and Senior Managers Group events to improve senior managers' understanding of, and engagement with, strategic issues
- Implemented **internal visibility plans for the CEO** and senior leaders to create opportunities for better engagement between leaders and employees
- Implemented and publicised the first Government-wide **One Voice survey**
- Developed the new **Our Gov intranet** for the whole of Government, which will enable employees, for the first time ever, to give instant feedback and comment on news and access the intranet via personal smartphones and tablets. This is due to be launched this year.
- Established a cross-Government **communications planning grid**, into which

all departments, functions and projects feed, to co-ordinate the timing of activities

- Established a **database of statements** issued by Government departments, which is accessible to all central and departmental communications staff
- Launched **in-house daily media monitoring** in September 2018, which is circulated among senior leaders, Ministers and States Members
- Set up a regular **stakeholder newsletter** to share news and information with stakeholders
- Implemented the **Government of Jersey identity**, improving the consistency of how the Government presents itself externally, as well as clearly differentiating the Government from the States Assembly
- Centralised the **commissioning of marketing and agency services**, to assure the quality, consistency and value for money of Government marketing outputs
- Created a **central management system for storing digital assets**, accessible to communications staff across the Government
- Reviewed the **imagery and style of gov.je** to ensure that its functionality matches a more attractive look and feel and a consistent Government of Jersey brand
- Rationalised the plethora of Government **social media accounts**, to concentrate and grow audiences in Government-wide accounts
- Ensured that, wherever possible, **marketing campaigns are evaluated** using best-practice standards to demonstrate return on investment and effective outcomes

2019 Communications in numbers



706

drafted and issued press releases in support of Government activities



2,695

media queries answered



9

stakeholder newsletters issued



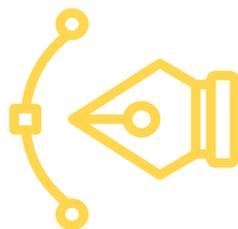
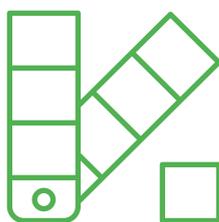
46

organised and run internal events for leaders, managers and staff



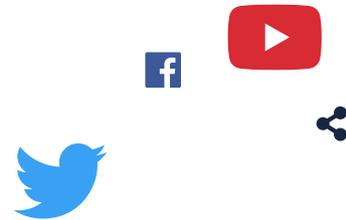
894

published intranet news stories to keep staff informed about the things that affect them



2,282

designed items of graphic design



5,834

posted messages on social media

Government Communications Plan 2020

In July 2019, the Government published the Government Plan 2020-23. The plan was debated and approved by the States Assembly, with amendments, in December 2019.

The Government Plan brings to life the five strategic priorities that the States Assembly unanimously approved for this Government's term of office in the Common Strategic Policy. These priorities, alongside supporting the modernisation of Government and the ongoing work of our public-facing services, form the core of the Government Communications Plan 2020 actions.

The Government Plan was developed by Ministers over months of meetings and workshops, and it is the first time for many years that both income and spending proposals have been brought together into one comprehensive, costed plan.

A series of public meetings have already taken place at venues around the Island to introduce the plan to Islanders, and to set out the initiatives that will be pursued by departments to meet the strategic objectives of the Council of Ministers.

The focus of much of work of the Communications Directorate in 2020 is set by, and aligned to, the activities within the Government Plan.

Specifically, we will:

- inform the public, media, businesses and other stakeholders about new services and initiatives and how to access them
- lead engagement and consultation with the public as we develop new services and policy positions
- support and inform colleagues across Government in the development of new policy, services and campaigns, and in changes to their roles as a result of Government Plan initiatives.

The following pages set out the campaigns that will be led by Departmental Heads of Communication, supported by teams across Communications, in pursuit of Government Plan activities.



Putting children first

Protecting and supporting children

The Government has committed to making Jersey the very best place for children to grow up, to learn, to lead healthy lives and to fulfil their potential.

Our **Put Children First** campaign will encourage public support for the Pledge to Children and Young People that all Ministers, most States Members and our senior leaders have already signed. We will also continue to raise awareness of the priorities in the **Children's Plan for Jersey** and what it means for children, young people and their families.

We believe that children should be supported from the earliest opportunity, so we will promote the work of the **Policy Development Board for Early Years**, which will focus on the period from conception to the age of five, achieving the best start possible in life. We will also inform the public of Early Help services, through '**Right Help, Right Time**', so that problems experienced by children and families do not escalate to crisis.

We will communicate our learning from the Independent Jersey Care Inquiry and **promote Jersey Children's Service's development plans**. Jersey has the potential to become one of the best-performing childcare systems in the British Isles. We will launch campaigns for Children's Services, including effective **recruitment campaigns** under the workforce development strategy, **intensive fostering campaigns**, publishing details of the first-ever **offer for Care Leavers in Jersey** and **promoting the new Children's Rights team**. We will also communicate how children's social care services as a whole will operate within the **Right Help, Right Time** approach for Jersey.

We will communicate the redesign of an integrated **Child and Adolescent Mental Health Service (CAMHS)** so that Islanders understand the service and know how and when to access the service. We will also promote the mental health and wellbeing of children and young people as a critical priority and raise awareness of the help that is available.

We will work to support families, promoting **family-friendly employment and wellbeing practices** and the services available to parents and families through the **Triple P support services** and other means of assistance. And, we will run campaigns throughout the year to promote fostering and adoption services and support the roll-out of a new intensive fostering programme.

We will continue to promote the **Big Education Conversation**.

Improving educational outcomes

The Government is committed to delivering outstanding education by 2023, with children and young people able to secure better outcomes at every stage of their education.

We will support the promotion of the **Jersey School Review Framework**, a key tool in supporting our schools to continuously learn, improve and collaborate.

We will promote the implementation of the recommendations of the review of the **Jersey Premium**, so that we spend money where it is needed most, enabling all children and young people to fulfil their potential. We will also promote the increasing emphasis on **wellbeing in schools**, as complementary to our commitment to children's rights.

At a Higher Education level, our campaigns will support the development of a **new post-16 education strategy** to support the Future Economy Programme and promote the education journey and the **pathways through to higher education, Highlands College and University College Jersey**.

We will promote the work of **Skills Jersey** and its events so that Islanders can understand more about the services they offer and how to access them.

We will keep the public informed of any news that affects our schools and students, including **building projects** in schools.

Involving and engaging children

Underpinning the programme of reform in child services and education, the Government is committed to engaging and involving young people and children in the decisions that affect them.

We will communicate the proposed development of a Youth Parliament, as part of the **Youth Connects Project**, and show how we are truly listening to children, giving feedback and demonstrating how we are acting on what they tell us.

We will promote the '**entitlement**' for children in the care of the Government and those leaving care, so they know what support they can and should expect.

We will support the development of more local, **community-based hubs**, so that more children and families in need can get the early help they require more easily.

We will promote the services of the **Jersey Youth Service**, who provide essential support and advocacy for children in the Island.



Improving Islanders' wellbeing and mental and physical health

Implementing a new model of health care for Jersey

To support Islanders' physical and mental health, the Government must provide fit-for-purpose care services where and when they are needed most, informed by engagement with patients and their families.

We will continue to promote awareness and understanding of the **Jersey Care Model**, which has been developed with partners in primary care in Jersey, such as GPs, dentists and optometrists and our partners in the community and voluntary sector. The Jersey Care Model will provide services in the community for the convenience of Islanders wherever possible and will move away from an institutionalised model of care, with less reliance on hospital services and a focus on the prevention of ill health.

We will promote any expansion of our **24-hour community nursing and primary care services**, changes in **dental services for children**, support for people with diabetes and other long-term conditions, and activity that improves access to primary care for financially vulnerable people.

We will continue to promote the **Jersey Online Directory**, to raise awareness of information, services and support available to Islanders relating to health, wellbeing and social services. And, where appropriate, we will promote our **Jersey Private Patient Services**, so that Islanders know that they can benefit from tailored care, closer to home.

Mental health services

We will continue to communicate with Islanders to demonstrate our **focus on mental health services**. Government is committed to improving mental health services through an increased emphasis on supporting Islanders who have mild or moderate mental health needs. This will build on communication of the opening of The Listening Lounge in St Helier in November 2019, with partner LV Group. **The Listening Lounge** is a first point of contact for Islanders who have mild to moderate mental health issues.

We will also support the work and progress of the dedicated **Mental Health Improvement Board**.

We will inform stakeholders and Health and Community Services colleagues about the **physical improvements to our mental health estate** as we seek to improve the environment in which we treat Islanders for mental health conditions.

We will communicate what we are doing to develop a **care pathway** for Islanders with complex, post-traumatic stress disorder; for example, as a result of physical and sexual abuse.

Support Islanders to live healthier, active, longer lives

Through targeted campaigns, we will ensure that Islanders are taking proactive measures to monitor and improve their health.

We will encourage such behaviour changes through the promotion of a wide range of preventative health programmes and campaigns to improve the health of Islanders, including **immunisation and vaccination**, a **shingles vaccine** for people born in 1949, **cervical cancer screening**, **smoking cessation**, **bowel and breast cancer awareness** and **antibiotic resistance awareness**.

We will **publicise information about breastfeeding facilities** in the Island to help enable mothers to continue breastfeeding for as long as they choose.

The Our Hospital project

We will support the team running the **Our Hospital Project** to communicate and engage with Islanders, stakeholders and staff about the process and progress for developing plans for a new hospital for Jersey, including the **Our Hospital Citizens' Panel**, and the shortlisting exercise for identifying potential locations for the new hospital.

Upgrades to the existing General Hospital

We will explain to Islanders and staff what **upgrades to the General Hospital** are being carried out and what changes are being made, so they feel reassured that their hospital visit and care is not affected, and can understand the benefits such upgrades offer.

Health and wellbeing policy framework

We will support communications that link health improvement with action on the wider determinants of wellbeing, such as housing, education and the environment.

Digital care programme

The Government wants to offer **digital solutions** to colleagues, partners and Islanders wherever possible. We will communicate any developments in this area of work as part of the transformation of healthcare.



Creating a sustainable, vibrant economy and skilled local workforce

Enhancing our international profile and promoting our Island identity

The Government is committed to maintaining and building on the Island's overseas representation in the UK, the EU and in international markets. We will therefore continue to proactively promote the policies, activities and actions taken by Jersey to enhance our international profile and reputation, especially in financial regulation and transparency, among international audiences, with particular emphasis on the UK and EU governments and media.

We will continue the **Ready for Brexit** campaign to communicate the Government's preparations for the UK's exit from the European Union, whether in the form of a negotiated exit or Day 1 No Deal, and the new opportunities for the Island arising from Brexit.

Building on the work of the Brexit Team to deliver the Future Economic Partnership, the Government will launch a **new trade and export support function** to focus on the impacts of changes to Jersey's trading architecture on businesses, on consumers, and on the operation of Government services.

We will support this with a year-long **Let's Talk Trade** campaign, which will build on the Let's Talk Trade consultation in 2019, to outline the proposals for Jersey's post-Brexit trading arrangements with the European Union and other countries under WTO membership.

We will support the Chief Minister and other Ministers with international portfolios in **promoting Jersey abroad** during official visits, and by proactively engaging with international media and stakeholder groups to promote the Island's economy, finance and other sectors, our regulatory framework and our culture.

We will also support **Ministerial engagement with UK Parliamentarians**, through communications and events, to ensure that Jersey's constitutional position, financial services industry, and regulatory regime are well understood within all UK parliamentary parties.

We will continue to support and promote the development of post-Brexit international relationships as part of the **Global Markets Strategy** in target markets (China, Africa, India, the UAE and USA). Through proactive communications and events, and supporting Ministerial visits, we will develop Jersey's visibility and relationships with decision-makers in these countries, to help secure greater business and political co-operation, leading to more jobs and growth.

We will support the European Relations Strategy 2020-23 by providing communications and events support to build closer relationships with influencers and policy-makers in EU countries, ensuring that Jersey's constitutional position is understood, and building sustainable relationships with EU stakeholders to mitigate any negative effects of Jersey not being represented by the UK post-Brexit.

We will support and promote the work of the **Channel Islands Public Services Board** to demonstrate the value of joint working with Guernsey, to support ongoing co-operation between the two Islands' public administrations, and to find and support new partnership opportunities to improve our public services and reduce costs to taxpayers.

We will continue to promote the benefits of international **joint working with other Crown Dependencies**, Normandy and Brittany, and explain of the role and interaction between the Government, **the Jersey London Office**, the **Channel Islands Brussels Office** and the **Bureau des Îles Anglo Normandes**.

Jersey's international reputation – as a good global citizen that conforms to international standards – is also vital to our future economy. We will support **Jersey Overseas Aid** and the Minister for International Development in advancing the Island as a centre for philanthropy and impact investment. We will demonstrate how the themes of the work of Jersey Overseas Aid - dairy, conservation livelihoods and financial inclusion - provide added value and build on Jersey inherent strengths.

We will support the work of the **Island Identity Policy Development Board** to encapsulate Island values, what it means to live, work and thrive in Jersey, explain the impact this will have as Jersey's heritage, arts and cultural strategies are developed and help shape how we are viewed Internationally.

Future Economy Programme

The **Future Economy Programme** will be delivered in four phases: research to build the evidence base; develop evidence-based economic policy both by sector and for the overarching economy; delivery of the economy policy by executing targeted interventions on a priority basis; and periodic refreshment of the evidence base, policy and intervention plans, to ensure that resources are focused where they will make the biggest difference and that Jersey's economy continues to be vibrant, dynamic and agile.

Different sectors of the economy will move through the four phases at different paces, and during 2020 we will inform the public and stakeholders about the status of the Future Economy Programme and support the development and communication of the **Economic Framework Report**, a synopsis of the evidence-based and economic policy, and the summary of key recommendations.

We will support and promote the work of the **Migration Policy Development Board** as it develops proposals which will deliver more responsive controls over who can come to live, work and access public services in Jersey. We will work with the Digital Policy Unit and Digital Jersey to ensure that the public and stakeholders are aware of the

developments in services and opportunities within the industry.

Promoting Jersey

Our relationship with **Visit Jersey** is governed by a partnership agreement and, during 2020, the arms-length organisation's £4.9 million core budget from Government will be used to deliver a destination plan for Jersey. The Government Plan also includes additional funding for route marketing (increasing air connectivity to the UK). We will work closely with Visit Jersey and other third parties (such as Jersey Reds) to identify opportunities to collaborate to leverage Visit Jersey initiatives for the benefit of Government and the Island.

Protecting and building our financial services industry

We will promote the growth of **Jersey's financial and professional services** internationally, through close partnership with Jersey Finance Limited, focusing on the Island's reputation as a well-regulated, innovative and internationally co-operative jurisdiction. We will also respond to external media and third-sector challenges that deliberately mislabel or challenge the veracity of Jersey's commitment to offering globally-leading standards of financial services regulation and practice.

We will support the development of the Island's policy position and implementation of **internationally-accepted standards on beneficial ownership**, in line with the Government's commitments to the EU.

We will communicate the outcomes from **high-profile international assessments**, notably those expected from the OECD, European Commission and Moneyval during the 2020-23 period.

We will support the development and promotion of **consultations on new financial services products** and any changes to **competition legislation**.

We will promote **Jersey's Cyber Security Strategy**, designed to protect the integrity of Jersey's key ICT infrastructure via thorough biannual risk assessments and cyber risk exercises.

Growing skills in Jersey

We will support the development of a **new post-16 education strategy** to support Islanders to secure higher-value jobs, start wealth-creating enterprises, and to continue to increase their contributions as valued members of an engaged and agile workforce.

Investing in our infrastructure

A key Government lever for developing the economy is providing the infrastructure that the Island needs to enable the economy to grow.

During 2020, we will ensure that vehicle owners and other stakeholders are aware of the development of vehicle testing, and **commercial vehicle operator licences**, and that their introduction is with the intention of creating safer and more environmentally-friendly roads.

The **One Government Office Modernisation** project will consolidate Government's office estate into a single administrative headquarters where all non-frontline colleagues will work, with operational sites elsewhere. We will ensure that the public understand the economic and environmental benefits that will come from this model, and that Government colleagues are supported during the transition to understand its purpose.

Protecting Government funds against fraudulent activity

We will deliver a campaign to raise awareness of how Islanders can raise concerns about **potential fraud** in claims for money from the Government.



Reducing income inequality and improving the standard of living

We will support initiatives to address income inequality and the standard of living for Island residents. We will also communicate any changes to the minimum wages of the lowest-paid employees and increases to income support rates (which will be confirmed during 2020).

Removing barriers to and at work

We will communicate the implementation of the new **family-friendly changes** to the Employment Law, which will come into effect in summer 2020, so that all new parents and employers are clear about their rights to parental leave, paid benefits, breastfeeding breaks and time off to attend related appointments.

We will engage customers through a consultation on **paid breaks and annual leave**, as we consider possible changes to the Employment Law in these areas.

We will communicate with Islanders about how to better support workers with **long-term health conditions**, to enable them to start or continue working.

Improving social inclusion

We will promote and deliver monthly **Closer to Home** roadshow events in each of the Island's parishes, to raise awareness of health, wellbeing and social activities being delivered in community venues.

We will communicate the new **disability strategy**, including how we will better support disabled adults to continue living at home.

We will promote enhanced facilities and extended opening hours at Jersey's town **Library**, providing improved access. We will also keep customers updated on plans for a new Library facility in the west of the Island.

We will work in partnership with the voluntary and community sector to deliver a 2020 Volunteers' Week campaign to celebrate the commitment and impact Islanders make, and to recruit more Islanders to get involved.

Improving financial independence in old age

We will launch a consultation to engage Islanders and gather their views on how we can best support them to achieve **financial independence in old age**.

We will launch a campaign to raise awareness of the rise in pensionable age to help Islanders to **plan for their retirement**.

We will promote Pension Plus, a benefit available to support lower-income pensioners with the costs of chiropody, optometry and dental treatment.

We will communicate the individual impact of the increase to **Long-Term Care Fund** contributions and the benefits of the increase to Islanders, if and when they need it.

Special payments

We will make permanent the special payment scheme to **support individuals with diffuse mesothelioma**, as a result of exposure to asbestos fibres in Jersey.

Improving the quality and affordability of housing

During 2020, legislation will be introduced which will set **minimum standards for rented accommodation**. We will communicate to both landlords and tenants the introduction of the minimum standards and ensure that they are aware of the requirement for licences for rental accommodation.

We will ensure that **tenants are aware of their rights** to live in accommodation that meets those minimum standards, and what they should do if it does not. We will also ensure that property owners are aware of their obligations and know how to find support and advice if required.

We will increase public awareness of the options for **improving domestic energy efficiency**, which will form part of Jersey's progress towards carbon neutrality.

We will support the work of the **Housing Policy Development Board**, which has been tasked with gathering and hearing evidence on matters relating to housing supply, including demand, access, affordability, standards, land use and financing. The Board will consider and recommend policy interventions which could be used to address the housing market challenges in Jersey. We will support the work of the Board, and of the Minister.



Protecting and valuing our environment

Embracing environmental innovation and ambition

Work on the **Carbon Neutral Strategy** and **Sustainable Transport Policy** will require widespread public engagement, which will be managed and developed to ensure that it is a two-way dialogue which leads to an agreed solution to the Climate Emergency declared by the States Assembly in 2019. The declaration has also led to the creation of the Climate Emergency Fund.

The delivery of both the Carbon Neutral Strategy and the Sustainable Transport Policy will involve significant changes in the behaviour of the Island community as a whole, such as the introduction of more efficient non-carbon-based heating systems and improved transport methods for the delivery of products.

We will work to engage in communications with all sectors of the community and businesses to ensure that they help set the target and understand the changes required in order to reach it.

Protecting the natural environment

Environmental protection will be developed through the upgrading of **conservation legislation**, and the strengthening of enforcement, including increased protection of trees. That, along with continuing action to prevent the advancement of invasive non-native species, will be communicated to stakeholders both inside and outside the Island.

Work to improve countryside access will be supported through the promotion of both the countryside route network and the correct way for them to be used and enjoyed.

We will promote the work of the **Action for Cleaner Water Group** to implement best-practice working methods to protect the quality of the Island's water resources. This is a voluntary joint initiative between Government, Jersey Water, the Jersey Farmer's Union, the Royal Jersey Agricultural and Horticultural Society, and leading members of the farming and dairy industries.

We will continue to promote the work of the **Rural Economy Advisor** to support the diversification of crops, to address the decline in the number of threatened species and the development of wildlife corridors.

Improving the built environment

We will continue to engage Islanders in the development of the **Island Plan** in preparation for its adoption in 2021, building on the Your Island, Your Say consultation in 2020. We will also make stakeholders aware of the new planning policies for South West St Helier and other areas.

We will promote the **Shoreline Management Plan**, particularly to those who live and work within its area. The plan is being prepared to ensure that Jersey's coastline becomes more resilient to the effects of climate change, and it will include an initial shoreline management infrastructure scheme.

Investing in our infrastructure

We will promote plans to **enhance St Helier's urban environment** through improvements to the public realm, such as tree planting and improved access to high-quality open spaces.

We will ensure that Islanders are aware of developments in the delivery of a long-term solution for **Fort Regent** and Jersey's public sports facilities.

We will celebrate the opening of **Les Quennevais School**, and other public buildings.

We will communicate a range of **infrastructure building and repair work**, including the construction of Jersey's solid waste management facilities, and the resurfacing and improvement of the road network, particularly at the points where Islanders will be most affected.



Modernising Government

A modern and effective public sector

We will assist the Government in achieving their tax compliance targets through the annual Island-wide **tax return campaign**, nudging Islanders to submit their tax returns within the deadline and promoting the support tools available to assist with successfully completing their return.

We will explain and promote how we are modernising our Revenue Jersey services with the introduction of an **online tax assessment**, allowing Islanders to complete their tax returns online rather than on paper. We will design and implement an Island-wide campaign to promote this new process and the various support tools available. As part of this campaign, we will encourage Islanders to sign up to **Digital ID**.

We will introduce and explain the **Jersey's Performance Framework** to colleagues and stakeholders. This will provide strategic performance management and insight, benchmarking Government impact, and supporting senior and departmental teams to continuously improve public services.

We will explain and promote understanding of the **transformation of our back-office functions** in the Chief Operating Office – Modernisation and Digital, People and Commercial Services, both internally and externally. This includes:

- a new **People Strategy**
- delivering new and **enhanced Modernisation and Digital capabilities** in business architecture, information management, IT service support and change management
- developing an **integrated finance, payroll, HR and procurement solution**
- developing a **commercial strategy** that will deliver better value from our suppliers and partners and seek out new commercial opportunities
- completing a **review of existing contracts** and commercial arrangements.

We will support the **digital transformation of Government** as it replaces outdated technology to transform the delivery of services. Islanders will benefit by being able to deal digitally with all parts of Government, at a time and place that suits them.

We will communicate when **new online customer services** are made available online, allowing customers to access facilities such as booking wedding venues, accessing their personal record and changing their contact details via our secure website.

We will launch a new **Customer Strategy**, uniting all Government departments in a commitment to ensure consistent and optimal customer experience in all interactions. We will begin by engaging all colleagues, then promote the strategy publicly.

We will communicate when new **services are relocated to Customer and Local Services** 'One Front Door' in La Motte Street, making it easier for customers to access multiple Government services in one visit.

We will communicate **new partnership projects** between the Government and the local voluntary and community sector.

We will support and advise Revenue Jersey and the Treasury Minister in communicating to Islanders the proposed changes to **modernise the personal income tax regime**, which includes solutions for married women's taxation.

We will support the early delivery of the **2019 Annual Report and Accounts**, through drafting, editing and design of the report and public and employee communications of the key messages and achievements by the Government in 2019.

We will support the Government to **implement an Integrated Technology Solution** to replace the outdated and standalone systems, by communicating the key messages, changes and impacts to employees.

Sustainable long-term public finances

We will deliver a campaign to communicate the individual impact of the increase to **Long-Term Care Fund** contributions and the benefits of the increase to Islanders.

We will communicate **changes to Social Security contributions** – the increase in the cap on earnings and the increase to the contribution rate for employers of higher-earning workers and high-earning self-employed people.

An informed and engaged workforce

As we **continue to embed the One Gov approach**, we will develop and embed our internal communication principles to create an informed and engaged workforce. These principles are: building a leadership coalition; widening advocacy and engaging managers; communicating with colleagues, hearing their voice and building organisational integrity; and supporting and making sense of change.

We will **continue to build a strong leadership coalition**, creating ongoing opportunities for leaders to come together to understand and engage in transformation and take collective ownership of the culture of the organisation and its development.

We will **widen advocacy for the One Gov approach** and Team Jersey culture with our managers, who are the most influential factor in effective internal communications. We will work with People Services to ensure that managers are able to engage their teams in the Government's agenda and objectives, and with departments as they finalise their restructuring.

We will improve further our **communication with colleagues**, providing what they need to know about the organisation's aims and activities, so that they understand the connection between their job, the organisation's purpose and the customer experience.

We will gather **informed feedback** and make use of information about what people are thinking and feeling to create fast and visible responses. We will build organisational integrity by working to **embed our new values**, ensuring our channels are user-centred and give the opportunity for colleagues to engage in the conversation.

We will also continue to help colleagues understand the need, **purpose and process of change**, have trust and confidence in their leaders, and have the information to engage and deliver their part.



Keeping Jersey running, safe and secure

We will continue to enhance public understanding about the day-to-day activities of the Government that keep Islanders safe and secure and the Island's basic infrastructure running.

These include the work done in all weathers to maintain our public roads, parks and buildings, and the work that our emergency services, prison and customs and immigration officers do to keep us safe and our border secure.

We will explain how we are improving these services, with a focus on prevention and managing demand by developing a communications approach across Justice and Home Affairs to help Islanders to protect themselves and prevent incidents.

Part of this work will be done to safeguard vulnerable groups through the promotion of **Safe and Well Checks** and engaging with the Closer to Home team to ensure that this activity is well coordinated. Cross-service campaigns will focus on **mental health**, and the **Diana Awards**, as well as redeveloping guidance publications for **health and safety at work**.

Island maintenance

During 2020, we will keep Islanders informed about the maintenance and improvement of **Jersey's foul and surface sewerage system**, main road network, car parking facilities and other infrastructure, where there is a risk of disruption to the public, so that Islanders understand the need for the work, the cost and intended benefits. We will also support the significant investment in the construction of Jersey's new sewage treatment works.

We will encourage Islanders to use and enjoy Jersey's **parks and gardens** more, in support of investment and new initiatives.

We will promote improvements and changes to **recycling in Jersey**, in order to reduce the burden and cost of its disposal, to influence attitudes and change behaviours.

We will support the significant activities being undertaken to commemorate the **75th Anniversary of the Liberation of Jersey**. In addition, we will communicate how we support Jersey's cultural and artistic heritage.

Safeguarding Partnership Board

We will support communications and marketing strategies/campaigns to highlight the work of the Safeguarding Partnership Board to build awareness, educate and counter **domestic abuse, child sexual abuse** and **child sexual exploitation**.

Police

Crime prevention and public education will be a focus of the States of Jersey Police communications, working alongside the Safeguarding Partnership Board to deliver educational campaigns on domestic abuse, child sexual exploitation and **sexual abuse**. We will also build on the 2019 **hate crime campaign**.

We will develop and implement our annual road safety, drink-driving and **Get Safe Online campaigns**, as well continued **recruitment of police officers**.

Ambulance Service

We will launch a **999 education awareness** campaign, focused on when to call for emergency assistance, alongside other awareness campaigns.

At-home and public preventative measures will be the focus of the **restart a heart day**, Community First Responder Programme, and public access defibrillators campaign.

Fire and Rescue

We will support national prevention campaigns, which run through the year focused on **home fire safety**, electrical safety, smoke alarms, carbon monoxide, fireworks, and **drinking and cooking**.

On fire safety regulation, we will promote and inform the public about new **fireworks regulations** and **fire safety regulations**.

We will increase public understanding of our work through the **Fire Station Open Day**, as well as promoting the **recruitment of firefighters** and building awareness of the important role played by retained firefighters in supporting the service.

Prison

We will inform the public, inmates and their families about the **new prison development**.

We will also build an understanding of post-prison intervention, through campaigns focused on **awareness of rehabilitation and reoffending programme** and **post-custodial licences**.

We will develop an inaugural **Jail/Bail charity initiative**, with VIPs staying overnight in the prison.

Customs and Immigration

We will manage the potential impacts of Brexit on Jersey, ensuring that EU nationals living and working in the Island are informed about the **Jersey EU Settlement scheme** and border-related issues such as passports and EU identity cards, in their native language, so they can protect their rights post-Brexit, as well as launching a consultation on the **Jersey Future Immigration Scheme**.

We will raise awareness of the role that Jersey Customs and Immigration Control will play in **implementing the Common Travel Area** during the Brexit process and enforcing the Island's tough immigration controls.

We will continue to engage with Islanders and local businesses regarding **trade and customs arrangements** following Brexit.

Who we are and how we work

The role of communications

There are eight key areas where communication plays a significant role in supporting Ministerial priorities and initiatives and the effective delivery of public services. These are based on the core purpose of communications to inform, educate and persuade:

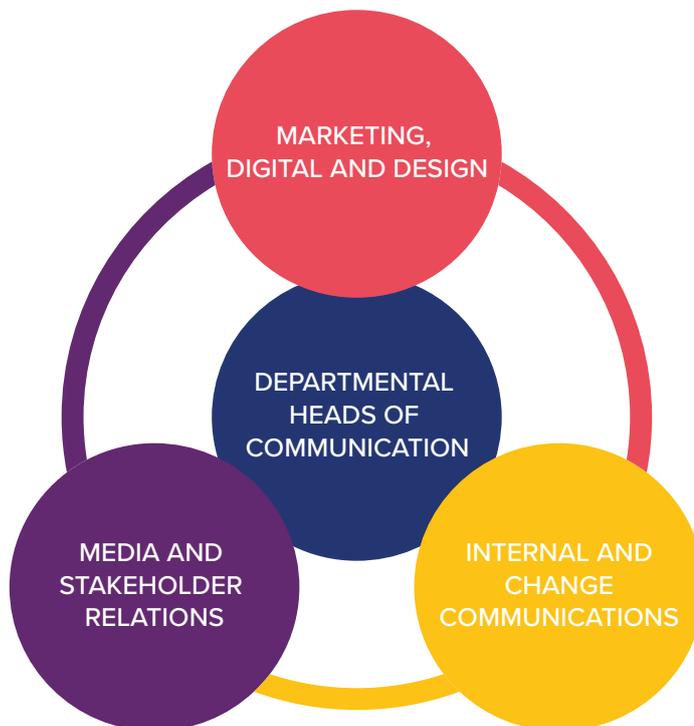
- **Raising awareness** of Government policies, projects, services and benefits so the public is properly informed about what the Government is doing on its behalf (eg Brexit planning, or action to improve Children's Services) and how to access and benefit from services (eg social security support or healthcare)
- **Influencing attitudes and behaviours** to benefit the individual and the wider public (eg behaviour-change campaigns to promote health and wellbeing, or drink-driving and speed campaigns)
- **Supporting the effective operation** of public services (eg encouraging people to submit their tax returns on time or switch to online services)
- **Informing, supporting and reassuring** the public in times of crisis (eg a pandemic flu outbreak)
- **Enhancing the reputation** of the Government at home and of Jersey abroad (eg promoting Government transparency, or promoting trade, tourism and culture)
- **Meeting statutory or legal requirements** to provide public information (eg consultations)
- **Using audience insight and feedback to inform** effective policy and operational decision-making
- **Informing staff** about any changes or announcements that affect them and supporting the organisation to engage and support staff through change.

The structure of Communications

The Communications Directorate is part of the Office of the Chief Executive, and is led by the Director of Communications, who reports to the Chief Executive. It brings together communications professionals from both corporate and departmental teams in a unified structure.

Departmental Heads of Communications focus on strategy, advice and support to Ministers and senior officials, while the central teams focus on communications delivery through the channels that they manage, using their specialist professional expertise.

The teams work collaboratively, as shown in the diagram below, to plan, budget, commission, prepare and implement cross-Governmental communications campaigns.



Team structure

Director of Communications

The Director is responsible for the leadership and delivery of effective communications to support the achievement of the Government's objectives. The Director is responsible for the Government's overall communications strategy, for providing robust, expert advice to Ministers, the Chief Executive, Directors General and other senior leaders, and for articulating a clear and compelling narrative for the vision of Government.

The Director is responsible for the line management of the central and departmental communications teams, and for developing the standards and professionalism of the Communications Directorate as a whole.

Media and Stakeholder Relations

This team of six leads media and stakeholder communication on behalf of the Government. They deal with local, national and international print, online and broadcast journalists, and also ensure that we keep our external stakeholders informed.

Working with Ministers, senior officials and departmental communications colleagues, they are responsible for communicating Government information to stakeholders and the wider public, both via the media and directly through social media, newsletters and face-to-face briefings. They use the Government's social media channels to disseminate Government news, monitor news and issues, and horizon scan for future issues and risks.

The team works closely with departmental Heads of Communications on day-to-day delivery, and with the other central teams on internal and external campaigns, so we are joined-up and proactive in informing the public, as well as flexible and responsive in dealing with live issues as they arise.

Marketing, Digital and Design

This team of eight is a centralised in-house brand, marketing, design and digital team. They manage and implement design, marketing and digital communication services across all Government departments. Leading on our social media presence (Facebook, Twitter, YouTube, LinkedIn, Instagram), the team helps to develop our internal and external digital channels (intranet and internet), champions our visual identity and brand, creates engaging graphic design, and manages marketing campaigns, whether no-cost, low-cost or paid-for. It also enables two-way communication and monitors feedback via social media.

They focus on ensuring that we use the right communication channels, to reach the right audiences with the right messages at the right time, in order to support the delivery of the Government's objectives and operational priorities.

The team aims to improve how the Government communicates with Islanders and local stakeholders, by raising awareness and interaction through engaging and relevant communication and channels, ensuring that our communication is cost effective, financially responsible and successful.

Internal and Change Communications

This team of six leads on communication to our 7,000 colleagues, sharing Government-wide updates and supporting departmental communications.

They manage the rhythm of communications about the issues that affect public service employees, from pay to restructuring, Team Jersey culture change to celebrating successes. They support leaders and managers with briefings and events and ensure that colleagues are directly informed about the things that affect them and can engage with the work of Government for our Island.

They are responsible for developing and implementing the internal communications, engagement and visibility strategy for the Chief Executive and other senior leaders, and for developing and updating the strategic narrative of the organisation.

They work closely with senior officials and departmental communications colleagues, and partner with the Chief Operating Officer's senior team, to provide strategic communications advice and support to critical functions, including the HR and IT teams.

Departmental Heads of Communications

A Head of Communications is embedded in each of the following departments: Children, Young People, Education and Skills; Customer and Local Services; Growth Housing and Environment; Health and Community Services; Justice and Home Affairs; Office of the Chief Executive; and Treasury and Exchequer.

The seven Heads of Communications provide communication expertise and contribute strategic advice, challenge, insight, planning and support for their Ministers, Director General, senior leaders and policy and operational colleagues.

They are responsible for devising and leading communications campaigns and activities to support departmental objectives, horizon scanning for risks and opportunities, commissioning communications products from the three central teams, writing major speeches, bringing the voice of audiences into decision-making and ensuring that the work of their department is widely understood.

They work closely with Ministers and senior officials, central communications teams, other departmental communications heads and external stakeholders.

Emergency Services Press Office

Reporting to the Head of Communications for Justice and Home Affairs, this team is responsible for the day-to-day media and social media communications for the Police, Fire and Rescue and Ambulance Service.

Professional development

As a Directorate, we have made a commitment to prioritising ongoing professional development in 2020, that will build our capacity and skills across Government communications.

To ensure this happens, all members of the Communications Directorate are required to complete at least four Continuous Professional Development (CPD) activities each year.

Each activity completed qualifies for CPD points (see table below) and team members are required to record a minimum of 20 points each year. Any development activity that helps to build professional or leadership skills as a Government communicator counts as CPD. Individuals should aim to complete a variety of different activities.

Communications or leadership specific activity	Examples of activity	CPD points
	This is a guide to the types of activities you can complete to reach your target of 4 completed CPD activities	The yearly total must be a minimum of 20 points
Training courses	Attending a training course provided by a professional member organisation or GCS	5 points for up to half a day 10 for a full day
E-learning	Completing e-learning provided by a professional member organisation or GCS	5 points for each session completed
Reading and reviewing an academic text, book or video	Reading a book from the recommended reading list Listening to a TED Talk	5 points for each short text 10 for a full book
Coaching and mentoring	IWILL Mentoring Scheme	5 points for each session as a mentor or mentee
Job shadowing	Within or outside of your own organisation	10 points for each full day
Events	Attending an event organised by a professional member organisation or GCS event	5 points per session
Delivering training	Developing and/or delivering a training course or an internal departmental specific training course	5 points for up to half a day 10 for a full day
Studying for a professional qualification		20 points

Mentoring

The IWILL (Inspiring Women in Leadership and Learning) programme will pilot a mentoring scheme in 2020, open to all members of the public sector. Communications leaders and team members are being encouraged to take part in this scheme, to provide ongoing skills development and peer review.

Mentors are experienced communications professionals who have agreed to share their skills, knowledge and experience. They will act as a guide and support to their mentee in a series of informal one-to-one discussions.

Mentees benefit from having an experienced person who takes the time to listen, explore and discuss specific development needs, be that career planning or expanding a personal network.

In turn, mentors are able to develop their leadership and communication skills through these mentoring partnerships.

The purpose of the mentoring is to:

- Enable mutual learning and development to take place in supported one-to-one mentoring relationships
- Provide an opportunity for mentees to take responsibility for managing their own career development
- Build capability across the Government Communications Profession.

Professional memberships

As well as becoming Associate Members of the UK Government Communications Service, in order to access online learning resources and development templates, members of the Communications Directorate are encouraged to join professional associations that best suit their area of communications expertise. These include:

- PRCA (Public Relations Consultants Association)
- MRS (Market Research Society)
- CIM (Chartered Institute of Marketing)
- CIPR (Chartered Institute of Public Relations).

Communications professional standards

In order to deliver the Government Communications Plan set out in this document, the Communications Directorate will raise the level of our professional capability, processes and practices by working to a set of common standards for communications practice, professional development and ethics.

The UK Government Communications Service (GCS) has established a framework of standards, with guidelines, models, tools and templates,

which has been adopted for the 4,000 UK communicators in national and local government and agencies, as well as by government partners internationally. Jersey's public service will therefore adopt and adapt this set of standards for our own circumstances.

Skills: The GCS competency framework sets the standard for individual proficiency, by grade. Communicators should demonstrate their ability to frame campaigns using insight, apply creative ideas, and swiftly implement and assess the impact of their work. The framework is used in appraisals, professional development and recruitment.

Campaigns: For rigorous and systematic campaign development, communicators should follow the OASIS campaigns framework, and make selective use of other GCS campaign planning tools where required.

Evaluation: Communicators should use the GCS Evaluation Framework 2.0 for every campaign, to improve performance and to take responsibility for defining, recording and demonstrating the outputs, outtakes, outcomes and impacts of their work. They should also make use of the free online interactive evaluation tool created by the Association for the Measurement and Evaluation of Communications.

Objectives	Of the organisation, department or project
Inputs	The insights and resources needed
Outputs	The communications activity carried out and the volume and reach of the activity
Outtakes	The reactions and response of the target audiences to the activity
Outcomes	The effect of the communications on the target audience in understanding, attitude, trust, advocacy and behaviours/actions
Impacts	The effect of the activity on the organisation, department or project in meeting the objectives.

Digital: Communicators should be confident in all aspects of digital marketing, using it to: gain insight into audiences; develop the best ideas; implement plans; and provide maximum impact.

Staff engagement: A modern internal communications function acts as a strategic partner to enable change and support engagement. GCS standards are set out in Internal Communications Excellence.

Leadership: Communicators are leaders in their profession and have a responsibility to advise, challenge and to represent the voices of our audiences with decision makers.

Ethics: Communicators will seek to achieve the highest standards of behaviour, as well as professional practice and leadership. This means, at minimum, they will observe the values of integrity, honesty, impartiality and objectivity and abide by the Government's Code of Conduct.

Professional development: All communicators should continually work to improve their skills, completing and sharing with their colleagues at least two pieces of professional development each year. They should pay particular attention to the skills of social media marketing, content creation, building alliances and handling and interpreting data.

Communicators should also register for associate membership of the UK Government Communications Service, where free resources are available to support skills development and best practice for Government communicators.

Our professionalism commitments

We make the following commitments as to our professionalism and ways of working:

- We are committed to the pursuit of excellence. We will adopt professional standards and processes; appoint/recruit professional communicators to communications roles; and provide development that supports the highest standards of professionalism in communications.
- We will communicate effectively with the public, our colleagues and our stakeholders, and help them to understand the positive contribution that communications make to the achievement of their objectives and to the reputation of the Government.
- We will use colleague, customer and stakeholder insight to understand the attitudes, behaviours and needs of our internal and external audiences.
- Our communications will reflect our understanding of customers and will help to deliver sustainable change in their behaviour, in line with our business objectives.
- We will be proactive in identifying and managing risks and issues that affect the Government's reputation.
- We will respond quickly and decisively to crisis situations.
- We will work in true partnership across the organisation, sharing information and expertise freely to help our colleagues to succeed.

- We will offer advice to Ministers and colleagues on the reputational impact of policy and operational decisions and demonstrate the contribution that communications can make to service delivery, reputation and engagement.
- Our communications will be consistent and integrated across all channels.
- We will communicate clearly and concisely, avoiding jargon and inconsistency, in tones that are helpful, informative, accessible and engaging to all our audiences.
- We will develop innovative and creative communications that meet the needs of all our stakeholders, are based on evidence and result in behavioural change.
- We will take every opportunity to reinforce our key messages through clear drafting and repetition, and, to ensure that they are seen as credible, we will reflect both our aspiration and the current reality.
- We will actively promote the development and delivery of appropriate and cost-effective communications channels.
- We will measure and evaluate our performance against specific targets and outcomes, using best-practice techniques, in order to assess the effectiveness of communications and its contribution to meeting public service performance measures.
- We will build the capability of all communications professionals, through a programme of learning and development activities that are delivered in-house, cross-Government and externally, and which include professional body membership where appropriate, qualifications, skills training, leadership development and coaching.
- We will partner with professional communicators beyond the Jersey public service, to share experiences and best practice, learning and development and, where appropriate, secure economies of scale through the common procurement of services.
- The Director of Communications will review and refine professional standards and provide assurance at recruitment, selection and performance reviews.
- Professional standards, together with the objectives, measures and behaviours outlined, form the basis for setting performance management objectives and for creating a personal development plan for every employee in a communications role.
- We will ensure our approach reflects the values of the public service:



We are respectful – We care about people as individuals and show respect for their rights, views and feelings.

We are better together – We share knowledge and expertise, valuing the benefits of working together.

We are always improving – We're continuously developing ourselves and our services to be the best they can be for Jersey.

We are customer focused – We're passionate about making Jersey a better place to live and work for everyone.

We deliver – We're proud of Jersey as a place and are passionate about shaping and delivering great public services.

