

Chief Minister's Department  
PO Box 140  
Cyril le Marquand House  
The Parade  
St Helier  
Jersey  
JE4 8QT

Andrew Carnegie House  
Pittencrieff Street  
Dunfermline  
Fife, Scotland, KY12 8AW  
Tel: +44 (0)1383 721445  
Fax: +44 (0)1383 749799

[www.carnegieuktrust.org.uk](http://www.carnegieuktrust.org.uk)

Thursday 28<sup>th</sup> September 2017

Dear Chief Minister

### **'Future Jersey' 2017-2037**

The Carnegie UK Trust welcomes the opportunity to respond to the consultation 'Future Jersey 2017-2037'. The Trust works to improve the lives of people throughout the UK and Ireland, by changing minds through influencing policy, and by changing lives through innovative practice and partnership work. Our [Strategic Plan \(2016-2020\)](#) takes a holistic approach to wellbeing and outlines our work over the next five years as focusing on '[Enabling Wellbeing](#)'; '[Flourishing Towns](#)'; '[Fulfilling Work](#)' and '[Digital Futures](#)'.

### **EVIDENCE BASE**

The Carnegie UK Trust has been actively involved in promoting wellbeing in policy since the establishment of the first [Carnegie Roundtable on Measuring What Matters in Scotland](#) in 2010. Since 2011 we have published [case studies](#) of how governments and civil society organisations measure wellbeing in France, the USA, and Canada; made recommendations on [next steps for the Scottish National Performance Framework](#); funded a [policy assessment tool](#) which uses wellbeing indicators to critique policy proposals; set out steps for developing a [wellbeing framework in Northern Ireland](#); produced [guidance on wellbeing frameworks for cities and regions](#); and convened an international roundtable discussion on the successes and challenges of developing high-level strategies based on wellbeing and translating this to policy action. Our UK-wide programme on the [Enabling State](#) explores public service approaches which give citizens and communities more opportunity to shape the services that they receive and to contribute to their own wellbeing.

### **WELLBEING FRAMEWORK**

We welcome the development of 10 Island outcomes and 58 indicators which describe and measure progress towards the future vision for Jersey, which we believe constitutes a wellbeing framework. The political leadership of the government in developing a wellbeing framework is to be commended. Maintaining the momentum behind the approach will be eased if a broad-based coalition of support is established outwith the civil service. To ensure that political and policy processes stay on track there is an important role for individual citizens, and the civil society organisations that act on their behalf, to monitor, scrutinise, and campaign for wellbeing to be taken seriously and progressed.

Honorary President: William Thomson CBE  
Chair: Sir John Elvidge  
Chief Executive: Martyn Evans

Carnegie United Kingdom Trust  
Incorporated by Royal Charter 1917  
Registered Charity No: SC 012799 operating in the UK  
Registered Charity No: 20142957 operating in Ireland

We also welcome the extensive engagement which has been undertaken on the long-term ambitions for the Island, as there is consensus among wellbeing experts, backed up by an increasing amount of evidence, that wellbeing frameworks need to be subject to engagement with third sector stakeholders and the public if they are to have legitimacy. In order to continue to engage people with the idea of wellbeing and to broaden the base of support for adopting the approach, it is vital that the presentation and communication of the data is user-friendly. Given the complicated and multi-faceted nature of wellbeing measures, this is not straightforward. For some (such as the [Canadian Index of Wellbeing](#)) this has meant distilling wellbeing into a single index figure. For others (such as [Toronto Vital Signs](#)) it has meant drawing a simple and engaging story out of the data and building momentum through annual updates and simultaneous publication with other areas. In the case of [Virginia](#), the use of pictures and colour to communicate a high level dashboard of wellbeing indicators has played an important role.

## WAYS OF WORKING

The challenge in moving to a more holistic approach to measuring societal progress is significant, and requires a substantial shift in the relationship with local government, private and third sectors, and citizens; ways of working; and scrutiny of public services. Developing an effective focus on citizens' wellbeing will only be successful if it is recognised that improving citizens' outcomes is a shared endeavour across public, private, and third sectors. The concept of an ['Enabling State'](#) summarises the changes required to traditional ways of working as the move:

- From setting targets to outcomes;
- From top-down to bottom-up;
- From representation to participation;
- From silos to working together;
- From crisis management to prevention;
- From doing-to to doing-with;
- From state provision to the third sector.

By working backwards from a robust evidence base and desired outcomes to key drivers and policy levers, policymakers can create more effective policies which can deliver change. The wellbeing approach should form the basis for a new collaborative culture throughout public services and in relations between central and local government. In working towards a shared sense of purpose and outcomes, the work of central government departments and agencies should therefore be aligned by horizontal integration, and the activities of central and local government should be aligned through vertical integration.

In the absence of legislation, as pursued in jurisdictions such as Scotland through the [Community Empowerment \(Scotland\) Act 2015](#) and Wales through the [Well-being of Future Generations \(Wales\) Act 2015](#), the most effective way of embedding a wellbeing approach across government is to link it to financial decision-making. Linking budgets to outcomes:

- supports accountability and transparency and facilitates proper scrutiny of the budgets presented to parliaments and assemblies;
- aids efficiency by improving the allocation of monies;
- improves public sector performance.

By focusing on the outcomes sought, a wellbeing approach can contribute to effective decision-making in a difficult financial climate; places an emphasis on prevention and early intervention; and provides a new mechanism to explore and compare the value of new government

initiatives. A wellbeing approach can also facilitate effective scrutiny of public services by focusing on the economic and non-economic sources of wellbeing and the trade-offs that form the basis of debates about policy and the allocation of resources.

## CONCLUDING REMARKS

We hope that you find these comments helpful. We would be delighted to speak with you further on our experiences in Scotland, Northern Ireland, and internationally. If you would like to discuss our response or would like to find out more about our work please contact me via email at [lauren@carnegieuk.org](mailto:lauren@carnegieuk.org) or by telephone on 01383 721445.

Yours faithfully,

A handwritten signature in black ink that reads "Lauren Pennycook". The signature is written in a cursive, flowing style.

Lauren Pennycook  
Policy and Development Officer