



JCRA BUSINESS PLAN 2026

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Foreword

At the Jersey Competition Regulatory Authority (JCRA), our mission is clear: to make markets work better for Jersey. As the Island's competition and economic regulator, we are committed to fostering fair, dynamic, and resilient markets that serve the needs of consumers, businesses, and the wider community.

Our 2026 Business Plan sets out an ambitious and forward-looking agenda. While our focus is on the year ahead, the work we undertake will deliver lasting benefits for Jersey's economy and society. We are driven by a strong sense of purpose to ensure that Jersey continues to thrive through effective regulation, modern legal frameworks, and a competitive environment that encourages innovation and investment.

It is important that regulators remain independent from Government and the sectors they oversee. This strengthens confidence that their actions are objective, transparent, and impartial. It helps prevent politically motivated decision-making and allows commitment to long-term goals beyond political cycles. This will be a particular focus for the JCRA through the Jersey elections in 2026.

We play a vital role in enforcing competition law, ensuring businesses understand their obligations and that competition benefits consumers and the economy. Forthcoming legal changes will expand our responsibilities, and we will actively engage with stakeholders on these developments.

We are proud to play a central role in regulating key sectors: Ports, Post, and Telecoms, where our powers and responsibilities enable us to make a real difference. In doing so, we aim to support high-quality services, fair pricing, and sustainable growth across the Island.

Jersey is part of an increasingly interconnected world, and global developments inevitably shape our local context. We recognise the challenges this brings, but also the opportunities. By working collaboratively with Government, local organisations, and international partners, we are well-positioned to respond effectively and ensure our approach remains proportionate and tailored to Jersey's unique needs.

Our relationships with stakeholders, such as the Chamber of Commerce, Institute of Directors, and Consumer Council, along with fellow regulators are vital to our success. Through open dialogue and transparent engagement, we will continue to build trust and deliver outcomes that matter.

The JCRA is here to serve Jersey. We are excited about the year ahead and, subject to the appropriate amount of funding, we are confident that our work will contribute to a stronger, fairer, competitive, and more prosperous Island for everyone.

Stephanie Liston
Chair

Tim Ringsdore
Chief Executive Officer

1. About the JCRA

1.1 The JCRA was established by the States of Jersey in 2001 and holds responsibilities relating to competition and economic regulation of port operations, postal services, and telecommunications.

1.2 The JCRA's decisions are made by the Members of the Authority who are appointed by the Minister. The JCRA's work is led by the Chief Executive Officer, who is also a Member. The CEO is supported by a small permanent team, as well as external contractors when required.

The Importance of Competition and Regulation

1.3 **Consumers:** Ensuring businesses compete fairly helps maintain competition leading to better prices and quality, innovation, and higher service quality, which all benefit consumers.

1.4 **Businesses:** Along similar lines, prices paid to competing suppliers are likely to be lower than they might otherwise have been. Suppliers will be more motivated to be innovative, efficient, and look after their customers. Small businesses will be better able to enter the market, providing new and innovative products and services.

1.5 **Jersey:** Whole sectors of the economy can become more productive through effective competition, both within Jersey and between Jersey and the rest of the world. Government is also a significant customer in many sectors, and access to real choice and the ability to get a fair deal will mean a lower impact on taxpayers.

Legal Framework

1.6 The Competition Regulatory Authority (Jersey) Law 2001 (the **2001 Law**) established the Authority, with functions conferred on it by way of the Competition (Jersey) Law 2005 (the **Competition Law**), Air and Sea Ports (Incorporation) (Jersey) Law 2014 (the **Ports Law**), Postal Services (Jersey) Law 2004 (the **Post Law**) and the Telecommunications (Jersey) Law 2002 (the **Telecoms Law**).

1.7 The JCRA is independent of the Minister and of the States of Jersey. The JCRA regulates its own proceedings.

1.8 With respect to the Competition Law, the JCRA's main functions include:

- Undertaking advocacy of the Competition Law to ensure businesses understand their responsibilities, to prevent unnecessary breaches of the law.
- Investigating mergers that have the potential to lead to a substantial lessening of competition. If a merger is likely to reduce competition substantially, the JCRA can block it or impose remedies to address competition concerns.
- Investigating businesses that are suspected to have breached the Competition Law and, if so, to end and deter such breaches.
- Conducting studies, investigations or other work in markets where competition may not be working as well as it should. Where competition issues are identified, the JCRA may make recommendations to Government, businesses or consumers to address these.
- Giving information or advice on matters related to any of the JCRA's functions to Government and Ministers, advising on the benefits of competition.
- Providing information and guidance to people and businesses about competition issues.

1.9 With respect to regulation, the JCRA is the economic regulator for port operations, postal services, and telecommunications sectors. Such regulation allows the JCRA to take a pre-emptive look at the markets in question and provide a licensed framework within which organisations need to operate.

1.10 Across the regulated sectors, the JCRA's main functions include:

- Promoting competition through access to wholesale services.
- Conducting regulatory reviews and studies in relation to price controls, quality of service standards, and other regulatory obligations which are reflected in operators' licences.
- Issuing and enforcing the provisions of licences in each sector, carrying out investigations into possible breaches of the licence or law where required.

2. Prioritisation Principles

2.1 Some of the JCRA's work is non-discretionary and must be carried out regardless of wider developments; for example, merger control or statutory investigations.

2.2 As the economic regulator that licenses activity in the ports, posts and telecommunications sectors of the economy of Jersey and, as a competition law enforcement body, the JCRA has strategic choices to make in deciding which areas to focus its limited resources and the appropriate approach to further its aim. The JCRA makes these strategic choices based upon its remit under the various laws that apply to it, as well as drawing on the intelligence and analysis gathered through its research and stakeholder engagement.

2.3 We strive to make the best use of the JCRA's limited resources to achieve real outcomes for Jersey. Our objective is to make appropriate decisions about which projects and programmes of work we undertake across all areas of our responsibility.

2.4 In prioritising the use of its resources, the JCRA takes an evidence-based view of the likely contribution to its strategic aim in the short and longer term. It will also work closely with other regulators and agencies where appropriate to ensure its efforts are complimentary to theirs.

2.5 When deciding which new projects and programmes of work to take on, we will consider the timing and resource requirements of projects and other work going on across the JCRA's very wide brief. As part of this we will assess the resources required over the life of the project under consideration as well as their potential impact. At particular points in the life cycle of a project we may consider whether it warrants the continued commitment of resources, especially when weighed against other potential work that we could take forward using those resources.

2.6 Alongside this, the following principles are used to guide the JCRA's planning and case work. Further details can be found here <https://www.jcra.je/strategic-plans/prioritisation-principles/>

- *Impact on consumers and the wider economy*
- *Strategic significance and synergy with the JCRA's objectives*
- *Risk, in respect of a successful outcome and potential detriment*
- *Resource requirement, including proportionality and the implications of doing the work*

3. Purpose, Vision and Values

Our Purpose

3.1 Taking account of the legal framework and the functions and duties conferred, the Purpose of the JCRA is:

To make markets work for everyone in Jersey

Our Vision

Competitive, sustainable markets for all goods and services in Jersey, bringing benefits to residents, businesses, and the wider economy. Businesses compete fairly and consumers are empowered.

3.2 The JCRA's work on competition and economic regulation impacts everyone in Jersey – consumers, businesses, and the wider economy – ensuring businesses compete fairly and consumers are empowered, confident, and able to exercise informed choice.

3.3 In making markets work for the benefit of everyone in Jersey, the JCRA will help to shape and sustain the Island's economic future.

Our Values

3.4 In order to fulfil its purpose, the JCRA is committed to a set of values which provide the framework in which it carries out its duties and responsibilities. These are:

We are open and fair in everything we do

We make evidence-based, sustainable decisions

We treat everyone with respect

We are independent

We are resourceful

4. Communication and Public Engagement

Strategic Importance of Engagement: Effective communication and engagement remain central to the JCRA's success in 2026. It is essential that States Members, Government departments, regulated entities, and businesses clearly understand the JCRA's role and remit. These stakeholders significantly influence the JCRA's ability to deliver on its strategic objectives and uphold its regulatory responsibilities.

Constructive Relationships and Independent Advice: The JCRA continues to foster open, constructive relationships with the Council of Ministers, States Members, and Government departments. Through independent advice and evidence-based market studies, the JCRA provides valuable insights that support informed decision making across Government, business, and consumer sectors.

Building Trust and Regulatory Clarity: All businesses operating in Jersey are impacted by the JCRA's work. In 2026, the JCRA will deepen its engagement with stakeholders to reinforce trust, professionalism, and transparency. By promoting regulatory clarity and maintaining open dialogue, the JCRA aims to reduce uncertainty, support innovation, and enable strategic planning across the economy.

Accessible and Purposeful Communication: Publications and communications will continue to be designed to inform, educate, and empower. The JCRA recognises the need to explain complex regulatory issues in a clear and structured way, tailored to the audience. In 2026, there will be a renewed focus on accessibility, ensuring that communications are both expert-led and user-friendly.

Collaboration with Regulators and Networks: The JCRA will strengthen its collaboration with other Jersey regulators and international counterparts, including the GCRA, CMA, Ofcom, and regulators in other Crown Dependencies. Active participation in global networks such as the International Competition Network and the Small Nations Regulatory Forum will help maintain Jersey's reputation as a well-regulated and forward-thinking jurisdiction.

Objectives for 2026

Enhancing Stakeholder Engagement: The JCRA will continue to use established and emerging communication channels to engage stakeholders effectively. Success will be measured through feedback, media coverage, and stakeholder outcomes.

Supporting Market Developments: As markets evolve, particularly through mergers, acquisitions, and innovation, the JCRA will ensure businesses understand their obligations and processes. In 2026, this will be supported through clear guidance, accessible resources, targeted education, and proactive outreach.

Improving Clarity and Accessibility: While some regulatory communications require technical or legal language, the JCRA is committed to making its messaging more accessible. In 2026, efforts will focus on simplifying language in documents and interactions, without compromising on accuracy or professionalism.

5. Government Policy Framework

5.1 The JCRA is the principal adviser to the States of Jersey and Ministers on matters related to competition, markets, and the three sectors it regulates, with duties conferred by legislation passed by the States of Jersey. The legislation is clear that the JCRA should be independent of the Minister for Sustainable Economic Development (the Minister) the States of Jersey in respect of its competition, licensing and regulatory functions.

5.2 Whilst an independent body, the JCRA is accountable for its overall performance through the Minister.) The JCRA is also mindful of Government policy, including, for example, consideration of the cost of living, Island resilience, the environment, and social policies.

5.3 The Government's **Common Strategic Policy 2024-6**¹ outlines its priorities, listed below along with how the JCRA's work has and continues to provide support:

Priority	Government Objectives	Link to the JCRA's Business Plan
Households	Transition to a living wage, reduce GP costs and keep Government fees, duties and charges as low as possible.	Ineffective competition in a market can have detrimental impact for consumers, included increased costs. The JCRA's market surveillance will focus on the early identification of competition concerns and markets where competition concerns are more likely to be present. As appropriate, action will be taken to address competition concerns. Changes to the Competition Law, and in particular merger control, will allow the JCRA to focus on mergers which are likely to impact competition locally and therefore are likely to have most effect on consumer prices, availability of choice, and quality of service. GP costs will remain an area of focus for the JCRA, through its ongoing monitoring the Jersey Doctors on Call Exemption.
Families	Make nutritious school meals available in all States primary schools and extend nursery and childcare provision.	The JCRA has previously considered the cost of school uniforms on families, making recommendations to the Minister for Education on how costs could be reduced. It has also published a market study and recommendations in relation to groceries markets in Jersey.
Patients and care providers	Deliver urgent improvements in our health services and begin construction of a new hospital at Overdale.	Following the conclusion of our Construction Sector Review, the JCRA will be focused on improving the competitiveness of these markets,

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		to ensure that these markets are working for the benefit of business and private consumers, as well as Government.
Islanders	Provide affordable homes, deliver a new licensing scheme for rented accommodation, deliver a new Residential Tenancy Law to improve arrangements for both tenants and landlords, and review the social rents policy to prioritise those in greatest need.	The JCRA has also carried out studies into the electricity and the freight markets. Most recently, the JCRA has concluded its Construction Sector Review. The regulation of the ports, postal, and telecoms industries also ensure residents receive value for money in living costs. Throughout 2026, the JCRA will focus its resources on improving markets that most matter to Jersey's residents.
Businesses	Remove unnecessary bureaucracy, focus on skills development, improve the planning processes and create incentives to strengthen Jersey's reputation as a stable, well-regulated place to do business.	The JCRA is actively working with Government on the implementation of new legislation relating to telecoms security, and the modernisation of the Competition Law. An efficient and effective competition framework is essential for Jersey's reputation as an attractive place to do business.
Community	Deliver a plan to revitalise town, implement measures to adopt the recommendations of the Violence Against Women and Girls Taskforce report, and meet our commitments to address climate change through the Carbon Neutral Roadmap.	The JCRA is focused on making markets work for everyone in Jersey, bringing benefits and value to the community in all areas of its work.

5.4 The Minister has also published his Priorities², which further include provisions to strengthen the Island's cyber security. This relates directly to work implementing the new telecoms security legislation.

5.5 The JCRA has been mindful of both the Common Strategic Policy and these Priorities when developing its objectives and business plan, which enable a focus on outcomes and delivering value for the Island. Key to this is the benefits competition brings to Jersey's productivity.

² [Ministerial Plans 2024 to 27.pdf](#)

6. 2026 Plan: Competition

6.1 The JCRA is the statutory body responsible for upholding and enforcing the Competition Law. Competition between businesses is fundamental to our vision of markets working for everyone in Jersey. It acts as an engine for productivity, innovation, and growth, resulting in more choice, better quality, and lower prices for consumers. Competition is critical to shape and sustain the Island's economic future.

6.2 The JCRA is therefore focused on promoting and encouraging competition between businesses in Jersey to foster long-term prosperity. Through the outcomes and deliverables below, the JCRA will build consumers' trust in Jersey's markets and empower them to be active market participants. At the same time, businesses should feel confident that their competitors are playing by the same rules and cannot gain an advantage by breaking the law.

6.3 The JCRA aims to deliver benefits for the whole economy, supporting our objective to make markets work for everyone in Jersey. As part of the JCRA's ongoing market intelligence work, there are a number of specific '**markets of interest**' which will be subject to heightened focus throughout the year. These include those within the Construction Sector identified in 2025, and also take into account previous market studies and ongoing market developments.

Outcome 1: Improvements in outcomes for markets in Jersey

Promoting competition as a mechanism to improve the long-term sustainability of Jersey's markets. This includes taking action to strengthen enforcement and compliance outcomes.

Outcome 2: Increasing awareness of competition

Raising awareness of competition benefits through increased and improved engagement with consumers, businesses, and Government to protect and encourage competitive markets.

Outcome 3: Align, evolve, and adapt competition practice

Adapting to changes in Jersey's economic and legislative environment. Continuing to align with international best practice, whilst strengthening the JCRA's operational practices to identify competition issues.

2026 Deliverables

Market Intelligence: The JCRA will proactively monitor Jersey's markets to identify competition issues through increased surveillance. This will focus attention to where markets may present a heightened risk of not functioning in the best interests of consumers and the islands economy, and identifying 'markets of interest' for more focused attention. This work will also support the new merger control regime and associated call in powers which will be introduced during 2026.

Market Reviews and Studies: New powers to undertake formal Market Studies will come into force during 2026. Through on-going market intelligence gathering, markets of interest will be assessed against the new framework. Using our ongoing intelligence gathering activities and the range of tools the JCRA apply to analyse markets, the JCRA will assess areas of interest against the new requirements to determine whether a formal Study is appropriate.

Compliance: The JCRA will take effective and proportionate action to address identified competition issues, making use of all available tools³. The JCRA will also continue to monitor conditions attached to previous mergers and exemptions.

Enforcement: Where a breach of the Competition Law is suspected, the JCRA will investigate and, where appropriate, take enforcement action. At the end of 2025, there was one open investigation which continues into 2026.

Merger control and other case work: The JCRA will continue to deliver an effective merger control regime and carry out other case work necessary to uphold the Competition Law. In 2026, this will include the introduction of a new merger control regime. New mandatory financial thresholds and a call in power will focus assessments on those transactions which may have an impact on competition in Jersey, while providing more certainty for businesses. New Guidelines will be issued explaining the new regime.

Legal Framework: 2026 will bring changes to the Competition Law and the Mergers and Acquisitions Order. In preparation, new and updated Guidelines will be issued during the first part of the year to provide clarity and guidance for businesses affected by the changes. there will be an extensive communications plan to ensure businesses and their advisers are prepared for the changes prior to implementation⁴.

Engagement and Outreach: The JCRA will increase consumer and business engagement to promote competition awareness and build confidence in Jersey's markets. To support this, the JCRA will enhance our engagement with the business community to inform and drive compliance with the Competition Law.

³ See for example: [Open, Advisory and Warning Letters | JCRA](#)

⁴ Date for implementation will be confirmed during Q1.

7. 2026 Plan: Air and Sea Port Operations

7.1 The Ports Law governs the regulation of port operations for Jersey. The JCRA's primary duty is to protect and further the interests of users of port operations and to do so where appropriate by promoting competition. Further, the JCRA must ensure provision is made to satisfy all reasonable demands, both current and prospective, and that services are provided efficiently and effectively. The JCRA is also mindful of the Government's Ports Policy Framework⁵.

7.2 There is one Licensee, Ports of Jersey Ltd. Its licence covers ports facilities and services provided within the designated sea port and airport area in Jersey. It sets out conditions relating to the management and conduct of port operations, performance, quality of service, competition in the conduct of port operations and facilities used, complaints, pricing, and the prevention or control of anti-competitive behaviour.

7.3 In 2024 the JCRA set out the pricing framework from 2025 to 2029. This framework balances consumer interests with the need for investment in critical infrastructure. A key focus of the JCRA is on overseeing the effective operation of the price control framework.

7.4 While the air and sea ports in Jersey enable numerous connected markets, such as freight, logistics, and tourism, these markets are not subject to economic regulation. Such markets are covered by the Competition Law.

Outcome 1: Effective regulatory pricing framework

The JCRA has established fair and efficient pricing for port users. As a result, Ports of Jersey are incentivised to invest efficiently in the infrastructure needed to deliver reliable and resilient services. These outcomes will be monitored through comprehensive reporting and assessment.

Outcome 2: Quality of service

Quality of service reporting ensures that air and sea port users, along with their customers, benefit from innovative, high-quality services. These services are evaluated through ongoing performance assessments and customer-focused indicators, aligned with international best practices. The results are published regularly, promoting transparency and accountability.

2026 Deliverables

Market and Price Review - Price Control: The JCRA will monitor the price control framework, through a comprehensive compliance and monitoring programme⁶.

Market and Price Review - Quality of Service: The JCRA will continue to monitor quality of service reporting, in 2026 this will include the introduction by Ports of Jersey of additional information on this area.

Compliance: The JCRA will continue to monitor compliance with the Ports Law and licence conditions.

⁵ <https://www.gov.je/Travel/MaritimeAviation/GuidanceLegislation/pages/portspolicyframework.aspx>

⁶ <https://www.jcra.je/media/599033/regulatory-review-of-air-and-sea-port-operations-pricing-framework-final-decision.pdf>

8. 2026 Plan: Postal Services

8.1 The JCRA's role in postal services is defined in the Post Law and is focused on letters, within set price and weight boundaries⁷. The JCRA is empowered to license companies providing postal services in Jersey. The JCRA's primary duty is to ensure that postal services are provided both within Jersey, and with the rest of the world. Alongside this the JCRA has other duties, including acting in the interests of consumers, ensuring the efficiency of postal services, and ensuring prices are reasonable.

8.2 Jersey Post is the principal postal operator in Jersey and delivers the Universal Service Obligation (USO). This supports five day a week collection and delivery of mail items. The JCRA also licenses High Speed Freight Services Ltd. Each licence seeks to ensure the company provides a reasonable service, such as conveyance of letters, tariffs, and standards of performance.

8.3 The regulatory framework, set in 2024, ensures effective regulation⁸ and includes effective and comprehensive monitoring of licensees, as well as an improved quality of service regime for Jersey Post. The JCRA recognises the importance of maintaining the relevance of regulation in the face of evolving technologies and changing market dynamics, including changes in demand for letter and parcel services. The JCRA will continue to promote the need for an appropriate postal policy and will work with Government and other key stakeholders to support this sector.

Outcome 1: Universal Service Obligation (USO)

Jersey Post continues to meet the requirements of the USO, in line with policy expectations.

Outcome 2: Quality of service

Jersey Post continues to provide services which meet the expectations of consumers and the States of Jersey.

2026 Deliverables

Compliance: The JCRA will continue to monitor compliance with the Post Law and licence conditions by all service providers.

Market and Price Review: Through 2026, the JCRA will continue to monitor the postal services market to ensure its overall effective operation. The JCRA will continue to monitor and report on Jersey Post's quality of service targets.

Regulatory Framework - Postal Policy: Building on the strategic review completed in 2024, the JCRA will actively encourage Government to develop a new policy as soon as possible given the importance of this sector to the economy and services to consumers.

⁷ Note, the regulatory regime directly or indirectly affects letters and packages weighing 20 kilograms or less which are conveyed or to be conveyed by a postal operator. With respect to parcels, only those weighing 20 kg or less fall within the definition of a postal service and there is no requirement to hold a licence for providers of inbound parcel services on a commercial contract direct with a supplier. This means most parcel delivery is not subject to any licensing requirements and there are many different parcel delivery operators in Jersey

⁸ <https://www.jcra.je/media/598915/strategic-review-of-postal-services-final-notice-licence-and-directions-to-jersey-post-limited.pdf>

9. 2026 Plan: Telecommunications

9.1 The Telecoms Law empowers the JCRA to license the provision of telecoms systems in Jersey, with a primary duty to ensure that telecommunication services are provided to satisfy all current and prospective demand. The JCRA is also mindful of Government Telecoms Strategy⁹ and carries out its functions to support both competition and investment in connectivity¹⁰.

9.2 In addition, during 2026 the JCRA will take on a further duty to seek to ensure that providers of public telecommunications and services in the Island comply with a set of statutory duties intended to protect the integrity and security of Island's vital telecommunications systems. Its main functions will be:

- To assess the compliance of key telecoms providers with those duties, by requiring them to provide information about their systems; and
- To receive notifications from providers of the occurrence of a security compromise (which could be a failure of a network or a cyber-attack) or there being a substantial risk of a security compromise.

9.3 In each case, the JCRA may direct the affected provider to take appropriate action and may investigate whether there has been a breach of a security duty.

9.4 In markets where the JCRA has determined there is a dominant operator, the JCRA can, where appropriate, determine charges, access conditions, and service quality. In competitive markets, the JCRA's objective is to ensure widespread availability, affordability, and accessibility of high-quality services for consumers and businesses. JT (Jersey) Ltd (JT) is dominant in certain markets, and provides regulated wholesale services to retail providers, including its own retail division. Other Licensed Operators (OLOs) buy regulated wholesale services from JT, which allows them to provide services to customers. Some also have their own independent networks.

9.5 Retail markets in Jersey have been found to be competitive, with several operators offering fixed retail services either on their own networks or using wholesale services from JT. There are also currently two mobile network operators and a Mobile Virtual Network Operator (MVNO)¹¹ will launch in 2026.

9.6 Spectrum is a major asset for the Island and a critical input to a wide range of services. Similarly, telephone numbers are a critical resource and must be managed effectively. The JCRA works closely with the UK regulator, Ofcom, in its regulation of Jersey spectrum and number ranges, ensuring that these important resources are responsibly allocated and managed.

9.7 The key outcomes the JCRA is focussing on are:

Outcome 1: Competitive markets

Effective retail competition allows businesses and individual consumers the ability to exercise choice and benefit from fair prices, innovation, new services, high quality of service standards, and value for money. Where necessary and appropriate, wholesale markets are protected by regulation.

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<https://www.gov.je/Industry/TelecomsStrategy/pages/jerseytelecomsstrategyactionplan.aspx#:~:text=This%20action%20plan%20provides%20the,through%20an%20explicit%20resilience%20policy%2C>

¹⁰ Government has advised that no change is planned to the strategy in 2026.

¹¹ An MVNO is a wireless communications provider that does not own the wireless network infrastructure

Outcome 2: Best practice licensing and regulatory framework

By managing risk through appropriate regulation, consumers, businesses, and other organisations in Jersey benefit from trusted and reliable connectivity. A regulatory framework will align with best practice in comparable jurisdictions, taking account of security and resilience requirements, and adapting to this fast-changing sector whilst encouraging innovation and investment.

Outcome 3: Resilient and reliable networks and services

Secure, resilient, and reliable networks and services are monitored in light of the significant changes anticipated in telecoms markets – for example, the rollout of 5G services and the new telecoms security framework. Proportionate and appropriate oversight will be in place for Jersey, aligned with that taking place in the UK.

2026 Deliverables

Enforcement: where a breach of the Telecoms Law is suspected, the JCRA will investigate and, where appropriate, take enforcement action.

Compliance: The JCRA will continue to ensure compliance with telecoms legislation, including the new telecoms security framework, licence conditions, and directions. For telecoms security, this means that operators fully understand their roles and responsibilities under the new regime and provide information in a timely manner. This also includes regulatory financial reporting obligations on JT and monitoring the development of the new MVNO.

Market and Price Reviews: Having completed its Telecoms Market Review in 2025, the JCRA will be carrying out related projects. These include the renewal of the wholesale broadband price control, the launch of a fixed number portability project, retail price comparisons, and work in consumer policy.

Regulatory Framework: The JCRA will continue to work with regulators and other bodies, in particular the JCSC, FIU, GCRA, and Ofcom, to provide clear, recognisable frameworks and alignment where possible. This includes publication of the Channel Islands annual statistics report. The JCRA will continue to encourage operators to introduce new technology, providing consumers with best practice and similar services to those provided in other jurisdictions.

Telecoms Security Framework: During 2026, the JCRA expects to begin its operational telecoms security functions following the commencement of the relevant law. Project work to complete preparation for this will continue in the early part of the year. There will be an additional consultation on the Draft Procedural Guidance to accommodate the Government's changes in late 2025. There will also be pre go-live engagement with the providers to ensure understanding of the JCRA's risk and incident reporting systems and compliance monitoring systems and processes.

Spectrum and Numbering: The JCRA will implement an updated spectrum strategy in conjunction with Government and Ofcom, giving operators the ability to invest and provide the best possible services for Jersey. The JCRA will continue to make the appropriate improvements to the licensing, including changes relating to numbering in the light of new statutory powers and duties given to the JCRA and Ofcom. This will aid prevention of scams, protect consumers and manage risk. In 2026, the JCRA will monitor implementation of its decision to ban on sub-leasing global titles, liaising with Ofcom to ensure effectiveness.

10. About Jersey

Jersey

10.1 While part of the British Isles, Jersey's Crown Dependency status places it outside the United Kingdom. The Island enjoys a proudly autonomous existence while maintaining close ties with the UK and particular loyalty to its Monarch, who remains Jersey's Head of State.

10.2 This situation arises from the Duchy of Normandy, where Jersey stood with William the Conqueror when he took the English Crown in 1066.



10.3 During centuries of wars with France, English and then British monarchs cemented Jersey's autonomous standing and self-governing status through granting successive constitutions and charters. Staunch support for the Royalist cause during the English Civil War further strengthened the relationship, even leading to grants of land in North America, aptly named New Jersey.

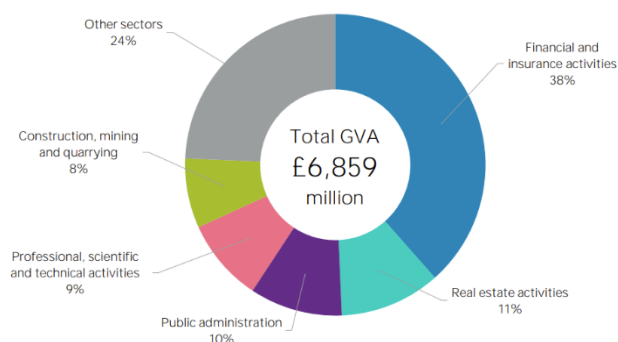
10.4 In response, Islanders recognised and seized opportunities presented by this status. Producers and traders forged fiscally beneficial links with overseas communities and markets, creating widespread recognition of Jersey's commercial potential through importing and exporting goods and services. Over the centuries these included wool, wood, cows, potatoes and, most recently, global financial and legal services.

10.5 The legacy of this history and heritage defines Jersey in the present day. Britain remains responsible for the Island's defence and general international affairs. The British Crown is represented by a Lieutenant Governor, although now in a largely ceremonial role. A locally appointed Bailiff leads the Island's judiciary and presides over the Island's parliament, the States of Jersey. The Island maintains its national and international connections and reputation through its principal industries of finance, tourism, and agriculture. The outlook and expectations of Islanders remain focused upon a living and lifestyle earned through stability, hard work, and appropriate local conditions.

The Jersey Economy

10.6 The Statistics Jersey Report – Jersey’s Economy 2024 – provides valuable data on the size and performance of Jersey’s economy. It reports on Gross Domestic Product (**GDP**) and Gross Value Added (**GVA**). GVA shows the value of economic activity in Jersey, permitting a breakdown by each sector of the economy.

10.7 Jersey’s GVA was £6,859 million in 2024. The economy is highly developed and services-focused, with a GDP per capita of £65,800 in 2024.



10.8 Financial and insurance activities represent the largest economic sector in Jersey¹². A decrease in 2024 was driven by the financial and insurance sectors, particularly as a result of decreased net income in the monetary mediation (banking) sub-sector compared to 2023. Excluding the financial and insurance sectors, the GVA for the rest of the economy increased in real terms by 3.1%.

Small Domestic Markets

10.9 The size of Jersey markets may limit the potential for competition. It may also increase the scope for market dominance as markets may not support multiple businesses.

10.10 However, being small also offers opportunities for development. This can be seen in the telecoms market, where the investment in an Island-wide fibre-to-the-premises network provides significant benefits to consumers and businesses.

Informal and Complex Relationships

10.11 Jersey is a small community of close and interwoven relationships. This is an Island strength with clear benefits. From a regulatory position, it poses the challenge of a perceived lack of transparency at times.

10.12 Benefits include the ability to engage more closely and constructively with the active local branches of the Institute of Directors and Chamber of Commerce.

Small Population and Administrative Constraints

10.13 A small jurisdiction can make it more difficult to find the technical expertise – both to support the JCRA directly, and within Government and local businesses.

10.14 However, Jersey operates world-class financial services markets, with a well-established regulatory framework. The benefits of regulation are understood. There is also the opportunity for the JCRA to develop a broad and strong breadth of knowledge within its team.

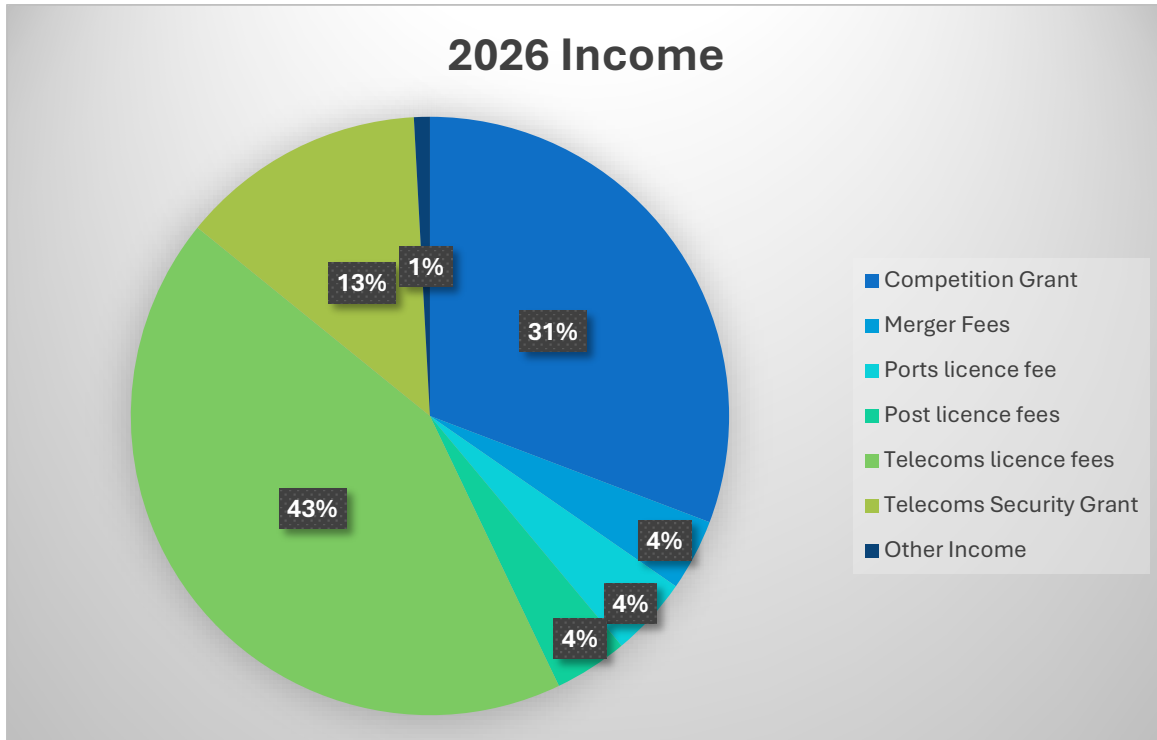
¹² Statistics Jersey – ‘Jersey’s Economy 2024: GDP and GVA’ - [R-Jerseys-Economy-2024-SJ20251003.pdf](#)

11. 2026 Financials

Income

Forecast income is broken down and shown in Figure 1 below.

Figure 1:



- An annual Competition Grant of £717,000 is received from Government to support the administration of the Competition Law, including market studies and surveillance.
- Merger fees are projected at £90,000, contributing 4% of the budget. These will be reviewed in 2026 to reflect anticipated changes in the merger control regime.
- Port Licence fees for 2026 have been set at £100,000, and Post Licence fees at £92,500. These reflect anticipated costs in these areas over the year. Any excess funds may be returned to licensees if not required.
- Licence fees totalling £1,000,000 are expected from Telecoms licensees, contributing 43% of the budget. These fees are calculated based on turnover and the Class of licence held.
- Telecoms security work is funded by way of a grant from Government of £310,000.

Expenditure

All direct costs are ring-fenced by sector and cross-subsidisation is not permitted. Common costs are shared between sectors. An analysis of expenditure is presented below:

Figure 2:

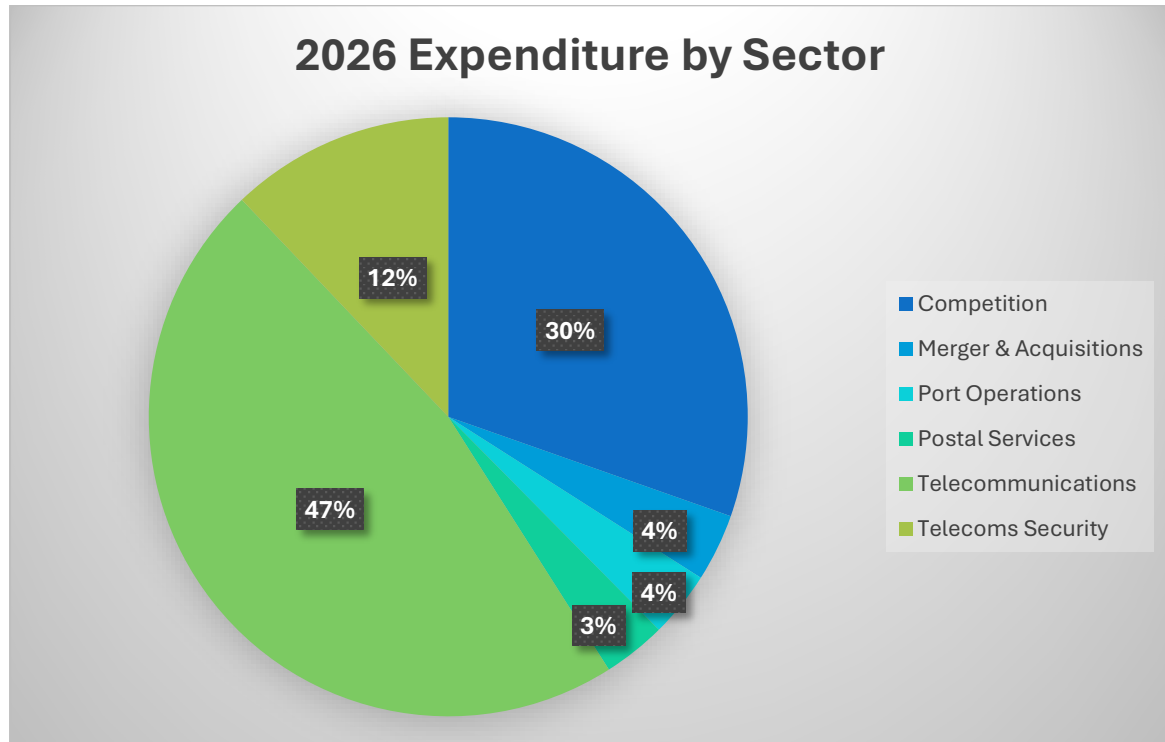
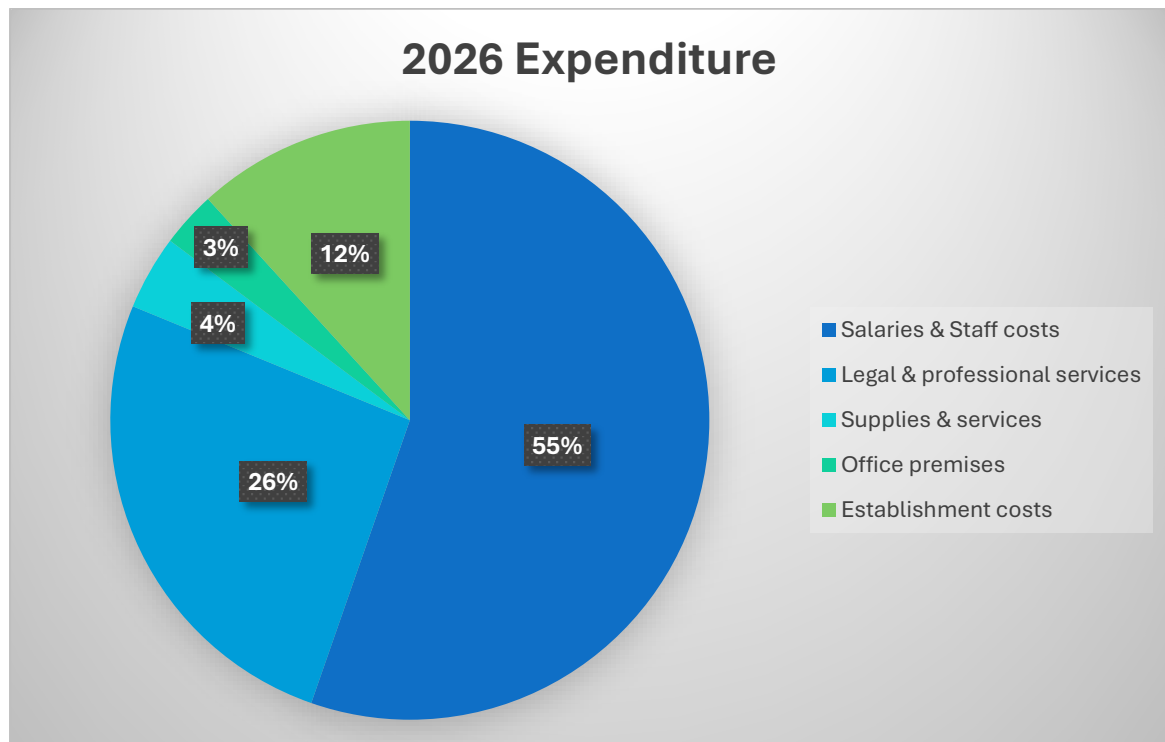


Figure 3:





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