

STATES OF JERSEY

ANNEX TO DRAFT ANNUAL BUSINESS PLAN 2012 (For Information Only)

Council of Ministers

T.A. Le Sueur	Senator	Chief Minister
P.F.C. Ozouf	Senator	Treasury and Resources and Deputy Chief Minister
A.J.H. Maclean	Senator	Economic Development
J. G. Reed	Deputy	Education, Sport and Culture
A.E. Pryke	Deputy	Health and Social Services
B.I. Le Marquand	Senator	Home Affairs
A.K.F. Green M.B.E.	Deputy	Housing
R.C. Duhamel	Deputy	Planning and Environment
I.J. Gorst	Deputy	Social Security
M.K. Jackson	Connétable	Transport and Technical Services
J.D. Richardson	Chief Executive	

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Introduction

The 2012 Business Plan is the last of this Council of Ministers, and follows the 2011 Budget when the proposals for a three part plan to return to balanced budgets by 2013 were put forward and agreed by the States.

The 2012 Business Plan updates that plan in respect of the detailed expenditure proposals for 2012 and the indicative States expenditure limits for 2013 and 2014 together with revised forecasts of the expected financial position for 2011 to 2014.

Alongside the expenditure proposals in the 2012 Business Plan and the Appendix of specific CSR proposals for 2012, this document contains a summary of the CSR proposals for 2012 to 2013.

In support to this process the Annual Business Plan continues to be presented in two parts:

- Part one is the main Annual Business Plan Report, summarising the expenditure proposals and provides details of the Capital and Legislation programmes.
- Part two is the Annex. This is for information only and provides additional detail of each department's expenditure and resources. The Annex also provides full details of the individual proposals in support of the Capital Programme.

The information previously provided in the Annex for each department, and Non Ministerial States funded body, is also included and these tables will also be presented in departments' individual annual business plans when produced later in the year. These will include:

- an introduction from the Minister,
- departments' key objectives and success criteria,
- a summary service analysis for the department including manpower levels and a split of gross expenditure across DEL (Departmental Expenditure Limits) and AME (Annually Managed Expenditure)
- a detailed service analysis providing, links to key objectives and a financial commentary of the movement in expenditure from 2011 to 2012 for each service area,
- a reconciliation of the changes in expenditure allocations for 2012 including the Comprehensive Spending Review,
- an operating cost statement.

The Chief Minister and Minister for Treasury and Resources are indebted to all departments for their co-operation in providing this information.

Other information provided in this annex includes details of:

- the proposed 2012 capital programme;
- detail of departmental CSR proposals for 2012 and 2013.

Summary Table A

Total States Net Expenditure Allocations 2012

	2012 Gross Expenditure Allocation	2012 Income Allocation	2012 Net Expenditure Allocation
	£'000	£'000	£'000
States Funded Bodies			
Ministerial Departments			
Chief Minister	5,001.7	(450.2)	4,551.5
- Grant to the Overseas Aid Commission	8,880.7	-	8,880.7
Economic Development	17,660.0	(1,758.0)	15,902.0
Education, Sport and Culture	119,981.0	(18,135.0)	101,846.0
Department of the Environment	10,356.4	(3,770.6)	6,585.8
Health and Social Services	195,771.4	(21,972.0)	173,799.4
Home Affairs	50,365.5	(1,795.9)	48,569.6
Housing	26,957.9	(40,869.8)	(13,911.9)
Social Security	170,491.0	(3,656.4)	166,834.6
Transport and Technical Services	59,527.8	(18,862.6)	40,665.2
Treasury and Resources			
- Department allocation	62,573.5	(7,511.0)	55,062.5
- Provision for Central Reserves	12,485.0	-	12,485.0
- Provision for Restructuring costs	10,000.0	-	10,000.0
- Corporate Procurement Savings Target	(3,000.0)	-	(3,000.0)
- Central Pay Provision	7,325.8	-	7,325.8
- Terms and Conditions Savings Target	(7,000.0)	-	(7,000.0)
Non Ministerial States funded bodies			
- Bailiff's Chambers	1,768.7	(179.8)	1,588.9
- Law Officers' Department	9,501.2	(1,676.2)	7,825.0
- Judicial Greffe	7,745.7	(938.0)	6,807.7
- Viscount's Department	2,157.7	(683.0)	1,474.7
- Official Analyst	710.2	(58.5)	651.7
- Office of the Lieutenant Governor	782.7	(91.5)	691.2
- Office of the Dean of Jersey	25.7	-	25.7
- Data Protection Commission	313.3	(90.0)	223.3
- Probation Department	2,290.9	(305.0)	1,985.9
- Comptroller and Auditor General	753.6	-	753.6
States Assembly and its services	5,383.6	(87.5)	5,296.1
Net Revenue Department Expenditure Allocation	778,811.0	(122,891.0)	655,920.0

Adjustments to reconcile to Financial Forecast:

Depreciation	(40,075.0)	-	(40,075.0)
Revenue Expenditure for Financial Forecast	£ 738,736.0	£ (122,891.0)	£ 615,845.0

The Gross Expenditure Allocation includes both DEL and AME expenditure. Departmental pages in the Annex split the allocations across these classifications. The Gross Expenditure Allocation also includes estimates of depreciation for each department, which is a non-cash item, and is therefore not part of the Financial Forecast but shown as AME expenditure.

The provision for Central Reserves and Restructuring costs are allocated to Treasury and Resources department and will be managed in accordance with the developed procedures. In 2012 the provision is held centrally until such time as the savings for the corporate Terms and Conditions review are negotiated. The Corporate procurement savings target has not been allocated to departments pending further work to detail savings.

The Overseas Aid Commission expenditure allocation appears as a grant from the Chief Minister's department, solely for the purpose of expenditure allocations, as it has not yet been established as a States funded body under the Finance Law.

Consolidated Operating Cost Statement

2011		2012
£		£
	Income	
(9,136,850)	Duties, Fees, Fines & Penalties	(6,399,100)
(5,687,600)	Sales of Goods	(3,665,800)
(86,720,300)	Sales of Services	(57,667,300)
(382,200)	Commission	(321,000)
(4,864,750)	Hire & Rentals	(44,397,800)
(3,600)	Investment Income	(12,000)
(8,681,100)	Other Revenue	(10,428,000)
(115,476,400)	Total Income	(122,891,000)
	Expenditure	
171,774,100	Social Benefit Payments	168,895,700
333,254,028	Staff Costs	333,601,300
106,105,538	Supplies & Services	115,331,700
5,136,931	Admin Expenses	5,771,400
56,982,703	Premises & Maintenance	55,533,400
1,678,900	Other Operating Expenses	1,125,400
32,382,700	Grants and Subsidies Payments	33,529,900
160,000	Finance Costs	196,900
-	Financial Return	-
3,769,800	Pension Finance Costs	3,810,600
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	100
37,072,972	Depreciation	40,075,000
14,862,000	Contingency	20,939,600 *
763,179,672	Total Expenditure	778,811,000
647,703,272	Net Revenue Expenditure	655,920,000
5,171,368	Adjustments to 2011 Business Plan (Social Security)	
652,874,640	Net Revenue Expenditure Per 2011 Business Plan	

* includes Corporate procurement savings target, central pay provision and terms and conditions savings target in addition to Social Security contingency

Detailed Estimates of States Funded Bodies

Chief Minister

Chief Minister

Minister's Introduction

The Department will continue to progress its wide range of services, leading to continued development and improved efficiency.

The prime focus of the department in 2012 will be to support the newly appointed Council of Ministers and, in particular, supporting the development and co-ordination of the Council's strategic priorities.

The appointment of an Assistant Chief Minister with responsibility for UK and International Relations will continue to help ensure increased recognition of Jersey's international identity and development of the Island's beneficial relations with other jurisdictions.

The Department has critically reviewed its activities as part of the Comprehensive Spending Review, has delivered the required 2% savings for 2011 and is on track to deliver the further 8% savings for 2012/13.

The two areas of operation for the Chief Minister's Department are:

1. Chief Executive, which includes:

- Policy Unit (policy support and research for the Council of Ministers and Chief Executive; economic advice, communications; statistics; the Population Office; Emergency Planning)
- Comprehensive Spending Review Team
- Law Draftsman's Office.

2. International Affairs, including the Island's close relationship with the UK.

The key projects and issues for the Department in 2011 are:

1. Chief Executive

Policy

2011 will see the new Council of Ministers develop its Strategic Plan which will drive the department's policy programme. In support of this, the way policy is developed and monitored will be reviewed and enhanced to ensure appropriate co-ordination and sound performance management. The results of the 2011 census will be available and will be used to inform policy development.

Migration policy and the level of net migration, once approved by the States, will be monitored with the appropriate review mechanisms. The draft Control of Housing and Work Law and the draft Register of Names and Addresses Law to be debated in July 2011 will provide the mechanism for regulating inward migration therefore systems need to be developed for their implementation.

A significant priority will be to continue to progress policy initiatives designed to address the effects of the ageing population. This will require cross-department planning and working.

An important part of our work will be to improve the transparency of government decisions and continue to increase public engagement in the development of policy. This includes co-ordinating the development of an implementation plan for the Freedom of Information legislation approved by the States in 2011 subject to resources being made available.

The provision of quality economic advice will continue to support effective management of the economy, as will the production of relevant statistics and statistical bulletins.

The Emergencies Council will continue to lead a programme of improvements to the emergency planning and management structures and processes. They will be supported by the Emergency

Planning Board in identifying and responding to the emergency resilience issues impacting on the Island. A resilience structure has been developed specific to Island risks and a programme of exercises have been planned to test and improve the Island's response to emergency situations.

Comprehensive Spending Review

The Department will continue to lead the implementation of the Comprehensive Spending Review to deliver £65 million of savings by 2013. The overall scale of savings to be delivered will require complete commitment in achieving targets, with continuing consideration of the strategic options for reducing costs whilst maintaining high-quality core services.

The small CSR team will work closely with departments to support them to achieve their savings targets. In addition, a States-wide organisational development programme will support the drive for greater efficiency through the review of departmental structures and services to modernise the way in which the public sector delivers services to the public.

Law Drafting

The Law Draftsman's department is a vital service providing the legislative framework within which the States operates and services are provided and is a significant part of the annual consideration of the States resources. The legislation programme proposed for 2012 is described in section 11 of the Annual Business Plan.

2. International Affairs

During 2011, the importance of UK and international affairs was recognised by the appointment of an Assistant Chief Minister to take the lead on external relationships.

Under these new arrangements, Jersey's international identity will continue to be protected and extended. International relationships will be strengthened, particularly in London and Brussels, supported by legislation, regulation and international agreements. Jersey will also continue to subscribe to internationally accepted principles, meeting the Island's existing obligations and entering into international conventions where it is possible and sensible for us to do so. In addition, Jersey will continue to protect the Island's unique constitution and domestic autonomy.

Senator Terry Le Sueur
Chief Minister

Chief Minister

AIM:

The aim of the Chief Minister's Department is to:

- support and advise the Chief Minister and Council of Ministers in establishing, co-ordinating, communicating and implementing States approved policies and objectives.
- provide direction and leadership to the public service to ensure that policies and programmes are delivered in accordance with agreed priorities.
- develop and promote international relations to further Jersey's international standing and reputation.

SUMMARY OF KEY OBJECTIVES AND KEY SUCCESS CRITERIA

Chief Executive

Objective 1: The co-ordinated development and implementation of States policies.

Success criteria:

- (i) New Council of Ministers' strategic vision and priorities developed and in place by mid-April 2012 in order to inform development of the Medium Term Financial Plan
- (ii) Broad acceptance of Council of Ministers' strategic vision and priorities by States Members and Islanders
- (iii) Delivery Plans developed in line with strategic priorities by July 2012 to ensure co-ordinated development and implementation of policies at ministerial and Corporate Management Board level;
- (iv) Effective communication and consultation on all new key policies;
- (v) All policies transparent, with clear accountability and measurable success criteria;
- (vi) Improved public satisfaction with government measured through the Jersey Annual Social Survey;
- (vii) Closer co-operation with Scrutiny through an improved relationship with the Chairmen's Committee;
- (viii) In conjunction with the Treasury, Annual Business Plan to be delivered within the total amounts set in the 2011 Annual Business Plan for 2012 to 2014.
- (ix) Subject to funding approval, co-ordinate development of an implementation plan for the Freedom of Information legislation.

Strategic Plan Priority: 1 - 16

Objective 2: An efficient and effective public sector fit for the purpose of delivering the Council of Ministers' strategic vision and priorities

Success criteria:

- (i) Continued focus on delivering essential services through the prioritisation of budgets and manpower in accordance with strategic priorities;
- (ii) In conjunction with the Treasury and States Departments, plans on track to deliver the programme of efficiency savings and reorganisation in the public sector through the Comprehensive Spending Review process;
- (iii) Approved Law drafting programme delivered;
- (iv) A robust resilience/response mechanism in place and tested in order to deal with strategic crises/emergencies.

Strategic Plan Priority: 1, 2, 3, 11, 12, 14, 15 and 16

Objective 3: Decision-making improved and debate better informed through the provision of accurate and timely professional economic and statistical advice and information on major issues.

Success criteria:

- (i) Requests for economic advice from the Council of Ministers and States departments met in a timely manner and to a high standard.
- (ii) States assisted to meet its economic objectives (economic growth, low inflation and employment opportunities) through the provision of timely economic advice on key policy issues;
- (iii) All Statistics Unit releases produced independently to pre-announced release dates and statistical information made available to all on an impartial basis.

Strategic Plan Priority: 1 and 2

Objective 4: A balance between economic growth and the additional demand migration places on accommodation, infrastructure and resources which supports agreed population objectives and economic policies, and the promotion of greater social inclusion.

Success criteria:

- (i) States approval of new Control of Housing and Work (Jersey) Law and Register of Names and Addresses (Jersey) Law in 2011;
- (ii) Inward Immigration targets of a maximum 150 heads of household per annum and 325 people per annum (rolling 5 year averages) monitored and achieved.

Strategic Plan Priority: 1, 5 and 14

Objective 7: Deliver departmental allocated savings to contribute to achieving the overall £65 million Comprehensive Spending Review savings target by 2013

Success criteria:

- (i) Sustainable, efficient and cost effective services;
- (ii) Departmental business plan delivered within agreed Cash Limits

Strategic Plan Priority: 1, 2, 3 and 4

International Affairs

Objective 1: Jersey's international responsibilities fulfilled and beneficial relations with other countries and regions developed - including constitutional, political, economic and cultural links - which raise Jersey's positive international identity and advance the Island's external relations.

Success criteria:

- (i) Delivery plan developed by July 2011 for the external relations aspects of the new Council of Ministers' statement of their common strategic policy;
- (ii) Close relationship with the UK maintained and Jersey's unique constitution and domestic autonomy protected where necessary;
- (iii) Ratification or extension of relevant international conventions and bilateral agreements to enhance Jersey's recognition as a responsible jurisdiction committed to international standards;
- (iv) Strengthened international relationships with other jurisdictions, to increase recognition of Jersey's international identity and help build relations with existing and emerging overseas markets in financial services and other business areas;
- (v) Increased participation with international bodies and multi-lateral initiatives, such as OECD and European Union (where relevant) to ensure Jersey fulfils the Island's international responsibilities and commitment to international standards;
- (vi) Ensure continued implementation of Chief Minister's responsibilities for international financial sanctions, denial of all forms of financial support for those who participate in terrorist acts and the associated licensing regimes for international exemptions.

Strategic Plan Priority: 2 and 15

Chief Minister

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Policy Unit					
Chief Executive's Office: Provide support and advice to the Chief Minister and Council of Ministers in establishing, co-ordinating and implementing States approved policies and objectives; Co-ordinate the preparation of plans to mitigate the effects of major emergencies.	1, 2	1,413,300	1,375,200	(38,100)	CSR Savings proposal: Amalgamation of support functions. Assistant Emergency Planning Post £110k Service Transfer: Strategic Planning Manager from T&R.
Communications Unit: Improvement in communication between the States, as government and as employer, with the community of the Island and with the public sector workforce, by providing clear information with consistently high standards of delivery.	1	180,200	216,900	36,700	Transfer from within CMD to reduce income target following withdrawal of internal recharge.
Population Office: A balance between economic growth and the supply and demand of labour, accommodation, infrastructure and resources, and the promotion of greater social inclusion.	1, 4	319,800	309,900	(9,900)	CSR savings proposal: Increase in consent fees for property purchase £11k.
Statistics: Provide a high quality statistical service for the government, people and businesses of Jersey, such that all users of the data can have confidence in the accuracy of the data produced.	1, 3	731,100	432,000	(299,100)	Removal of non-recurring budget of £300k for the Census, which is now complete.
Economics: Co-ordinated economic strategy and policy-making; Improved economic policy development through sound and timely advice.	1, 4	424,500	418,300	(6,200)	CSR savings proposal: Reduced consultants in Economics Unit, & International Directorate, replace senior role with graduate.
The Legislation Advisory Panel: Provides advice and recommendations to the Chief Minister on a range of matters that was formerly dealt with by the Legislation Committee, e.g. the laws relating to property, wills and succession.	1	10,000	10,000	-	
International Affairs					
Jersey's International responsibilities fulfilled; constitutional position protected; beneficial relations with other jurisdictions developed, with a particular focus on Europe and London; wider understanding of Jersey and the Island's approach to international fiscal and regulatory issues.	1	1,154,100	940,800	(213,300)	Growth: Additional budget £152k, for working with UK departments following MOJ withdrawal from intermedating on the Island's behalf. Offset against departmental transfers of Director International Tax & Team £176k to T&R: Director International Finance £211k to Economic Development.
Law Drafting					
Delivery of time-critical effective legislation through completion of the Legislation programme	1, 2	860,900	848,400	(12,500)	CSR savings proposal: 50% cut in hired services budget, resulting in a loss of 50 law drafting days.
Total		5,093,900	4,551,500	(542,400)	

Chief Minister

Net Expenditure - Operating Cost Statement

2011 Net Revenue Expenditure		2012 Estimate
£		£
	Income	
(219,100)	Duties, Fees, Fines & Penalties	(211,900)
(278,000)	Sales of Goods	(238,300)
-	Sales of Services	-
-	Commission	-
-	Hire & Rentals	-
-	Investment Income	-
-	Other Revenue	-
(497,100)	Total Income	(450,200)
	Expenditure	
-	Social Benefit Payments	-
3,873,900	Staff Costs	3,715,900
1,392,400	Supplies & Services	564,400
172,400	Admin Expenses	114,300
140,300	Premises & Maintenance	165,100
-	Other Operating Expenses	-
12,000	Grants and Subsidies Payments	442,000
-	Finance Costs	-
-	Financial Return	-
-	Pension Finance Costs	-
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
-	Depreciation	-
-	Contingency	-
5,591,000	Total Expenditure	5,001,700
5,093,900	Net Revenue Expenditure	4,551,500

Chief Minister

Reconciliation of Net Revenue Expenditure

	2012
	£
Prior Year Net Revenue Expenditure	5,093,900
Commitments in Base	
Census	(300,000)
Additional Expenditure	
Non-staff Inflation	54,300
CSR Process - Part 2	
<i>User Pays</i>	
Increase in consent fees for property purchases	(11,000)
<i>Savings</i>	
Restructuring of policy unit and amalgamation of support functions (VR savings of £11,000 delivered in 2011)	(110,000)
Reduced use of consultants and restructuring of external affairs	(15,000)
Reduce hired services budget for law draftsman	(25,000)
Resource Allocation	
Working with MoJ and UK departments	152,000
Adjustments	
FSR - ERS 2% increase above cap	20,800
Departmental Transfers	
Head of Strategic Planning	78,100
Director of International Tax & Team	(175,600)
Director of International Finance	(211,000)
Capital to Revenue Transfers	-
Depreciation	-
<hr/>	
Net Revenue Expenditure	4,551,500
Less: Depreciation	-
Net Revenue Expenditure (rec to financial forecast)	4,551,500

Jersey Overseas Aid Commission

The Jersey Overseas Aid Commission's grant from the States of Jersey was reviewed in 2011 when it was proposed that an increase of approximately 5% be awarded on the existing grant.

The largest part of the Commission's budget is allocated to grant aid with approximately 81% allocated to the Commission's approved aid agencies submitting proposals for projects covering clean water, health, sanitation, education, agriculture, livestock and revolving credit schemes for small businesses. £1,250,000 of its grant is available for disaster and emergency relief due to ever increasing demands for both natural disasters and the emergencies arising through human conflict.

AIM

To manage and administer the monies voted by the States of Jersey for overseas aid, so as to enable humanitarian aid to be provided to developing countries for the purpose of:

- **assisting in the reduction of poverty;**
- **providing medical and healthcare;**
- **providing effective education and training;**
- **assisting in the emergency and disaster needs, including the subsequent restoration of facilities; and**
- **other purposes relating to the provision of humanitarian aid overseas, that the Commission may from time to time consider appropriate.**

SUMMARY OF KEY OBJECTIVES AND KEY SUCCESS CRITERIA

Objective 1: To implement fully the Jersey Overseas Aid Commission (Jersey) Law 2005

Performance/success criteria

The Commission will pursue this by:

- (i) working closely with the private and voluntary sectors;
- (ii) ensuring the consistency of policies affecting poorer countries
- (iii) using resources efficiently and effectively
- (iv) the provision of funding to large and medium sized relief projects, including that of emergency and disaster relief, implemented through internal recognised specialist aid agencies or through local charities working overseas; and
- (v) the provision of funding for community work projects, where teams of local volunteers undertake specific aid projects

Overseas Aid

Net Expenditure - Service Analysis

2011 Net Revenue Expenditure	2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE
	DEL £	AME £			
8,457,800	Grant to the Overseas Aid Commission	8,880,700	-	8,880,700	1.0
8,457,800	Net Revenue Expenditure	8,880,700	-	8,880,700	1.0
-	Less: Depreciation				
8,457,800	Reconciliation to Business Plan 2011				

Reconciliation of Net Revenue Expenditure

Prior Year Net Revenue Expenditure	2012 £ 8,457,800
Commitments in Base 5% Increase in Grant	422,900
Depreciation	-
Net Revenue Expenditure	8,880,700
Less: Depreciation	-
Net Revenue Expenditure (rec to financial forecast)	8,880,700

Overseas Aid

Net Expenditure - Operating Cost Statement

2011 Net Revenue Expenditure		2012 Estimate
£		£
	Income	
	- Duties, Fees, Fines & Penalties	-
	- Sales of Goods	-
	- Sales of Services	-
	- Commission	-
	- Hire & Rental	-
	- Investment Income	-
	- Other Revenue	-
	- Total Income	-
	Expenditure	
	Social Benefit Payments	
67,500	Staff Costs	76,500
4,000	Supplies & Services	18,500
10,000	Administrative Expenses	22,000
-	Premises and Maintenance	-
-	Operating Expenses	-
8,376,300	Grants and Subsidies Payments	8,763,700
-	Finance Costs	-
-	Financial Return	-
-	Pension Finance Costs	-
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
-	Depreciation	-
-	Contingency	-
8,457,800	Total Expenditure	8,880,700
8,457,800	Net Revenue Expenditure	8,880,700

Economic Development

Economic Development

Minister's Introduction

As the global economy continues to recover from the worst recession in living memory, forecasts for 2012 indicate that Jersey's economy will return to growth. To exploit the opportunities provided by global economic recovery and deliver a diversified and balanced economy, the 2012 Economic Development business plan is built on three key objectives:

1. A flourishing and diverse financial services sector
2. Increased productivity of existing sectors
3. Opportunities for new, high productivity sectors to develop in the Island through inward investment and business start ups

Our high-productivity financial services industry employs over 12,000 residents. A sustainable future for the sector will be assured through continued States investment guided by a new Financial Services Policy and Strategy. In 2012 continued development of financial services legislation and support for Jersey Finance Limited will allow the financial services sector to develop new products, deliver value from existing markets and capture new business from emerging economies such as Israel, China and India.

Diversification and the delivery of a balanced Jersey economy will provide good quality jobs for Island residents, with Jersey well-placed to exploit the growth in global e-commerce. The 2012 Business Plan includes budget provision to capture the potential of the sector, leverage Jersey's communications infrastructure and commercialise our new gambling and intellectual property legislation, guided by a new e-commerce strategy is being developed.

Jersey has natural resources in abundance. In 2012, working with the Environment Department, EDD will be investigating the future potential of using the Island's natural resources in a sustainable, environmental and commercial manner in the production of renewable energy. This will provide a means of moving towards securing future energy supplies, reducing the reliance on energy imports and providing the potential to develop a new environmentally aware sector of our economy.

The continued development of Jersey's small and medium enterprises (SMEs) in all sectors including retail and construction will help deliver a diversified and balanced economy. Following extensive consultation with the small business community, a new Enterprise Strategy published in autumn 2011, will define how public funds are best used to stimulate growth of existing businesses and increase the rate of business creation across all sectors.

A new organisation - formed through the integration of Jersey Business Venture and Jersey Enterprise - operating through a "first stop shop", will provide new products and services aligned with business needs including, but not limited to, providing Jersey SMEs with access to finance and support to develop export markets in the UK, Europe and elsewhere.

The rural economy will be supported through the delivery of the 2011-2015 Rural Economy Strategy delivered by a fully integrated team based at Howard Davies Farm.

Jersey's tourism industry continues to adapt to a radically different and more competitive market place. At a time of budget cuts across the States and in the Department, I have protected the tourism marketing budget and preserved spend at 2011 levels. A new Tourism Strategy that will include a clear description of the true value of the sector to the Island's economy is under development. This strategy will seek to support further development of the tourism product represented by accommodation, events, activities and attractions.

We will continue to promote Jersey in the UK, European and other international markets including China. In 2010 one million Chinese nationals visited the UK, this figure is expected to rise to up to three million in the next few years. I have set an objective to attract 1% of these visitors to Jersey. If successful this would have a material impact on the profitability of the sector. During 2012 we plan, subject to necessary approvals, to create a new body to promote the Island as a tourist destination. This grant-funded body, with the working title "Visit Jersey", will be based on the successful Jersey Finance model. EDD has a clear and unambiguous objective for tourism in Jersey - a sector whose economic contribution is both growing and properly recognised.

The further development of Jersey's economy must be supported by continued development of the skills of our residents. The 2012 Business Plan continues EDD's commitment to the development of Skills in the Island. A new Skills Strategy developed by the Skills Executive and the Skills Jersey Board and based on two years of solid research evidence, will recognise changes likely to emerge from the imminent Green Paper on Primary, Secondary and Tertiary Education. These are likely to explore to what extent vocational and applied learning is provided to meet individual learning styles and the future skills needs of employers.

Jersey has, by any measure, a successful economy but success is no excuse for complacency. The 2012 Business Plan aims to recognise that we operate in a different and rapidly changing international market. During 2012 we will start the process by which we move our economy to a new level and deliver a growing, sustainable and diverse economy.

2011 was an extremely challenging year and my expectation is that 2012 will be no less challenging. I would like to thank the team at EDD for their efforts during 2011 and I look forward to a successful 2012.

Senator Alan Maclean
Minister for Economic Development

Economic Development Department

AIM:

We will encourage and facilitate economy wide productivity improvements in the medium-term which will lead to sustainable economic growth with low levels of inflation coupled with economic diversification and the creation of job opportunities.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: During the period of economic downturn, by utilising funds from the Stabilisation Fund, reduce the impact on Jersey's economy and provide the platform for sustainable long term economic growth. In doing so, deliver tax receipts to fund public services and a more diverse economy that will provide employment opportunities for local people whilst managing inflationary pressures within the economy.

Success criteria:

- (i) Minimise decline in GVA during the period of economic downturn in the island as a function of global economic conditions;
- (ii) Lay the foundations for the return to sustainable economic growth;
- (iii) New strategies to support economic sustainability and a return to growth, including but not limited to e-commerce, intellectual property, rural economic strategy, tourism strategy and a Business Enterprise Development strategy fully implemented;
- (iv) Maximise employment and minimise unemployment for local people through an increase in job opportunities, skills development or inclusion activities in both existing and new sectors;
- (v) Higher efficiency and profitability in all sectors of the economy;
- (vi) Less reliance on government subsidy within the rural economy;
- (vii) Increased diversification of the economic and tax base through higher value added activity;
- (viii) Broader skills base in the island meeting business needs;
- (ix) In conjunction with the Population Office, Regulation of Undertakings Law applied;
- (x) Inflation kept close to target of 2.5%.

Strategic Plan Priority: 1, 2, 4, 8, 10, 12 and 16

Objective 2: Attract and help to develop new enterprises and companies with high value-added potential.

Success criteria:

- (i) Increased number of business start-ups with high value-added potential;
- (ii) Increased business success defined by % of start ups still trading after three years;
- (iii) Increased number of high value-added businesses and individuals migrating to the Island.

Strategic Plan Priority: 1, 2 and 4

Objective 3: A co-ordinated approach to developing the skills required to support the economy.

Success criteria:

- (i) EDD to play its full role in the success of the Skills Executive in particular the delivery of the demand capture function.

Strategic Plan Priority: 1, 2, 4, 8 and 12

Objective 4: Growing international recognition for Jersey's reputation and standing amongst various international audiences as a well regulated, co-operative international finance centre.

Success criteria:

- (i) Increased number of international fiscal and regulatory agreements concluded with other countries;

- (ii) Progressive dismantling of blacklists and other trade barriers erected against Jersey by other countries;
- (iii) Plans on track to implement changes from new international initiatives arising from the G20 process, Financial Stability Board, EU developments and other related fora or international bodies;
- (iv) Implementation of recommendations arising from the 2009 IMF review.

Strategic Plan Priority: 2 and 15.

Objective 5: A Financial Services Industry with an international reputation for excellence and integrity.

Success criteria:

- (i) Short-term sustainability and medium term real growth in the financial sector;
- (ii) Compliance with existing and evolving international financial standards to which Jersey is subscribed;
- (iii) Increased productivity in the finance industry;
- (iv) Stable or growing employment in financial services.

Strategic Plan Priority: 1, 2, 4, 10 and 12

Objective 6: A vibrant visitor economy which adds value to Island life.

Success criteria:

- (i) Increased productivity in the tourism sector;
- (ii) Increased capital expenditure in the tourism sector to align the Jersey product to current market demand;
- (iii) Increased number of visitors to the Island and increased on-Island visitor spend;

Strategic Plan Priority: 1, 2, 4, 10, 12, 13, 15 and 16

Objective 7: A diverse working countryside.

Success criteria:

- (i) Higher productivity from the rural economy ;
- (ii) Greater diversity and enterprise in the rural economy;
- (iii) Less reliance on government subsidy within the rural economy;
- (iv) Sustainable and internationally competitive rural economy, including the dairy and potato sectors;
- (v) Increased proportion of local produce finding its way into retail food supply chain.

Strategic Plan Priority: 1, 2, 4, 10, 13 and 15

Objective 8: The supply side of a Low Carbon Economy.

Success criteria:

- (i) Work towards supply side elements of a Low Carbon Economy including development of off-shore supply of renewable energy, including but not limited to off-shore wind farms.

Strategic Plan Priority: 10 and 13

Objective 9: A regulatory environment in which business can prosper.

Success criteria:

- (i) A strong consumer voice;
- (ii) Competition and consumer choice in all sectors;
- (iii) Appropriate levels of consumer choice and protection;
- (iv) Reduced processing time for the regulatory applications;
- (v) Fit for purpose regulatory regimes for postal services and telecommunications in Jersey.

Strategic Plan Priority: 1 and 2

Objective 10: A comprehensive external transport strategy which benefits both business and residents.

Success criteria:

- (i) Regular, reliable, efficient and sustainable air and sea services provided;
- (ii) Development of new routes and extension of capacity where possible to existing routes;
- (iii) Competitive passenger charges;
- (iv) Reduce or maintain low freight charges;
- (v) Increased passenger traffic across a broader transport network;
- (vi) Improve freight services.

Strategic Plan Priority: 1, 2 and 10

Objective 11: An Airport that meets the economic and social needs of the Island, the expectations of passengers and the expectations of airlines.

Success criteria:

- (i) Optimise revenue generation to address operating costs and future capital liabilities;
- (ii) Increased annual passenger numbers;
- (iii) Existing routes retained and UK/European route network expanded;
- (iv) Increased commercial revenues;
- (v) Improve freight services;
- (vi) No significant pollution problems;
- (vii) Positive and influential contribution to the development of a transport strategy.

Strategic Plan Priority: 1, 2, 10 and 13

Objective 12: A modern port that meets the economic and social needs of the Island, the expectations of passengers and the expectations of carriers.

Success criteria:

- (i) A more efficient port that optimises revenue generation to address operating costs and future capital liabilities;
- (ii) Increased growth in annual passenger numbers;
- (iii) Existing routes retained and expanded;
- (iv) Improve freight services;
- (v) Effective Coastguard service;
- (vi) Increased economic contribution from Jersey's marine leisure sector;
- (vii) Positive and influential contribution to the development of a transport strategy.

Strategic Plan Priority: 1, 2, 10 and 13

Objective 13: Staff and resources managed so as to improve performance and provide value for money.

Success criteria:

- (i) Financial balance achieved and, total budget and spend profile consistent with forecast;
- (ii) Costs of each defined service area and relevant overheads identified, so that meaningful comparisons can be made year to year and with other jurisdictions;
- (iii) Management costs minimised to ensure maximum resources are directed to front line services;
- (iv) Explicit link between budget prioritisation process and Strategic Plan Objectives demonstrated;
- (v) Staff developed to help them achieve their full potential.

Strategic Plan Priority: 1 and 4

Objective 14: Deliver departmental allocated savings to contribute to achieving the overall £65 million Comprehensive Spending Review savings target by 2013.

Success criteria:

- (i) Sustainable, efficient and cost effective services;
- (ii) Departmental business plan delivered within agreed Cash Limits.

Strategic Plan Priority: 1, 2, 3 and 4.

Economic Development

Net Revenue Expenditure - Service Analysis

2011 Net Revenue Expenditure	2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE	
	DEL £	AME £				£
-						
Enterprise and Business Development						
558,700	Enterprise Support	1,064,200	(213,000)	851,200	7.5	
1,435,000	* Investment and Diversification	1,030,100		1,030,100	3.5	
1,993,700		2,094,300	(213,000)	1,881,300		
	Marketing					
1,494,975	Joint Marketing	1,774,740	360	(400,700)	1,374,400	2.0
3,363,800	* Destination Marketing and Communication	3,644,000	-	(114,000)	3,530,000	12.0
632,500	Events	570,800	-		570,800	2.5
125,000	Research and Statistics	125,000	-		125,000	-
354,900	Visitor Services	519,100	-	(196,000)	323,100	7.5
5,971,175		6,633,640	360	(710,700)	5,923,300	
	Policy and Regulation					
300,400	Competition Law	303,300	-		303,300	0.2
560,198	Consumer Affairs / Trading Standards	553,260	3,240	(16,100)	540,400	6.4
3,014,100	Finance Sector	3,209,600	-		3,209,600	3.5
119,000	Gambling Legislation and Control	38,900	-		38,900	-
452,500	Regulation of Undertakings	465,200	-	(19,500)	445,700	7.0
361,000	Rural Sector	332,300	-		332,300	2.3
648,400	Policy Development	1,447,900	-	(786,700)	661,200	9.3
5,455,598		6,350,460	3,240	(822,300)	5,531,400	
	Rural Support					
967,700	Single Area Payment	968,300	-		968,300	0.5
536,900	Quality Milk Payment	523,300	-		523,300	0.2
240,900	Dairy Service Support Payment	246,700	-		246,700	0.1
348,500	Rural Initiative	273,400	-		273,400	0.6
149,000	General Support	133,200	-		133,200	2.0
2,243,000		2,144,900		-	2,144,900	
	Skills					
429,200	Training and Workforce Development	433,100	-	(12,000)	421,100	1.5
16,092,673	Net Revenue Expenditure	17,656,400	3,600	(1,758,000)	15,902,000	68.6
(13,773)	Less: Depreciation					
16,078,900	Reconciliation to Business Plan 2011					

*Destination Marketing and Communication restated to exclude Bureau de Jersey grant of £65,000 (2011)

*Investment & Diversification restated to include Bureau de Jersey grant of £65,000 (2011)

Economic Development

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary	
Enterprise and Business Development		1,993,700	1,881,300	(112,400)		
Enterprise Support		558,700	851,200	292,500		
Maximise business opportunities for Jersey companies from in-island collaboration and off-island opportunities.	1 (ii-iv), (vii-viii), 5(i), (iii-iv), 6(i-ii), 7(i-i), (iv-v), 10(i), (iv), (vi), 11(v)					
Deliver high quality business support products and services to Jersey companies and entrepreneurs, leading to future business and economic growth.	1(i-iv), (vii-viii), 2(i-iii), 3(i), 5(i), (iii-iv), 6(i-ii), 7(i-ii), (iv-v), 10(i), (iv), (vi), 11(v)					
Develop stronger, more effective links with the Jersey business community, to maximise opportunities for local residents through company start-up support.	1(i-iv), (vii-viii), 2(i), (ii), (iii), 3(i), 7(i), (ii), (iv), (v),					
Provide resources, products and services to deliver early stage company start-up support	1(i-vii), (viii), 2(i-iii),					
Work with private sector providers and investors to make available a range of 'access to finance' products & services	1(i-iv), (vii-viii), 2(i-iii), 3(i), 6(i-ii), 7(i-v),					
Investment and Diversification		1,435,000	1,030,100	(404,900)		
Maximise business opportunities for Jersey companies from off-island business opportunities.	1 (ii-iv), (vii-viii), 5(i), (iii-iv), 6(i-ii), 7(i-ii), (iv-v), 10(i), (iv), (vi), 11(v)				The reduction for Enterprise & Business Development mainly relates to a reduction in business grants in line with CSR savings. There was a slight increase due to the transfer of Bureau de Jersey grant (£65k) transferred from the Tourism budget	
Align with business community, organisations and companies to better present a Jersey business proposition.	1(i-iv), (vii-viii), 3(i), 6(i), (ii), 7(i-ii), (iv-v),					
Integrate and maximise opportunities from working with Jersey based and international intermediaries.	1(i-iv), (vii-viii), 2(i-iii), 3(i), 4(i-iv), 5(i), (iii-iv), 6(i-iii), 10(i), (iv), (vi), 11(v)					
Deliver high quality business support products and services to overseas companies and entrepreneurs, leading to future business and economic growth.	1(i-iv), (vii-viii), 2(i-iii), 3(i), 4(i-iv), 5(i), (iii-iv), 6(i-iii), 10(i), (iv), (vi), 11(v)					
Develop stronger, more effective links with the Jersey business community, to maximise opportunities for local residents.	1(i-iv), (vii-viii), 2(i-iii), 3(i), 7(i), (ii), (iv-v),					
Establish and promote the 'Enterprise Agenda' in-island encouraging the establishment of future successful growth of companies.	1(ii), (viii), 2(i), 3(i),					
Lead on the 'Diversification agenda' locally to exploit global opportunities arising from legislative development in areas such as E-Gaming, intellectual property, Cleantec/Renewables and ICT development	1(i-iv), (vii-viii), 2(i), (ii-iii), 3(i), 4(i), (ii), (iii), (iv), 5(i), (iii), (iv), 6(i), (ii), (iii), 10(i), (iv), (vi), 11(v)					
Marketing		5,971,175	5,923,300	(47,875)		
Joint Marketing		1,494,975	1,374,400	(120,575)		
Encourage industry support and investment in Jersey by creating joint marketing initiatives.	1(vii), 6(iii), 6(i-ii), 11(ii)					
Destination Marketing and Communication		3,363,800	3,530,000	166,200		
Develop and implement a marketing and communications strategy across all market sectors.	1(vii), 6(iii), 12(ii), 6(i-ii), 11(ii), 12(ii)				The reduction in Marketing is due to the transfer of the Bureau de Jersey grant (£65k) to Enterprise & Business Development	
Develop Jersey's potential as a conference and incentive destination.						
Events		632,500	570,800	(61,700)		
Develop and implement an event and product development strategy to drive new business to the island, enhance the visitor experience and increase	5(ii)					
Research and Statistics		125,000	125,000	-		

Economic Development

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Ensure that robust research (and compilation of statistics) is carried out in order to inform the department and the industry on future planning.	6(ii-iii)				
Visitor Services		354,900	323,100	(31,800)	
Operate information and sales outlets to ensure that potential and actual visitors are directed to relevant segments of the Jersey market and to maximise revenue.	6(iii)				
Policy and Regulation		5,455,598	5,531,400	75,802	
Competition Law		300,400	303,300	2,900	
Promote competition and consumer interests through economic regulation and competition law.	1, 9				
Consumer Affairs / Trading Standards		560,198	540,400	(19,798)	Decrease due to a reduction in non-staff costs and the Jersey Consumer Council grant.
Protect consumers by assisting businesses to comply with consumer protection laws.	9 (iii)				
Provide a free confidential consumer advisory service and where necessary assist in resolving disputes over the supply goods and services.	9 (iii)				
Provide funding to the Jersey Consumer Council to support consumer representation	9 (i-ii)				
Finance Sector		3,014,100	3,209,600	195,500	Increase due to increase core grant to JFL to include stimulus funding for 3rd office £257k & transfer budget of £211k from CMD for International Finance. Reduction of costs paid to JFSC for the AML unit
Provide funding for Jersey Finance Limited, as per the partnership agreement with the Department.	2(iii)				
Provide funding to Jersey Financial Service Commission for the Anti-Money Laundering unit to extend its activities to non-financial services entities	4(iii-iv), 5(ii)				
To support the finance industry, particularly through developing new legislation for the benefit of the Sustainability and growth in the Island's financial services sector. Consolidation of EU and key country	4(iii), 5(i-iv)				
Gambling Legislation and Control		119,000	38,900	(80,100)	The Gambling Commission grant will be reduced.
Regulation of sector, issuing of licences.	1, 2, 4, 9				
Regulation of Undertakings		452,500	445,700	(6,800)	
To control the carrying on of undertakings and to regulate further development by licensing businesses	1(ix)				
To issue licences within 15 working days of receipt under normal conditions.	9(iv)				
Rural Sector		361,000	332,300	(28,700)	Reduction mainly due to a proposed modest charge to reflect partial cost recovery for the Regulation of Undertakings licence process.
Strategic development for the Rural sector as a whole including the key sectors of Agriculture. Implementation of the Rural Economy Strategy.	7(i-v)				
Policy & Regulatory Services		648,400	661,200	12,800	Includes £300k income from Ofcom to fund broadcasting and e-commerce in Jersey
Ombudsman	1, 2, 9,10				
Consider and evaluate various policy proposals.					
Rural Support		2,243,000	2,144,900	(98,100)	
Single Area Payment		967,700	968,300	600	
Part of Rural Economy Strategy.	7(i)(iv)				
Quality Milk Payment		536,900	523,300	(13,600)	
Part of Rural Economy Strategy.	7(i)(iv)				
Dairy Service Support Payment		240,900	246,700	5,800	
Payment to Royal Jersey Agricultural and Horticultural Society for historical dairy services.	7(i)(iv)				
Rural Initiative		348,500	273,400	(75,100)	Reduction in line with CSR savings
Grant based scheme to encourage enterprise and growth in the rural economy.	7(i)(ii)(v)				
General Support		149,000	133,200	(15,800)	
Miscellaneous support such as administration of Agricultural Loans, BSE compensation payments and UK produce export officers.	7(iii)(iv)				
Skills		429,200	421,100	(8,100)	
Training and Workforce Development		429,200	421,100	(8,100)	
Ongoing support for training, skills and workforce development in line with Skills Executive & Skills Jersey Business Plan and targets.	1(ii), (viii), 2(i), 3(i),				
Total		16,092,673	15,902,000	(190,673)	

Economic Development

Net Expenditure - Operating Cost Statement

2011 Net Revenue Expenditure		2012 Estimate
£		£
	Income	
(391,500)	Duties, Fees, Fines & Penalties	(685,200)
(170,000)	Sales of Goods	(121,000)
(693,900)	Sales of Services	(710,200)
(3,400)	Commission	(3,400)
(64,500)	Hire & Rentals	(91,200)
-	Investment Income	-
(152,000)	Other Revenue	(147,000)
(1,475,300)	Total Income	(1,758,000)
	Expenditure	
-	Social Benefit Payments	-
4,106,837	Staff Costs	4,119,600
5,846,500	Supplies & Services	6,190,600
233,990	Admin Expenses	314,400
545,773	Premises & Maintenance	606,000
407,400	Other Operating Expenditure	177,000
6,413,700	Grants and Subsidies Payments	6,246,400
-	Finance Costs	2,400
-	Financial Return	-
-	Pension Finance Costs	-
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
13,773	Depreciation	3,600
-	Contingency	-
17,567,973	Total Expenditure	17,660,000
16,092,673	Net Revenue Expenditure	15,902,000

Economic Development

Reconciliation of Net Revenue Expenditure

	2012 £
Prior Year Net Revenue Expenditure	16,078,900
Additional Expenditure	
Non-Staff Inflation	303,100
CSR Process - Part 2	
User Pays	
More user pays charges and sponsorship of events	(22,000)
Charge for the Regulation of Undertakings licence process	(11,500)
Increase charges at the abbattoir	(7,500)
Savings	
Integration of Jersey Enterprise and Jersey Business Venture; reduction in business grants	(194,000)
General efficiency savings	(6,000)
Reduction in grant to JCC, reduction in Trading Standards non-staff cost, close weighing office	(16,000)
Increase in JFL grant to fund the recurring cost of the 3rd overseas office	90,000
Reduction in grant to JFSC	(63,000)
Reduction in finance industry development through reprioritisation of legislative development	(50,000)
Reduction in grant to the Gambling Commission	(80,000)
Merge Strategic Development with Regulatory services to achieve efficiency savings	(90,000)
Reduction in support for Genuine Jersey, RIS and quality milk payment; and retirement of UK marketing representative	(100,000)
Reduction in administering Jersey Apprenticeship Scheme	(10,000)
Relocation of Liberation Place staff, reorganisation of administrative workload, reduction in overheads through enhanced procurement and operations	(147,000)
Adjustments	
FSR - ERS 2% increase above cap	12,400
Departmental Transfers	
International Tax	211,000
Capital to Revenue Transfers	-
Depreciation	3,600
<hr/>	
Net Revenue Expenditure	15,902,000
Less: Depreciation	(3,600)
Net Revenue Expenditure (rec to financial forecast)	15,898,400

Education, Sport and Culture

Education, Sport and Culture

Minister's Introduction

During the past year the States has continued to focus on the island's public finances and the challenges of meeting the targets of the Comprehensive Spending Review. Although Education, Sport and Culture has been part of this, some of its savings have been difficult to deliver.

Despite financial pressures, the department has worked hard to continue providing high quality services in all areas - as well as meeting new challenges.

Last year, training and the acquisition of new skills became increasingly important, especially for people who found themselves without a job. Education Sport and Culture has continued its successful partnership with Economic Development, Social Security and the private sector – in the form of Skills Jersey – to help those seeking work.

The Advance To Work scheme, which was designed to alleviate youth unemployment, won national recognition and has been expanded into Advance Plus, an innovation that caters for older jobseekers. Advance To Work is a high-profile example of how education has changed and become more responsive. It combines work placements and personalised training and illustrates how learning needs to be tailored to be enable each individual to meet their potential.

In 2012 we aim to further strengthen this approach in our schools. We will continue to focus on standards of literacy and numeracy and aim to expand the vocational training for 14-16 year olds that was successfully trialled in the past year. Further development of our Professional Partner Programme for schools will ensure Jersey has a more robust and thorough monitoring system.

Social inclusion and equal opportunity remain a high priority so that as many islanders as possible have access to learning, sport and cultural activities. Support for vulnerable children and families is an important aspect of this and will be improved further, especially through strengthened multi-agency working. The Youth Service will continue to play an important role for the Island's young people.

Since last year, new local history resources have been made available to help schoolchildren appreciate Jersey's unique character and identify. For the wider population this happens through a range of excellent arts and heritage organisations as well as our libraries. But value for money is increasingly important and my aim for the coming year is greater integration of the various groups as well as completion of service level agreements, which will also be extended to the private schools we support.

In sport, preparations will continue for the Island Games being held in Jersey in 2015 and we will continue to encourage islanders to take part in leisure and sporting activities, regardless of their age or ability. The benefits of promoting an active and healthy lifestyle are now well recognised. We will also ensure that opportunities for lifelong learning are maintained and developed.

Next year a broad-ranging public consultation about the future of education will dominate the department's work alongside the provision of our key services. This discussion will be the first step in preparing our system for the future.

Deputy James Reed
Minister for Education, Sport and Culture

Education, Sport and Culture

AIM

The mission of the Department for Education, Sport and Culture is to:

- **Strengthen our community by providing a first class education service, supporting the development of skills and promoting sporting, leisure and cultural activities that enrich our lives.**

Our aims are to:

- **Ensure that our children enjoy the best start possible;**
- **Prepare our young people for the challenges of the future and encourage them to make a positive contribution to society;**
- **Encourage lifelong learning and active participation in sport and culture;**
- **Promote social inclusion and equal opportunity.**

SUMMARY OF KEY OBJECTIVES AND KEY SUCCESS CRITERIA

Objective 1: An Island education system that supports all students to develop their potential

Success Criteria:

- (i) All schools to have an effective self-evaluation process that identifies key priorities for development delivered by the Professional Partner Programme;
- (ii) Literacy and numeracy progress is as expected for all children and young people and evidenced through internal and external moderation;
- (iii) Achievement at all stages, monitored internally and externally to ensure that all pupils perform at or above targeted expectations;
- (iv) A robust schools performance framework in place to demonstrate achievement of standards and value for money;
- (v) Implement a comprehensive programme for leadership and management development at all levels which improves school self-evaluation, increases effectiveness and allows for succession planning;
- (vi) Commence implementation of the fourth ICT strategy (2012-2014) to meet agreed objectives, including further improvements to E-learning, E-safety, and other ESC services;
- (vii) Increased access to A level subjects delivered through closer collaboration with all 6th form providers;
- (viii) A broad and balanced educational curriculum which meets the needs of all learners;
- (ix) Outcomes of consultations on vocational education within the wider debate on the future of education in 2011 are taken account of and implemented where appropriate;
- (x) Arrangements in place to support the changes in nursery education provision;
- (xi) The vocational offer at key stage four is relevant, collaborative and coordinated across all providers;
- (xii) The recommendations arising from the reviews of the curriculum, structure and funding of primary and secondary education assessed and implemented where appropriate;
- (xiii) Curriculum development provides educational experiences that reduce disaffection;

Strategic Plan Priority: 12

Objective 2: Access to further and higher education and training that enables all individuals to develop and make a positive contribution to the economy and the community.

Success Criteria

- (i) Vocational education meets the needs of local employers and learners in terms of its appropriateness and availability;
- (ii) Accurate assessment of changes in labour market, especially for 16-19 year olds, to ensure appropriate education or training provision for all who require it;

- (iii) Improved provision of skills development opportunities for job seekers and those with additional needs in the workplace;
- (iv) Development of vocational and professional learning opportunities to the highest level in all our major areas of economic activity delivered by the University Centre for Jersey and other providers;
- (v) Necessary changes implemented following the Review of Skills Executive and Skills Board carried out in 2011;
- (vi) Necessary changes to financial support arrangements for students implemented in September 2012 following negotiations with UK government late in 2011.
- (vii) Broad and balanced educational curriculum meets the needs of all learners and provides for a wide range of career opportunities.

Strategic Plan Priority: 1, 2, 8 and 12

Objective 3: Vulnerable children and families appropriately supported

Success Criteria:

- (i) Liaison with Community and Social Services strengthened to ensure that the needs of the vulnerable are appropriately met;
- (ii) School-based support for parents further developed in partnership with the Parenting Service;
- (iii) Implementation of the SEN database enables identification and monitoring of cases that need intervention and assessment of outcomes for children who require additional support;
- (iv) Improved educational support arrangements for vulnerable children and young families are delivered within the framework of the Children and Young People's Plan;
- (v) Youth outreach work targeted to promote engagement with vulnerable and disaffected young people.

Strategic Plan Priority: 7, 8 and 9

Objective 4: Strong multi-agency approaches which promote social inclusion and equal opportunity

Success Criteria:

- (i) Support arrangements in place to help people secure appropriate employment;
- (ii) Language support in place for individuals who do not speak English as a first language;
- (iii) Recommendations from the 2011 inclusion report considered and implemented where appropriate;
- (iv) Youth Forum strengthened so that all young people have a voice on issues that affect them;
- (v) Increased opportunities for those 16+ for participation in community development programmes;
- (vi) Increase number of Prince's Trust and other specific programmes implemented to support vulnerable and disaffected young people.

Strategic Plan Priority: 1, 7, 8 and 9

Objective 5: Increased participation in sport and leisure activities, encouraged regardless of age or ability, in order to promote the benefits of a healthy and active lifestyle

Success Criteria:

- (i) Organising Committee meets objectives to make appropriate arrangements to organise 2015 Natwest Island Games;
- (ii) Increased number of Individuals and teams successfully compete in regional, national and international competitions;
- (iii) Increased participation and attendance in sport and leisure activities;
- (iv) The pursuit of excellence in leisure and sport activities encouraged and supported;

- (v) Local clubs and associations supported to increase participation;
- (vi) Health outcomes for client groups improved through joint work with Health Promotion and other agencies;
- (vii) Exercise Referral Scheme supported and maintained to meet demand;
- (vii) Healthy Schools programme incorporated into the Jersey Self Evaluation Document and locally accredited;
- (ix) Schools supported to review their Travel Plans as part of the Safer Routes to School initiative.

Strategic Plan Priority: 6, 9 and 11

Objective 6: Our unique culture and identity promoted with a view to increasing participation in cultural activities.

Success Criteria:

- (i) Arts and Heritage working groups established with action plans to achieve greater integration of arts and Heritage services;
- (ii) Service level agreements developed between ESC and Planning to help support Percentage for Art initiative;
- (iii) Work with Economic Development to secure funding from a local lottery in order to provide for the ongoing refurbishment and refreshment of Heritage attractions;
- (iv) New local history resources promoted in primary and secondary schools and access to local history materials in Jersey Library increased;
- (v) New Arts award accreditation in schools and community settings established;
- (vi) Action plan for rationalisation of arts buildings developed;
- (vii) Opportunities for lifelong learning maintained and developed through a range of services and activities;
- (viii) Review of library services in the west of the island completed and where appropriate recommendations implemented;
- (ix) Increased provision of online information and resources via the library website.

Strategic Plan Priority: 15 and 16

Objective 7: Staff and resources managed to improve performance and deliver efficient and cost effective services

Success Criteria:

- (i) Services prioritised across the department to ensure that corporate objectives are resourced and achievable;
- (ii) Framework developed and implemented to ensure effective use of resources through Performance and Absence Management;
- (iii) Effective financial and manpower planning, monitoring and reporting evident across all sections of the department;
- (iv) Internal control systems reviewed continuously to ensure adherence to financial directions and human resources policy;
- (v) Governance arrangements in schools enhanced to ensure adherence to agreed standards, e.g. health and safety, data security;
- (vi) Human Resource and Finance training provided on an ongoing basis for all service managers and budget holders;
- (vii) ESC current and future property requirements identified in the context of the joint review of property portfolio conducted with Property Holdings;
- (viii) Corporate Procurement Transformation project supported and best practice promoted through coordinated purchasing arrangements;
- (ix) Annual review of demographics completed and implications for future services identified.

Strategic Plan Priority: 1, 2, 3 and 4

Objective 8: To Deliver allocated Comprehensive Spending Review savings as agreed by the States.

Success Criteria:

- (i) Sustainable, effective services provide value for money
- (ii) Business Plans delivered within agreed Cash Limits
- (iii) Projects are deliverable and completed in a timely manner with all risks effectively identified, managed and mitigated
- (iv) The impact on services of any changes arising from the Programme effectively monitored and managed;
- (v) Corporate Terms and Conditions Five Year Strategy agreed, and implemented.

Strategic Plan Priority: 1, 2, 3 and 4

Education, Sport and Culture

Net Revenue Expenditure - Service Analysis

2011 Net Revenue Expenditure + Depreciation £	2012 Gross Revenue Expenditure		2012 Income £	2012 Net Revenue Expenditure £	2012 FTE	
	DEL £	AME £				
	Schools and Colleges					
	Non Fee-Paying Provided Schools					
3,544,800	Pre-School Education	3,796,000	-	(480,500)	3,315,500	47.7
23,369,200	Primary Education	24,506,700	22,500	(322,500)	24,206,700	438.4
23,992,400	Secondary Education	24,633,000	46,200	(516,100)	24,163,100	400.1
	Fee-Paying Schools					
5,299,800	Provided Schools	14,700,800	25,800	(8,938,900)	5,787,700	209.1
4,709,500	Non-Provided Schools	4,873,900	-	-	4,873,900	-
8,086,300	Special Educational Needs and Special Schools	8,090,000	23,300	(94,500)	8,018,800	145.3
731,700	Instrumental Music Service	913,000	-	(264,500)	648,500	13.4
	Culture and Lifelong Learning					
8,832,800	Further, Vocational and Tertiary Education	11,976,900	5,800	(2,883,000)	9,099,700	163.6
1,717,300	Public Libraries	1,778,200	-	(61,100)	1,717,100	29.7
1,491,700	Youth Service	1,974,800	14,200	(514,000)	1,475,000	34.7
8,675,900	Higher Education (Student Finance)	9,225,000	-	-	9,225,000	4.7
689,200	Careers Jersey	740,300	-	-	740,300	27.9
	Child Care Support					
199,000	Day Care Services	201,000	-	-	201,000	3.6
176,400	Jersey Child Care Trust	178,100	-	-	178,100	-
2,495,700	Heritage (Grant to the JHT)	2,864,300	-	-	2,864,300	-
1,797,900	Culture (including the Grant to the JAT)	1,827,300	-	-	1,827,300	1.4
	Sport and Leisure					
1,910,400	Sports Centres	5,006,500	35,000	(3,168,200)	1,873,300	68.8
1,368,300	Playing Fields and Schools Sports	2,074,000	3,500	(741,800)	1,335,700	8.8
608,900	Sport Development	758,200	-	(101,700)	656,500	15.4
328,900	Grants and Advisory Council	182,700	-	-	182,700	-
207,600	Playschemes and Outdoor Education	206,000	-	(48,200)	157,800	2.2
100,000	Minor Capital Expenditure	100,000	-	-	100,000	-
					102,648,000	
	Less: Proposals to meet shortfall in Cash Limit					
	Deferral of ICT Strategy	(652,000)	-	-	(652,000)	-
	Procurement Savings	(150,000)	-	-	(150,000)	-
100,333,700	Net Revenue Expenditure	119,804,700	176,300	(18,135,000)	101,846,000	1,614.8
(176,300)	Less: Depreciation					
100,157,400	Reconciliation to Business Plan 2011					

Education, Sport and Culture

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Schools and Colleges					
Pre School Education Provide care and education to pre-school children at States and Private Nursery provisions.	2,4,5,7,8	3,544,800	3,315,500	(229,300)	Includes CSR saving to remove the inequity in nursery education by bringing public provision in line with private provision.
Primary Education (Non-Fee Paying) Provide compulsory education from reception to year 6 in primary non fee paying schools.	2,4,5,6,7,8	23,369,200	24,206,700	837,500	Includes changes to teachers terms and conditions - lunch time supervision and planning, preparation and assessment time.
Secondary Education (Non-Fee Paying) Provide compulsory education from Year 7 to year 11 in secondary non fee paying schools and post 16 at Hautlieu. Implement revised programme of Citizenship within the curriculum.	1,2,4,5,6,7,8	23,992,400	24,163,100	170,700	Includes changes to teachers terms and conditions - lunch time supervision.
FP Education (Provided Schools) Provide fee paying education for pupils at States run schools.	1,2,6,7,8	5,299,800	5,787,700	487,900	Includes CSR saving to continue property occupancy charge.
FP Education (Non-Provided Schools) Facilitate fee paying education for pupils dependent on religious choice or ability to pay.	1,2,4,6,7,8	4,709,500	4,873,900	164,400	Includes CSR saving to cease grant to independent preparatory schools.
Special Educational Needs and Special Schools Provide educational support for children with special educational needs.	2,4,5,7,8	8,086,300	8,018,800	(67,500)	
Instrumental Music Service Provide tuition in a wide range of musical instruments including preparation for the Royal School of Music examinations. Maintain Island orchestras and classroom support.	3,8	731,700	648,500	(83,200)	Includes CSR saving to introduce a charging scheme for access to the Jersey Instrumental Service.
Culture and Lifelong Learning					
Further, Vocational, and Tertiary Education (Including Highlands College) Provide further and vocational education in the Island. Provide opportunities for learning for residents of all ages. Introduce vocational options for 14-16 year olds at Highlands.	1,2,4,8	8,832,800	9,099,700	266,900	Includes increased provision for Skills Strategy.
Public Libraries Cater for the educational, cultural, recreational and information needs of all members of the community.	8	1,717,300	1,717,100	(200)	
Youth Service Support and develop work with young people in their leisure time through a network of organisations.	4,5,7,8	1,491,700	1,475,000	(16,700)	

Education, Sport and Culture

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Higher Education (Student Finance) Provide grants for further and higher education (UK and home) and education allowances.	8	8,675,900	9,225,000	549,100	Includes initial growth allocation based on forecasts of Higher Education costs in 2010 - £2,049,100 Also includes adjustment following re-negotiation of fees with UK Universities and revised forecast assumptions in 2011 - (£1,500,000)
Careers Jersey Provision of career advice and guidance, employer liaison and employment of the disabled.	1,8	689,200	740,300	51,100	
Day Care Services Regulate and monitor all day care providers.	8	199,000	201,000	2,000	
Jersey Child Care Trust Provide support for the development of high quality childcare.	2,8	176,400	178,100	1,700	
Heritage Provide grant to the Jersey Heritage Trust.	7,8	2,495,700	2,864,300	368,600	Includes increased provision to meet the cost of refurbishment of facilities administered by the Jersey Heritage Trust.
Culture Provide support for cultural development including grants to various Arts organisations.	7,8	1,797,900	1,827,300	29,400	
Sport and Leisure					
Sports Centres Provide and maintain high quality indoor and outdoor sports centres and opportunities for participation.	3,6,8	1,910,400	1,873,300	(37,100)	Includes CSR saving to restructure the customer services team following the introduction of an online booking system at Fort Regent.
Playing Fields and School Sports Maintain playing fields and sports facilities at Haute Vallee, Langford, FB Fields and other sports sites.	3,6,8	1,368,300	1,335,700	(32,600)	Includes CSR saving to introduce devolved model of pitch management.
Sports Development Increase participation and provide opportunities to improve at all levels of sport and recreation.	3,6,8	608,900	656,500	47,600	
Grants and Advisory Council Provide miscellaneous sports grants to support individuals and organisations.	3,8	328,900	182,700	(146,200)	Includes CSR saving to reduce grants to clubs, individuals and governing bodies.
Playschemes and Outdoor Education Organise holiday activities and outdoor programmes.	3,8	207,600	157,800	(49,800)	Includes CSR saving to introduce new model of delivering holiday activity clubs in partnership with the private / voluntary sector.
Minor Capital Expenditure Equipment replacement and enhancement (transferred from Capital programme).	3,8	100,000	100,000	-	
Proposals to meet shortfall in cash limit Deferral of ICT Strategy Procurement Savings		-	(802,000)	(802,000)	Includes a 1 year delay to some elements of the Education ICT Strategy.
Total		100,333,700	101,846,000	1,512,300	

Education, Sport and Culture

Net Expenditure - Operating Cost Statement

2011 Net Revenue Estimate		2012 Estimate
£		£
	Income	
(21,000)	Duties, Fees, Fines & Penalties	(23,100)
(339,000)	Sales of Goods	(287,500)
(15,888,200)	Sales of Services	(16,570,000)
(19,000)	Commission	(21,300)
(831,600)	Hire & Rentals	(924,400)
-	Investment Income	-
(326,000)	Other Revenue	(308,700)
(17,424,800)	Total Income	(18,135,000)
	Expenditure	
8,300,000	Social Benefit Payments	8,766,200
81,322,600	Staff Costs	82,561,800
8,413,900	Supplies and Services	8,806,000
756,400	Administrative Expenses	756,400
7,118,000	Premises and Maintenance	6,958,000
94,300	Operating Expenses	94,300
11,561,000	Grants and Subsidies Payments	11,846,000
16,000	Finance Costs	16,000
-	Pension Finance Costs	-
176,300	Depreciation/Capital Charges	176,300
-	Asset Disposal (Gain)/Loss	-
117,758,500	Total Expenditure	119,981,000
100,333,700	Net Revenue Expenditure	101,846,000

Education, Sport and Culture

Reconciliation of Net Revenue Expenditure

	2012 £
Prior Year Net Revenue Expenditure	100,157,400
Commitments in Base	
Full Year Effect of Early Years Education	(59,400)
Additional Expenditure	
Non-Staff Inflation	325,100
2011 CSR Process : Incorporating Post P72 changes	
Provision for deferred 2011 fee paying school saving	663,000
CSR Process - Part 2	
User Pays	
Introduce charges for the Jersey Instrumental Service	(84,000)
Increased sports income	(53,000)
Remove the inequity in nursery education by bringing public provision in line with private provision	(276,000)
Savings	
Cease grant to independent preparatory schools (£98,000 allocated in 2011 cash limits)	(172,000)
Restructure customer services team following the introduction of an online booking system at Fort Regent	(23,000)
Introduce devolved model of pitch management	(80,000)
Reduce sports grants to clubs, individuals and governing bodies	(160,000)
Introduce new model of delivering holiday activity clubs	(80,000)
Second year of agreed property occupancy charge	(80,000)
Higher Education - assessment of "Household Income"	(200,000)
ESC procurement savings	(150,000)
Proposals to Meet Shortfall in Cash Limit	
Higher Education - re-negotiation of fees with Universities UK	(300,000)
Deferral of ICT Strategy	(652,000)
Growth	
ICT Strategy	652,000
Skill Strategy	200,000
Higher Education - original forecast budget shortfall	800,000
Teachers Terms and Conditions	800,000
Resource Allocation	
Jersey Heritage Trust	315,000
Adjustments	
FSR - ERS 2% increase above cap	126,600
Capital to Revenue Transfers	-
Depreciation	176,300
<hr/>	
Net Revenue Expenditure	101,846,000
Less: Depreciation	(176,300)
Net Revenue Expenditure (rec to financial forecast)	101,669,700

Note: Revised forecast assumptions for Higher Education have allowed the contingency originally provided in CSR growth for 2012 to be removed. The Central Reserves will provide a safety net for significant variations in these assumptions.

Department of the Environment

Department of the Environment

Minister's Introduction

The Department of the Environment includes two core areas of activity – the Planning and Building Services Division and the Environmental Division – both supported by a core corporate activities function.

The Department is fully engaged in the Comprehensive Spending Review (CRS) process and as always, is committed to ensuring that core services are delivered in the most efficient, effective and sustainable way. The savings for 2012 and 2013 will be challenging and involve innovative changes to organisational structure and service delivery.

The key projects and issues for the department in 2012 are as follows:

Planning and Building Services Division

The **Development Control** function will focus on delivering a customer facing planning application process including the enforcement of planning controls and defending decisions against Appeals in the Royal Court. **Building Control Section** will ensure compliance with improving building standards including improvements in energy efficiency. The **Policy Projects and the Historic Build Environment Team** will look to further develop supplementary planning guidance to support the new Island Plan. The Team will also continue the review of the heritage assets of the Island. Planning and Building Services as a whole will work towards championing the Minister's excellence in design and architecture agenda as well as seeking to improve the environmental performance of new buildings.

Environment Division

On land the **Environmental Management and the Rural Economy (EMRE) Section** will continue to support the rural economy and environment through the Rural Economy Strategy, Biodiversity Strategy and Countryside Renewal Scheme. Specialist advice will be complemented with the management of 600 hectares of land championing conservation of habitats and species. At sea the **Fisheries and Marine Resources Team** will regulate and support commercial and leisure fishing over the 800 square miles of Jersey Waters and look to implement the Inter Coastal Zone Management Strategy.

Environmental Protection will build on the success of recent years of the waste and water environment regulation and inspections of the agricultural industry. **Environmental Policy and Awareness** will look to promote environmental policy initiatives such as energy policy and air quality policy both within and outside the States in response to the challenges of climate change. The ECO-ACTIVE programme will assist the States to make better use of resources, reduce environmental impact and achieve and maintain a 10% States wide reduction in energy and water consumption. The **Meteorology Service** will provide weather information for the Channel Islands and respond to the 2010 review of its functions and the **States Veterinary Service** will continue to ensure high standards of animal health and welfare.

Corporate

Corporate functions will seek to ensure maximum efficiency in the use of departmental resources and deliver the Corporate Spending Review targets. Appropriate control frameworks, including Health and Safety and Notifiable Diseases will also be put in place for the functions of the department. The Corporate function will also liaise with other parts of the States – including the Scrutiny process – and draw together States wide initiatives for the department.

Senator F.E. Cohen
Minister for Planning and Environment

Department of the Environment

AIM:

The Department of the Environment's role is to look after the environment. This includes our sea, water, air, land and buildings. It also means working to ensure that Jersey has a thriving, sustainable community and economy that does not unnecessarily harm the environment.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: Protect and enhance the natural and built environment

Success criteria:

- (i) Introduce and implement an integrated energy policy in order to secure an affordable and sustainable energy supply;
- (ii) Develop further the potential of sustainable energy resources such as tidal power and off-shore wind power.

Strategic Plan Priority: 2 and 13

- (iii) Work towards a low carbon economy including:
 - developing an Energy Policy to set energy and carbon reduction targets, including targets relating to States' activities;
 - developing a code for sustainable homes;
 - developing best practice relating to reduction of greenhouse gas emissions from agriculture;
 - Put in place the 'technology blind' steps to ensure that Jersey can exploit utility scale off-shore renewable energy production as early as is economically feasible.

Strategic Plan Priority: 3, 10 and 13

- (iv) Implement or contribute to the delivery of initiatives that reduce waste, energy use, pollution and the effects of climate change including:
 - ongoing delivery and expansion of Energy Efficiency Programme and Jersey Energy Trust;
 - supporting delivery of an Air Quality Action Plan;
 - supporting delivery and evolution of a sustainable transport policy;
 - develop a Climate Change Adaptation and Mitigation strategy.

Strategic Plan Priority: 1, 10, 5 and 13

- (v) Deliver an effective environmental legislative protection regime for the Island including: waste management regulation; protection of our water resources; regulation of dumping and building at sea, fisheries and agricultural sector regulation.

Strategic Plan Priority: 13

- (vi) Ensure the unique character of the Island's built and natural environment is maintained and enhanced including:
 - protecting the historic built environment including reviewing heritage assets and where appropriate introducing new schemes of protection;
 - development, implementation and monitoring of planning policy framework, including Island Plan and associated supplementary guidance;
 - promoting high standards of architecture;
 - securing delivery of art in the built environment;
 - ongoing delivery of Coastal Zone Management Strategy including the introduction of Ramsar Management Plans;
 - support bio-diversity including monitoring of key habitats and encouraging the involvement of stakeholder groups in implementing the Bio-diversity Action Plans.

Strategic Plan Priority: 13 and 16

- (vii) Develop and coordinate the delivery environmental education to all sectors of the community through the ECO-ACTIVE campaign.

Strategic Plan Priority: 13

Objective 2: Support a strong, environmentally sustainable economy

Success criteria:

- (i) Invest in environmental policies that have the potential for long-term cost savings including:
 - investment in local energy efficiency services;
 - Enable the uptake of micro-generation of energy and bio-fuels through an agreed energy policy.

Strategic Plan Priority: 2 and 13

- (ii) Support diverse, modern and adaptable industries including:
 - Rural Economy Strategy to support a vibrant, working countryside;
 - States Vet Service and Fisheries Management to support viable livestock farming, fishing and aquaculture industries that meet to European Standards;
 - provision of essential Channel Islands wide meteorological services to airport, harbours, local industry and the public;
 - provide a development control service that delivers faster decisions;
 - development control service to support local industries where appropriate;
 - Island Plan to identify appropriate land to support diverse economy.

Strategic Plan Priority: 2

- (iii) Deliver regulatory services that support industry best practice and create public confidence including:
 - Waste management, exports and licensing;
 - Planning and building control;
 - Heritage protection and management;
 - Fisheries protection;
 - Animal Health and welfare Water resources (inc. European Bathing Water Directive and Water Framework Directive);
 - Pest and disease control.

Strategic Plan Priority: 13

- (iv) Island Plan to facilitate and support long-term sustainable economic growth that does not diminish our natural capital including identifying appropriate land and mechanisms for affordable housing, tourism; commercial and industrial uses.

Strategic Plan Priority: 2, 13 and 14

- (v) Devise policies to mitigate the effect of an increased population on the natural and built environment including:
 - Island Plan to identify sufficient development sites whilst protecting the historic environment;
 - Supplementary planning guidance and development control policy to make innovative use of urban areas through regeneration;
 - Develop and implement an Energy policy and establish a Climate Change Adaptation and Mitigation strategy.

Strategic Plan Priority: 5 and 13,

Objective 3: Deliver policies and services that respond to public need and which protect the environment

Success criteria:

- (i) Ensure Island Plan secures provision of affordable housing on large developments and ensure that unit mix and tenure types meet prevailing demand.

Strategic Plan Priority: 13 and 14

- (ii) Protect society from the impact of plant and animal diseases and ensure high standards of animal health and welfare including delivery of notifiable animal diseases contingency plans and associated vaccination programmes.

Strategic Plan Priority: 5 and 7

- (iii) Use planning and building policies to protect the public and support their wellbeing including:
 - supporting assessment of risks and hazards relating to infrastructure and other development;
 - setting and enforcing building regulations to ensure buildings are healthy, accessible and sustainable;
 - ensuring access for people with disabilities;
 - supporting “Designing out Crime”;
 - ensuring the design of the built environment facilitates health lifestyles;
 - ensuring public rights of way and access to the countryside.

Strategic Plan Priority: 7 and 11

- (iv) Support maintenance and development of the Island’s infrastructure including:
 - planning policy that ensures the provision of relevant associated infrastructure needs arising from new development;
 - legislation and regulation to ensure operators deliver best practice and spend on appropriate mitigation and prevention works.

Strategic Plan Priority: 10

Objective 4: Manage resources and deliver effective, efficient services

Success criteria:

- (i) Deliver departmental IT strategy which results in business efficiency including:
 - delivery of web based services Provide an enhanced online mapping system linked to geo-spatial data;
 - maximising integration and use of existing business systems in improving business performance.
- (ii) Deliver services in accordance with Department’s Customer Charter;
- (iii) Provide a local weather service to meet the needs of the Channel Islands communities;
- (iv) Management costs optimised to ensure maximum resources are directed to essential services and strategic plan priorities;
- (v) Examine appropriate implementation of user pays principle and review fees on an annual basis to ensure user pays levels are achieved;
- (vi) Staff developed and managed to help them achieve their full potential;
- (vii) Ensure all appropriate control frameworks are in place for example business continuity and risk management.

Strategic Plan Priority: 3 and 4

Department of the Environment

Net Revenue Expenditure - Service Analysis

2011 Net Revenue Expenditure	2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE	
	DEL £	AME £				£
1,508,200	Planning and Building Division	4,068,600	19,300	(2,768,200)	1,319,700	54.1
5,375,900	Environmental Division	6,140,700	127,800	(1,002,400)	5,266,100	61.0
6,884,100	Net Revenue Expenditure	10,209,300	147,100	(3,770,600)	6,585,800	115.1
(135,000)	Less: Depreciation					
6,749,100	Reconciliation to Business Plan 2011					

Department of the Environment

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Planning and Building Division					
To determine planning applications that ensure effective, innovative and intelligent use of land having regard to all material considerations and primarily, the Island Plan. To set and enforce standards for building work to secure the health and safety of building users, promote energy efficiency and make life easier for disabled people. To maintain, monitor and review the Island's land use planning policy framework, provided by the Island Plan and supporting guidance, to ensure that development in the Island is sustainable having regard to economic, social and environmental objectives. To effectively regulate and promote the sustainable conservation and management of the Island's historic built environment. To provide and develop the Island's definitive geographic information system and its application, maintenance and management, to meet the needs of both the public and private sectors.	1 (vi), 2 (ii), (iii), (iv), (v) 3 (i), (iii), (iv) 4 (i) (ii) (iv) (v) (vi) (vii)	1,508,200	1,319,700	(188,500)	Net Revenue Expenditure for Planning and Building is expected to decrease by £188,500 in 2012 primarily as a result of savings from the second round of CSR initiatives together with increased income. Non staff cost increases, in line with inflation, have been offset by CSR savings of 3% which total £135,000. CSR proposals comprise a new organisation structure and a reduction in grants for Historic Buildings.
Environmental Division					
Protect and improve the environment. Support a strong and environmentally sustainable Island economy which includes a diverse and adaptable countryside. Protect and improve the environment. Devise policies which effectively protect the environment and promote sustainable use of natural resources. Protect and improve the environment. Deliver an effective environmental protection regime for the Island. Support a diverse, modern and adaptable fishing industry. Ensure high standards of animal health and animal welfare. To provide accurate, timely, reliable and, where appropriate, specialised weather services to meet the needs of the Channel Islands communities.	1 (i), (ii), (iii), (iv), (vi), (vii) 2 (i), (ii), (iii), (v) 3 (ii) 4 (i) (ii) (iii) (iv) (v) (vi) (vii)	5,375,900	5,266,100	(109,800)	Net Revenue Expenditure for Environment is expected to decrease by £109,800 in 2012 as a result of the second round of CSR initiatives. Non staff cost increases, in line with inflation, have been offset by CSR savings of 3% which total £171,000. CSR proposals mainly comprise savings from reorganisations following VR's made in 2011.
Total		6,884,100	6,585,800	(298,300)	

Department of the Environment

Net Expenditure - Operating Cost Statement

2011 Net Revenue Expenditure		2012 Estimate
£		£
	Income	
(2,729,700)	Duties, Fees, Fines & Penalties	(2,845,700)
(27,700)	Sales of Goods	(21,000)
(742,900)	Sales of Services	(733,700)
-	Commission	-
-	Hire & Rentals	-
-	Investment Income	-
(143,200)	Other Revenue	(170,200)
(3,643,500)	Total Income	(3,770,600)
	Expenditure	
-	Social Benefit Payments	-
7,257,500	Staff Costs	7,036,700
1,419,100	Supplies & Services	1,625,800
144,100	Admin Expenses	126,600
366,500	Premises & Maintenance	386,500
-	Operating Expenses	-
1,205,400	Grants and Subsidies Payments	1,033,400
-	Finance Costs	300
-	Financial Return	-
-	Pension Finance Costs	-
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
135,000	Depreciation	147,100
-	Contingency	-
10,527,600	Total Expenditure	10,356,400
6,884,100	Net Revenue Expenditure	6,585,800

Department of the Environment

Reconciliation of Net Revenue Expenditure

	2012 £
Prior Year Net Revenue Expenditure	6,749,100
Commitments in Base	
Original Environment Initiatives Proposals	150,000
Adjustment in Environment Initiatives to level of proposed taxes	(175,000)
Additional Expenditure	
Non-staff Inflation	(3,100)
CSR Process - Part 2	
Savings	
Reduce management costs and maintain front line services. Rationalise historic buildings consultancy and grant, increase use of technology and online planning (VR savings of £89,000 delivered in 2011)	(135,000)
Streamline environmental services including joint licensing and co-location (VR savings of £135,000 delivered in 2011)	(171,000)
Adjustments	
FSR - ERS 2% increase above cap	23,700
Capital to Revenue Transfers	-
Depreciation	147,100
<hr/>	
Net Revenue Expenditure	6,585,800
Less: Depreciation	(147,100)
Net Revenue Expenditure (rec to financial forecast)	6,438,700

Health and Social Services

Health and Social Services

Minister's Introduction

In the past year, Health and Social Services has worked tirelessly to maintain high quality services. I remain grateful for the commitment and loyalty of my staff and the valuable contributions made by our partner agencies both in the voluntary and private sectors.

The main areas of operation for Health and Social Services are Public Health, Community and Social Services, Ambulance and Patient Transport Services, Hospital Services and Corporate Services

The key projects and issues for the Department in 2012 are as follows:

The Health and Social Services Strategic Road Map

The number of people over 65 will double by 2040, in addition 60% of the medical staff and a significant number of nurses are due to retire over the next 10 years. Health and Social Services is therefore at a cross roads. During 2011, following engagement with hundreds of health and community services staff including GPs and representatives from the third sector, the Department published its green paper: "*Caring for each other, caring for ourselves*". This describes the options for the future organisation of the island health and social services. This is an exciting time for the Island as consultation responses will inform a white paper in the autumn of 2011 and will also be used in the development of a new States of Jersey strategic plan early in 2012. Whilst I recognise that development and implementation of a revised model for health and social care is a complex undertaking, it is imperative that work commences in 2012 if we are to meet the future needs of islanders. Not least of the considerations is the requirement for a new general hospital, fit for health care provision into the future, and the redevelopment of the Overdale site in conjunction with release of the St Saviour's Hospital Site.

Comprehensive Spending Review

The 2011 programme of CSR savings is being implemented. In 2012/13 we will see the development and implementation of a range of projects which may require more radical change to the way we do things. In order to ensure our core services operate in a safe and sustainable manner, resources will be prioritised accordingly. This may mean consequential charges to the public for some of our existing services. To facilitate this, I intend to bring before the States a new law, the Health and Social Services (Charges) (Jersey) Law.

We aim to look critically and imaginatively at the way we use our properties across Health and Social Services, ensuring buildings are suitable for the services they provide and in doing so reviewing the use of energy within them. Indeed, Health and Social Services is one of the largest consumers of energy on the island and in 2012 we will be working closely with specialists in the field to reduce our expenditure on energy.

Further efficiencies are being explored for example through joint working with Guernsey and the development of a joint Channel Island Air Ambulance Service which has the potential to improve service quality whilst saving money.

Long Term Initiatives

The long term future for health and social care in Jersey has already been discussed under the context of the green paper, but in addition to this, I would like to emphasise the challenges that continue in relation to the recruitment and retention of staff, particularly medical and nursing staff. I remain supportive of the on going initiatives and efforts being made to rectify this huge concern.

I look forward to seeing the benefits of the Children's and Young People's Framework which I hope will be approved by the States in 2011. This framework is the result of an in depth consultation process and is the blue print on which our future services for children will be modelled.

The Chief Minister's Department has embarked on an initiative of organisational design to remodel the organisation and the way it serves the public. Health and Social Services is pleased to be supporting this interesting and valuable change project.

I would like to mention the successful renegotiation of the Reciprocal Health Agreement with the Department of Health. I know the status of this agreement was of great concern to islanders and I am pleased that a satisfactory outcome was achieved this year.

In conclusion, I remain confident that staff within Health and Social Services have the commitment and innovation to meet the challenges ahead, and finally I would like to thank my Assistant Ministers, Deputies Judith Martin and Edward Noel for their hard work and support.

Deputy Anne Pryke
Minister for Health and Social Services

Health and Social Services

AIM:

Our aim is to improve the health and social well being of the population of Jersey through the provision of high quality services.

SUMMARY OF KEY OBJECTIVES AND KEY SUCCESS CRITERIA

Objective 1: Redesign of the health and social care system to deliver improved integration of health and social care for the island

Success criteria

- (i) Implementation of the Health Improvement Programmes which address established areas of need and have measurable targets. These include the alcohol and tobacco strategies;
- (ii) Implementation of a strategic “road map” to ensure safe and sustainable services delivered in the most appropriate setting;
- (i) Development of community based, long term conditions and disease management programmes;
- (ii) Development of community based preventative and support services based on evidence based, evaluated initiatives;
- (iii) In conjunction with the Social Security Department, implementation of mechanisms for the funding of long term care for the elderly in relation to providing for the ageing demographic;
- (iv) Development of the business case for the next phase of the Integrated Care Record Strategy;
- (vii) Implementation of a Dementia Strategy;
- (viii) Victims and alleged victims of abuse to be supported in leading more empowered lives by provision of a range of services including traumatic stress counselling;
- (ix) In conjunction with other agencies and States Departments, implementation of the Children and Young People’s Strategic Framework;
- (x) Further development of multi agency approaches for Looked After children with services benchmarked against best practice across the UK;
- (xi) Strengthening of safeguarding arrangements for vulnerable children and for adults with an emphasis on multi-agency ownership of risk and the development of agreed eligibility criteria and common assessment frameworks;
- (xii) Development and implementation of a workforce plan for Community and Social Services staff to anticipate and implement new ways of working across the community;
- (xiii) Working in tandem with Social Security colleagues, advance primary care governance, local regulation and the quality agenda according to commitments in P36/2010.

Strategic Plan Priority: 3, 6, 8, 9 and 11

Objective 2: Improved health and social outcomes by reducing the incidence of mortality, disease and injury in the population.

Success criteria

- (i) Increased life expectancy at birth in Jersey with particular emphasis on males;
- (ii) Reduced rate of islanders dying prematurely;
- (iii) Improved screening programmes to meet national standards;
- (iv) Implementation of a coordinated action plan for 2011-2016 to reduce suicide;
- (v) Development, implementation and maintenance of preventative and interventionist programmes related to tobacco, obesity, diet and exercise, alcohol and common mental illness;
- (vi) Maintenance of established high coverage rates for childhood immunisations;
- (vii) Improved Ambulance response times to category A calls.

Strategic Plan Priority: 11

Objective 3: Improved consumer experience of Health and Social Services.

Success criteria:

- (i) Improved consumer experience of health and social services as measured by independently validated surveys; outcomes to match or exceed comparable UK data;
- (ii) Improved management of complaints including trend analysis by theme and service;
- (iii) Service developments which take full account of patient and client need with the provision of appropriate care to meet assessed need;
- (iv) Year on year reduction of delayed discharges of patients from the General Hospital.

Strategic Plan Priority: 11

Objective 4: Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review savings target by 2013.

Success criteria:

- (i) Sustainable, efficient and cost effective services;
- (ii) Business Plans delivered within agreed Cash Limits;
- (iii) Financial balance achieved and total budget and spend profile consistent with forecast;
- (iv) Costs of each defined service area and relevant overheads identified, so that meaningful comparisons can be made year to year and with UK and other jurisdictions where appropriate;
- (v) Explicit link between budget prioritisation process and Strategic Plan Objectives demonstrated;
- (vi) Implemented action plans of the outcomes resulting from the in depth review of expenditure, to be undertaken as part of the Comprehensive Spending review;
- (vii) Staff developed to help them achieve their full potential.

Strategic Plan Priority: 1, 2, 3, 4 and 11

Objective 5: Promotion of a governance related culture through further development of the integrated corporate and clinical governance agenda with a clear emphasis on patient and client safety.

Success criteria

- (i) On going development of the Integrated Governance Committee so as to ensure effective governance arrangements across all areas of service, recognising the differing requirements relating to risk within the acute and community settings;
- (ii) Introduction of change and development through the timely implementation of clear and focussed recommendations identified through inspection, external review, serious case reviews and serious untoward incident reviews;
- (iii) Promoted implementation of national evidence-based guidance and standards;
- (iv) Continued implementation of a Risk Management Strategy for HSSD;
- (v) Continued development of an organisational culture which promotes a positive and open environment in which staff are empowered to make challenges to achieve service improvements ;
- (vi) Appropriate staffing levels to support safe and effective care;
- (vii) Further development of financial and management reporting systems including performance management;
- (viii) Improved outcomes for service users by the introduction of standardised systems for specific groups;
- (ix) Continued reduction in the number of hospital acquired infections;
- (x) In conjunction with Chief Minister's Department, undertake policy and legislation to progress compliance with the United Nations Convention for the Rights of the Child.

Strategic Plan Priority: 9 and 11

Health and Social Services

Net Revenue Expenditure - Service Analysis

2011 Net Revenue Expenditure	2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE	
	DEL £	AME £				£
+ Depreciation £						
Public Health Services						
2,212,900	Public Health Clinical Services	2,529,570	14,800	(725,670)	1,818,700	26.4
1,726,300	Public Health Strategies	2,173,700	9,300	(342,100)	1,840,900	26.8
Hospital Services						
25,894,600	Inpatients	30,506,400	156,600	(3,894,500)	26,768,500	470.4
14,132,000	Theatres	16,126,000	322,900	(1,212,700)	15,236,200	222.0
11,160,800	Women & Children	12,306,500	110,100	(1,289,400)	11,127,200	172.2
4,994,300	Unscheduled Care	6,689,600	53,700	(238,200)	6,505,100	162.5
18,922,000	Ambulatory Care	21,436,200	117,000	(1,156,200)	20,397,000	202.9
20,612,800	Clinical Support	23,072,000	1,427,100	(2,915,500)	21,583,600	274.5
4,156,700	Ambulance Emergency Services	4,405,800	213,300	(132,700)	4,486,400	56.9
Community & Social Services						
18,294,000	Older Peoples Services	24,305,430	51,200	(8,007,230)	16,349,400	354.8
25,153,600	Adults Services	27,876,600	53,700	(1,423,000)	26,507,300	350.0
16,438,600	Children's Services	14,788,800	34,700	(367,600)	14,455,900	250.9
6,332,600	Therapy Services	6,967,200	23,200	(267,200)	6,723,200	91.0
170,031,200	Net Revenue Expenditure	193,183,800	2,587,600	(21,972,000)	173,799,400	2,661.1
(2,392,000)	Less: Depreciation					
167,639,200	Reconciliation to Business Plan 2011					

Health and Social Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 Estimate+ Depreciation	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Public Health Services					
Objectives: To improve health outcomes by reducing the incidence of mortality, disease and injury in the population.					
Public Health Clinical Services		2,212,900	1,818,700	(394,200)	
		<p>The Public health clinical services budget has decreased by £-394k from the 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have reduced budget by -£259k due to the estimation of the primary care schemes to be recharged to the HIF.</p> <p>Changes in the proposed cash limit associated with 2012 amount to a decrease of £-72k through the introduction of a user pays scheme for smoking cessation services £-94k, and other changes in the budget amounting to £22k.</p> <p>Overhead has changed between the two years by £-63k because of the reduction in cash limit as a result of HIF income funding the FNHC contract for services.</p>			
Public Health Strategies		1,726,300	1,840,900	114,600	
		<p>The Public Health Strategies budget has increased by £115k from the 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have reduced the budget by £-127k as a result of changes to estimated CSR schemes.</p> <p>Changes in the proposed cash limit associated with 2012 have increased the budget by £188k, £200k for the bowel screening strategy and other changes in the budget £-12k.</p> <p>Overhead has changed between the two years by £53k</p>			
Total Public Health Services		3,939,200	3,659,600	(279,600)	
Hospital Services					
Objectives: To provide prompt diagnosis, effective treatment and rehabilitation for medical patients.					
Inpatients		25,894,600	26,768,500	873,900	
		<p>The Inpatients Service budget has increased by £874k from the 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have given rise to a reduction in budget of £-700k as a result of EAU growth being allocated to unscheduled care after service analysis revisions.</p> <p>Changes in the proposed cash limit associated with 2012 amount to a total increase of £876k. This investment has been allocated to increased capacity £439k following completion of the ICU capital programme (5.7FTE), growth of £211k relating to nursing pay terms & conditions, and consultant subspecialisation investment £351k. CSR agreed saving have been estimated to reduce the budget by £-110k, and other changes on the budget amount to £-15k.</p> <p>Overhead has changed between the two years by £698k largely due to a change in the estimated efficiency savings in hospital overhead budgets which were achieved in clinical support services.</p>			
Theatres		14,132,000	15,236,200	1,104,200	
		<p>The Theatres service budget has increased by £1,104k from the 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have increased budget by £451k, largely as a result of the estimation of the primary care schemes to be recharged to the HIF.</p> <p>Changes in the proposed cash limit associated with 2012 have increased budget by £349k; £100k for medical day unit capacity, £148k for increased usage in drugs, healthcare and other supplies and other increases in budget amounting to £101k.</p> <p>Overhead has changed between the two years by £305k largely due to a change in the estimated efficiency savings in hospital overhead budgets which were achieved in clinical support services.</p>			

Health and Social Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 Estimate+ Depreciation	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Women & Children		11,160,800	11,127,200	(33,600)	
		<p>The Women & Children service budget has decreased by £34k from the 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have increased the budget by £110k largely as a result of the estimation of the primary care schemes to be recharged to the HIF.</p> <p>Changes in the proposed cash limit associated with 2012 have increased budget by £249k; £143k for additional midwives (2.3FTE) following the implementation of the maternity capital programme, £37k for increased drugs usage, healthcare and other supplies and other increases in budget amounting to £69k.</p> <p>Overhead has changed between the two years by £-392k because of the reduction in costs as a result of the recharge of the FNHC contract to the HIF.</p>			
Unscheduled Care		4,994,300	6,505,100	1,510,800	
		<p>The Unscheduled Care Service budget has increased by £1,511k from the 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have increased budget by £1,450k as a result of EAU growth being allocated to unscheduled care from inpatients after service analysis revisions and the estimation of the primary care schemes to be recharged to the HIF.</p> <p>Changes in the proposed cash limit primarily associated with 2012 user pays schemes have reduced budget by £-76k.</p> <p>Overhead has changed between the two years by £138k largely due to a change in the estimated efficiency savings in hospital overhead budgets which were achieved in direct clinical support services.</p>			
Ambulatory Care		18,922,000	20,397,000	1,475,000	
		<p>The Ambulatory Care service budget has increased by £1,475k from the 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have increased budget by £158k largely as a result of estimation of the primary care schemes to be recharged to the HIF.</p> <p>Changes in the proposed cash limit associated with 2012 have increased the total budget by £394k; £335k for drugs usage, healthcare and other supplies, and other changes in budget amounting to £59k.</p> <p>Overhead has changed between the two years by £923k largely as a result of the investment in UK specialist treatments.</p>			
Clinical Support		20,612,800	21,583,600	970,800	
		<p>Clinical support budgets have increased by £971k from the 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have increased the total budget by £175k as a result of the estimation of the primary care schemes to be recharged to the HIF.</p> <p>Changes in the proposed cash limit associated with 2012 have increased budget by a total of £431k; £344k for increased drugs usage, healthcare and other supplies, £212k for increased depreciation and other changes £-125k.</p> <p>Overhead has changed between the two years by £365k largely due to a change in the estimated efficiency savings in hospital overhead budgets which were achieved through direct clinical support budgets.</p>			
Ambulance Emergency Services		4,156,700	4,486,400	329,700	
		<p>The Ambulance Emergency Services budget has increased by £330k from 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have given rise to an increase in budget of £171k as a result of ambulance staff pay terms & conditions.</p> <p>Changes in the proposed cash limit associated with 2012 amount to a decrease in budget of £-24k largely as a result of estimated agreed CSR savings.</p> <p>Overhead has changed between the two years by £183k largely due to changes in estimates in ambulance fuel and maintenance between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010).</p>			
Total Hospital Services		99,873,200	106,104,000	6,230,800	

Health and Social Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 Estimate+ Depreciation	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Community & Social Services					
<p>Objectives: To promote the independence of adults needing health and social care enabling them to live as safe, full and as normal a life as possible, in their own home wherever feasible.</p> <p>To maximise the social development of children within the most appropriate environment to meet their needs. To provide accessible and high quality Mental Health services based in the community whenever possible; and ensuring quality inpatient treatment and continuing care facilities for patients who require it.</p>					
Older Peoples Services		18,294,000	16,349,400	(1,944,600)	
<p>The Older Peoples Service budget has decreased by £-1,945k from 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have increased budgets by £337k as a result of the estimation of the primary care schemes to be recharged to HIF.</p> <p>Changes in the proposed cash limit associated with 2012 have increased budget by £402k; £286k due to investment in the care and management of older people (3.4 FTE) and other changes amounting to £116k.</p> <p>Overhead has changed between the two years by £-2,684k because of the reduction in cash limit as a result of HIF income funding the FNHC contract for services.</p>					
Adults Services		25,153,600	26,507,300	1,353,700	
<p>The Adults Service budget has increased by £855k from 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have resulted in a total increase in budget of £515k as a result of estimation of the primary care schemes to be recharged to HIF.</p> <p>Changes in the proposed cash limit associated with 2012 have resulted in an increase in budget of £411k; £383k for investment in under 65 placements and other changes in budget £28k.</p> <p>Overhead has changed between the two years by £-71k due to minor changes in apportionment methods.</p>					
Children's Services		16,438,600	14,455,900	(1,982,700)	
<p>The Children's Service budget has reduced by £-1,484k from 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have reduced the budget by £-1,613k following changes in the allocation of Williamson budgets to other operational support budgets.</p> <p>Changes in the proposed cash limit associated with 2012 have reduced the budget by a permanent transfer of budget of £-269k to Probation following the implementation of the Jersey Court Advisory Service. Proposed investments in the budget total £299k and relate to Williamson year 3 funding £234k, a transfer of budget of £116k (2FTE) from Home Affairs for additional responsibilities under the Sex Offenders Law, and other changes £-110k.</p> <p>Overhead has changed between the two years by £159k largely as a result of the Williamson training budgets being transferred to operational support areas.</p>					
Therapy Services		6,332,600	6,723,200	390,600	
<p>The therapy service budget has increased by £391k from 2011 net revenue expenditure service analysis.</p> <p>Changes between preparation of the 2011 net revenue expenditure service analysis (prepared May 2010) and detailed budget setting for 2011 (completed Dec 2010) have increased the budget by £269k as a result of determination of the primary care schemes to be recharged to the HIF.</p> <p>Changes in the proposed cash limit associated with 2012 amount to an increase in budget of £100k as a result of investment in staff and loan equipment.</p> <p>Overhead has changed between the two years by £21k.</p>					
Total Community & Social Services		66,218,800	64,035,800	(2,183,000)	
Total		170,031,200	173,799,400	3,768,200	

Health and Social Services

Net Expenditure - Operating Cost Statement

2011 Net Revenue Estimate		2012 Estimate
£		£
	Income	
(3,800)	Duties, Fees, Fines & Penalties	(3,800)
(465,300)	Sales of Goods	(365,800)
(12,383,300)	Sales of Services	(13,612,600)
-	Commission	-
(1,250,600)	Hire & Rental	(1,471,600)
-	Investment Income	-
(6,945,300)	Other Revenue	(6,518,200)
(21,048,300)	Total Income	(21,972,000)
	Expenditure	
1,076,600	Social Benefit Payments	1,099,100
126,464,000	Staff Costs	126,933,900
49,965,400	Supplies & Services	54,182,500
997,700	Admin Expenses	1,078,900
7,812,300	Premises & Maintenance	7,159,200
11,900	Operating Expenses	11,900
2,357,400	Grants and Subsidies Payments	2,686,100
2,200	Finance Costs	32,200
-	Financial Return	-
-	Pension Finance Costs	-
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
2,392,000	Depreciation	2,587,600
-	Contingency	-
191,079,500	Total Expenditure	195,771,400
170,031,200	Net Revenue Expenditure	173,799,400

Health and Social Services

Reconciliation of Net Revenue Expenditure

	2012 £
Prior Year Net Revenue Expenditure	167,639,200
Commitments in Base	
Williamson Funding	300,000
Reduction in HCAE recurrent funding	(290,000)
2% Growth Allocation	3,320,400
Additional Expenditure	
Non-staff Inflation	996,400
CSR Process - Part 2	
User Pays	
Patient Transport	(46,000)
Smoking cessation	(94,000)
A&E charging mechanism	(94,000)
Travel subsidies	(94,000)
Prescription charges	(78,000)
Non-urgent cosmetic procedures	(31,000)
Income generation initiatives	(31,000)
Insurable events	(32,000)
Portfolio of initiatives to be scoped in the Hospital	(130,000)
Savings	
Reduced cost of procurement of care services	(15,000)
Rationalisation of management posts (VR savings of £29,000 delivered in 2011)	(120,000)
Reduce energy consumption	(130,000)
Develop P2P procurement systems	(250,000)
Rationalise H&SS estates	(110,000)
Workforce efficiency review	(50,000)
Re-design special needs facilities	(50,000)
Appropriate use of A&E services	(50,000)
Review process pathways in the hospital to improve efficiency	(175,000)
Joint initiatives with Guernsey	(150,000)
Review SLAs with providers (UK & Jersey)	(150,000)
Redesign of respite services	(65,000)
Community and Social Services other initiatives	(100,000)
Resource Allocation	
Civil Partnerships	40,000
Loss of income due to reinstatement of Reciprocal Health Agreement	400,000
Nursing Terms & Conditions	800,000
Adjustments	
FSR - ERS 2% increase above cap	226,300
Departmental Transfers	
Williamson funding to Probation	(269,000)
HR Budget to Treasury and Resources	(22,500)
Sex Offenders/Child Protection funding from Home Affairs	116,000
Capital to Revenue Transfers	-
Depreciation	2,587,600
<hr/>	
Net Revenue Expenditure	173,799,400
Add: Depreciation	(2,587,600)
Net Revenue Expenditure (rec to financial forecast)	171,211,800

Note:

The 2012 cash limit includes the proposal that a further transfer of £6.131m will be transferred from the Health Insurance Fund

Home Affairs

Home Affairs

Minister's Introduction

The main areas of operation for the Home Affairs Department are:

- Home Affairs Executive
- States of Jersey Police
- Fire and Rescue Service
- Customs and Immigration Service
- Jersey Prison Service
- Jersey Field Squadron
- Superintendent Registrar
- Building a Safer Society

The Department continues to be committed to the delivery of core services in an efficient and effective manner. The Department is fully engaged in the Comprehensive Spending Review (CSR) process and, as for 2011, has reviewed service provision for 2012 rather than engaging in a pro rata savings reduction across all service areas.

CSR proposals for 2012 will deliver savings of £1,119,000 which, added to savings delivered in 2011, are equivalent to 4.3% of the Department's 2010 budget.

The key projects and issues for the Department in 2012 are as follows:

Home Affairs Executive

As part of the CSR process funds of £100,000 have been agreed for the establishment of a Police Authority. The States have adopted P192/2010 – Jersey Police Authority – Establishment, which agreed the principles that should apply to the establishment of a Police Authority in Jersey and to the roles to be played thereafter by the Minister for Home Affairs, the Police Authority and the Chief Officer of Police.

States of Jersey Police

In 2012, States of Jersey Police will continue working hard to deliver the effective policing services that have made the Island one of the safest places in the British Isles to live or visit. The key challenges we face in a period of increasing austerity will be to manage workforce change, further improve the performance and productivity of operational policing processes, build capacity and capability for the future and safeguard community trust.

It is expected that during 2012 significant progress will be made with the New Police Headquarters Project.

Fire and Rescue Service

The main areas of operation for the States of Jersey Fire and Rescue Service are Emergency Response, Fire Protection and Community Safety.

In 2012, the Service will implement a review of fire precautions legislation in order to improve regulatory fire safety standards in Jersey and remove existing loopholes. This will require amendments to the existing Fire Precautions (Jersey) Law 1977 and the creation of new regulations. These changes will also facilitate the introduction of fire safety 'user pays' charges in accordance with the CSR 'user pays' proposals in 2013.

Customs and Immigration

The key project and issue for the Service in 2012 is the second biometric passport project. It is possible that Guernsey and the Isle of Man Governments may consider that the more expensive option of on-Island production of passports may be more appropriate for their needs. Should it become necessary for Jersey to change its original decision for off-island production, both capital and revenue costs will increase.

Jersey Prison Service

Work has commenced on the next phase of the long-term capital Master Plan which includes a new visitor facility and staff training, dining and rest facilities.

The States have approved P67/2011 - Repatriation of Prisoners (Jersey) Law which will enable foreign prisoners to serve their sentence in their home country where appropriate. The implementation of this legislation has been one of my top priorities particularly as it supports the CSR savings measures.

Other service areas will continue to meet the Department's objectives during 2012.

Senator B Le Marquand
Minister for Home Affairs

Home Affairs

AIM:

We aim for a safe, just and equitable society, thus improving people's quality of life.

SUMMARY OF KEY OBJECTIVES AND KEY SUCCESS CRITERIA

Objective 1: Secure the capacity and capability required to deliver and sustain effective services for the purpose of protecting the public and keeping our community safe

Success criteria:

- (i) The maintenance of an adequate and efficient Police Force for the Island as prescribed by the Police Force (Jersey) Law, 1974, as amended;
- (ii) The maintenance of an adequate and efficient Fire and Rescue Service for the Island as prescribed by the Fire Service (Jersey) Law, 1959;
- (iii) The maintenance of an adequate and efficient Customs and Immigration Service for the Island as prescribed by the Customs and Excise (Jersey) Law, 1999;
- (iv) The maintenance of an adequate and efficient Prison Service for the Island as prescribed by the Prison (Jersey) Law, 1957.

Strategic Plan Priority: 2, 3 and 4

Objective 2: Protect the public and keep our community safe by providing a:

- (a) **Police Service which will work in partnership to:**
 - uphold the law firmly and fairly;
 - prevent crime;
 - pursue and bring to justice those who break the law;
 - keep the Queen's Peace;
 - protect, help and reassure the community;
 - implement a Policing Plan designed to address key policing priorities to protect and maintain community safety in 2012.
- (b) **Fire and Rescue Service which will work in partnership to:**
 - eliminate preventable fire casualties;
 - reduce the effect of fire;
 - respond effectively to emergency calls;
 - assist in safeguarding property and the environment.
- (c) **Customs and Immigration Service which will work in partnership to:**
 - protect Jersey from the threat of illegal immigration and the import/export of prohibited or restricted goods;
 - collect Customs and Excise duties, including import GST, while preventing loss of government revenue from fraud or evasion;
 - honour the Island's external Customs, Immigration, Passport and Nationality obligations.
- (d) **Prison Service which will work in partnership to:**
 - keep in custody those persons committed to the Prison by the Courts in a safe, decent and healthy environment;
 - reduce re-offending by providing constructive regimes for prisoners, which address offending behaviour and improve educational and work skills.

Success criteria:

- (i) Delivery of the performance targets set out in the States of Jersey Police Annual Policing Plan for 2012;
- (ii) Delivery of performance targets set out in the States of Jersey Fire and Rescue Service Integrated Risk Management Plan (IRMP);

- (iii) Delivery of the performance targets set out in the States of Jersey Customs and Immigration Service Annual Action Plan for 2012;
- (iv) Delivery of the performance targets set out in the States of Jersey Prison Service Annual Business Plan for 2012;
- (v) Delivery of the performance targets set out in the Strategic Priority 7 Action Plan.

Strategic Plan Priority: 7

Objective 3: Effective development and delivery of partnership arrangements to:

- ensure that the Island is as resilient as possible to threats to its security and way of life;
- help people feel secure in their homes and local communities by driving down levels of crime, anti-social behaviour and disorder, vulnerability and harm;
- support the efficient and effective delivery of justice.

Success criterion:

- (i) Delivery of the performance targets set out in the Strategic Priority 7 Action Plan.

Strategic Plan Priority: 7

Objective 4: Maintain Jersey's Defence Contribution to the United Kingdom

Success criterion:

- (i) A Royal Engineer Squadron prepared to deliver individual reinforcements or a formed group to support UK Operations.

Strategic Plan Priority: 7

Objective 5: Registration of all births, marriages, adoptions and deaths in Jersey

Success criterion:

- (i) A register of all births, marriages, adoptions and deaths in Jersey is maintained.

Strategic Plan Priority: 7

Objective 6: To ensure that staff and resources are managed so as to deliver high standards of performance and provide value for money.

Success criteria:

- (i) Deliver allocated Comprehensive Spending Review savings of £1.119m as agreed by the States;
- (ii) Sustainable, effective services;
- (iii) Business Plans delivered within agreed Cash Limits;
- (iv) Costs of each defined service area and relevant overheads identified, so that meaningful comparisons can be made year to year and with other jurisdictions;
- (v) Explicit link between budget prioritisation process and Strategic Plan objectives demonstrated;
- (vi) Staff developed to help them achieve their full potential.

Strategic Plan Priority: 3 and 4

Home Affairs

Net Revenue Expenditure - Service Analysis

2011 Net Revenue Expenditure	2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE	
	DEL £	AME £				£
+ Depreciation £						
	Home Affairs					
75,300	Explosives Officer / Explosives Licensing	76,800	-	76,800	-	
88,200	Statutory and Legislative Provisions	17,000	-	17,000	1.2	
99,700	Vetting and Barring Office	99,700	-	99,700	3.0	
125,000	Communications Data (Police and Customs)	125,000	-	125,000	-	
300,000	Criminal Injuries Compensation Scheme	300,000	-	300,000	-	
-	Police Authority	100,000	-	100,000	1.0	
-	Grants	67,500	-	67,500	-	
	Police					
11,403,100	Response and Reassurance Policing	11,437,800	120,800	(25,300)	11,533,300	151.5
4,465,700	Specialist Crime Investigation	4,353,000	-	(21,000)	4,332,000	63.3
1,352,100	Manage Offenders through Custody	1,431,200	-	(19,600)	1,411,600	12.0
1,929,300	Supporting the Criminal Justice System	1,818,600	-	(31,500)	1,787,100	33.5
1,624,200	Manage Intelligence	1,609,500	-	(19,400)	1,590,100	30.8
2,130,900	Financial Crime Investigation	1,865,900	-	(19,600)	1,846,300	37.4
1,523,500	National Security Policing	1,590,300	-	(19,600)	1,570,700	20.3
	Fire and Rescue					
4,612,500	Emergency Response	4,353,500	211,600	(22,100)	4,543,000	67.5
373,300	Fire Protection	427,600	-	(18,800)	408,800	7.0
221,500	Community Safety	259,500	-	(12,000)	247,500	4.0
	Customs and Immigration					
980,800	Revenue Collection	1,071,700	-	-	1,071,700	14.0
4,695,900	Enforcement	4,539,600	142,200	(15,000)	4,666,800	54.9
123,400	External Obligations	1,196,800	-	(1,082,000)	114,800	13.6
	HM Prison					
7,777,200	Residential Accommodation	8,061,000	103,600	-	8,164,600	129.1
1,137,400	Prisoner Activity	1,403,500	-	(285,000)	1,118,500	18.5
2,146,500	Operations and Administration	1,807,900	-	(110,000)	1,697,900	26.5
477,200	Building a Safer Society	418,800	-	-	418,800	1.5
	Jersey Field Squadron					
1,066,600	UK Defence	1,067,500	13,400	-	1,080,900	5.0
40,000	Uniformed Youth Organisations	-	-	-	-	-
49,700	IMLO and Careers Office	9,000	1,800	-	10,800	-
156,300	Superintendent Registrar	263,400	-	(95,000)	168,400	3.5
48,975,300	Net Revenue Expenditure	49,772,100	593,400	(1,795,900)	48,569,600	699.1
(642,600)	Less: Depreciation					
48,332,700	Reconciliation to Business Plan 2011					

Home Affairs

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Home Affairs					
Explosives Officer / Explosives Licensing Bomb disposal and explosives licensing contracted out.	1	75,300	76,800	1,500	
Statutory and Legislative Provisions Police Complaints Authority and new Legislation.	1	88,200	17,000	(71,200)	Transfer of Sex Offenders Legislation funding to the Children's Service and Probation Service
Vetting and Barring Office To facilitate access to the UK Criminal Records Bureau.	3	99,700	99,700	-	
Communications Data (Police and Customs) Revenue costs associated with the Regulation of Investigatory Powers (Jersey) Law.	2	125,000	125,000	-	
Criminal Injuries Compensation Scheme	1	300,000	300,000	-	
Police Authority Provision for revenue costs of new Police Authority.	2(a)	-	100,000	100,000	CSR growth funding
Grants Provide grants to Uniformed Youth Organisations and other Organisations.A27	3	-	67,500	67,500	Grants to Uniformed Youth Organisations moved from Jersey Field Squadron
Police					
Response and Reassurance Policing This service area covers a broad range of essential policing activity and is provided over a 24-hour period, 365 days a year. The main functions are: Maintain as high a uniformed police presence as possible in areas and at times where they will be most effective. Receive and respond to calls for assistance from the public. Investigate crime and detect offenders and provide a range of other services including missing person enquiries and sudden death investigations. Provide public liaison, information and advice. Record details of offences and offenders on police systems.	2(a)	11,403,100	11,533,300	130,200	CSR Savings - reduction in direct and indirect costs including: staff posts, Police Officer overtime, FME costs, training and travel costs. Budgets have been redistributed to meet operational requirements
Specialist Crime Investigation To provide specialist detective and forensic investigation services, with particular emphasis on serious and serial offences and crimes requiring specialist knowledge and training such as child protection.	2(a)	4,465,700	4,332,000	(133,700)	CSR Savings - reduction in direct and indirect costs including: staff posts, Police Officer overtime, FME costs, training and travel costs. Budgets have been redistributed to meet operational requirements
Manage Offenders through Custody Provide an independent check that a detained person's rights have been observed at the time of arrest, provide for their welfare whilst in detention and facilitate in accordance with their human rights.	2(a)	1,352,100	1,411,600	59,500	CSR Savings - reduction in direct and indirect costs including: staff posts, Police Officer overtime, FME costs, training and travel costs. Budgets have been redistributed to meet operational requirements
Supporting the Criminal Justice System Process case files from the point of charge or report to court or parish hall enquiry, arrange disclosure of evidence, warn witnesses, notify victims of court dates and results and process prosecution information on national and local police systems. Maintain records in respect of offences committed in Jersey, liaise with UK and international criminal record agencies and carry out vetting and security checks on behalf of other agencies.	2(a)	1,929,300	1,787,100	(142,200)	CSR Savings - reduction in direct and indirect costs including: staff posts, Police Officer overtime, FME costs, training and travel costs. Budgets have been redistributed to meet operational requirements

Home Affairs

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Manage Intelligence Develop sources of intelligence and collate and analyse information to inform operational policing and ensure compliance with Regulation of Investigatory Powers legislation.	2(a)	1,624,200	1,590,100	(34,100)	CSR Savings - reduction in direct and indirect costs including: staff posts, Police Officer overtime, FME costs, training and travel costs. Budgets have been redistributed to meet operational requirements
Financial Crime Investigation Enforce local legislation and comply with internationally agreed standards designed to prevent laundering of money associated with crime, drugs and terrorism.	2(a)	2,130,900	1,846,300	(284,600)	CSR Savings - reduction in direct and indirect costs including: staff posts, Police Officer overtime, FME costs, training and travel costs. Budgets have been redistributed to meet operational requirements
National Security Policing Protect Jersey's security and fulfil international security obligations with particular emphasis on monitoring movements in and out of the United Kingdom to identify the activity of persons of interest to the local and international intelligence community.	2(a)	1,523,500	1,570,700	47,200	CSR Savings - reduction in direct and indirect costs including: staff posts, Police Officer overtime, FME costs, training and travel costs. Budgets have been redistributed to meet operational requirements
Fire and Rescue					
Emergency Response Provides an effective 24/7 emergency response to a wide range of fires and other emergency incidents including road traffic collisions, inshore sea rescues and off-shore maritime incidents, cliff/height rescues, animal rescues, hazardous material/ environmental pollution incidents. Also responsible for tactical planning and fleet management.	2(b)	4,612,500	4,543,000	(69,500)	CSR Savings - reduction in staff and non-staff costs
Fire Protection Technical Fire Safety Managers provide fire safety and engineering advice and carry out inspections/enforcement under various fire related legislation. This ensures that buildings are designed and maintained as fire safe so that people are protected in premises should a fire occur.	2(b)	373,300	408,800	35,500	
Community Safety Involves delivering community safety education and awareness to the public to prevent fire and other emergency incidents occurring in the first place. Home Fire Safety Checks are used to specifically reduce fire risks in dwellings. Working in partnership with Jersey Council for Safety and Health at Work to deliver Fire Safety Awareness Courses to local employees and managers.	3	221,500	247,500	26,000	
Customs and Immigration					
Revenue Collection Maintain the efficient and effective collection and management of the Customs and Excise revenues.	2(c)	980,800	1,071,700	90,900	
Enforcement Detect, deter and investigate the smuggling of prohibited, restricted and dutiable goods. Maintain effective immigration controls on behalf of the Island	2(c)	4,695,900	4,666,800	(29,100)	
External Obligations Safeguard the Island's constitutional position and reputation by ensuring compliance with international requirements. Manage allocation of Passports, British Citizenship applications and legalisation of documents.	2(c)	123,400	114,800	(8,600)	
HM Prison					
Residential Accommodation Provide accommodation, facilities and care for prisoners.	2(d)	7,777,200	8,164,600	387,400	CSR savings and reallocation of staff budget to reflect new Prison Officer grade
Prisoner Activity Prisoner regimes.	2(d)	1,137,400	1,118,500	(18,900)	

Home Affairs

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Operations and Administration Provide operational and administrative support.	2(d)	2,146,500	1,697,900	(448,600)	CSR Savings and reallocation of staff budget to reflect new Prison Officer grade
Building a Safer Society					
Provides a multi-agency, multi-project approach to reducing the harm associated with criminal and anti-social behaviour.	3	477,200	418,800	(58,400)	CSR Saving - staff reduction
Jersey Field Squadron					
UK Defence A trained unit capable of contributing to the UK Defence Policy.	4	1,066,600	1,080,900	14,300	
Uniformed Youth Organisations Provide grants to CCF, ATC, Army Cadets and Sea Cadets.	4	40,000	-	(40,000)	Grants to Uniformed Youth Organisations moved to Home Affairs
IMLO and Careers Office Provide IMLO with office space which is also utilised by UK service recruiting agents.	4	49,700	10,800	(38,900)	CSR Saving - staff reduction
Superintendent Registrar					
Performance of marriage ceremonies. Registration of all births, deaths, adoptions and marriages in the Island. Provide family history research facilities.	5	156,300	168,400	12,100	
Total		48,975,300	48,569,600	(405,700)	

Home Affairs

Net Expenditure - Operating Cost Statement

2011 Net Revenue Expenditure		2012 Estimate
£		£
	Income	
(1,087,700)	Duties, Fees, Fines & Penalties	(1,102,600)
(83,000)	Sales of Goods	(281,000)
(400,800)	Sales of Services	(380,300)
-	Commission	-
(124,200)	Hire & Rentals	-
-	Investment Income	-
(11,000)	Other Revenue	(32,000)
(1,706,700)	Total Income	(1,795,900)
	Expenditure	
	Social Benefit Payments	-
40,210,800	Staff Costs	39,934,700
5,274,000	Supplies and Services	5,168,600
1,411,700	Administrative Expenses	1,353,500
2,786,900	Premises and Maintenance	2,888,800
277,100	Operating Expenses	299,000
75,900	Grants and Subsidies Payments	117,500
3,000	Finance Costs	10,000
-	Financial Return	-
-	Pension Finance Costs	-
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
642,600	Depreciation	593,400
-	Contingency	-
50,682,000	Total Expenditure	50,365,500
48,975,300	Net Revenue Expenditure	48,569,600

Home Affairs

Reconciliation of Net Revenue Expenditure

	2012
	£
Prior Year Net Revenue Expenditure	48,332,700
Additional Expenditure	
Non-Staff Inflation	228,800
CSR Process - Part 2	
Savings	
Police: staff and non-staff savings - changes to internal services and process	(647,000)
Fire and Rescue: Reduction in staff and non-staff expenditure, renegotiation of pay-scales for fire-fighters	(54,000)
Prison: Create a new Prison officer grade, reduce prison population by way of repatriation and closing the YOI (VR saving of £9,000 delivered in 2011)	(258,000)
Prison: Reduction in breadth of prisoner activity and education, review education and skills following a reduction in prison population	(45,000)
Changes in Prison working practices	(30,000)
BaSS: Reduce staff for Building a Safer Society initiative (VR saving delivered in 2011)	(46,000)
Jersey Field Squadron: Reduce IMLO provision	(39,000)
Growth	
Establishment of a Police Authority	100,000
Filling of essential vacancies	320,000
Sex Offenders Legislation - Additional staff for Probation and Children's Service	184,000
Sex Offenders Legislation - Court and Case costs	700,000
Adjustments	
FSR - ERS 2% increase above cap	93,700
Departmental Transfers	
Sex Offenders Legislation funding to Judicial Greffe	(700,000)
Sex Offenders Legislation funding to Probation and Children's Service	(70,000)
Sex Offenders Legislation funding to Probation and Children's Service	(184,000)
Capital to Revenue Transfers	
Vehicle Replacement	90,000
Depreciation	593,400
<hr/>	
Net Revenue Expenditure	48,569,600
Less: Depreciation	(593,400)
Net Revenue Expenditure (rec to financial forecast)	47,976,200

Housing

Housing

Minister's Introduction

The aim of the Housing Department is to ensure that long-term, sustainable and affordable housing is provided to meet the needs of all residents.

The key projects and issues for the Department in 2012 are as follows:

1. Setting out the manner in which social housing in Jersey will be provided in the future

2011 saw the implementation of the Housing Transformation Programme a very significant piece of work aimed at meeting the challenges presented by Professor Christine Whitehead OBE in her 2009 Review of Social Housing.

The White Paper setting out my proposals for meeting the challenge was published in September 2011 and at least the early part of 2012 will be occupied by reviewing the outcome of the consultation process and preparing a Report & Proposition for presentation to the States.

That Report & Proposition will set out a number of new policy directions, amongst them:-

- The creation of a Strategic Housing Authority within the States
- The creation of a new regulatory framework for the social housing sector
- The formulation of a new rental policy for the social housing sector
- Proposals to put the financing of social housing on a sustainable footing in the long term
- The introduction of an Affordable Housing Gateway as the single point of access and assessment for social rented housing and low cost home ownership schemes
- Separating the management of the States owned social rented stock from the strategic housing functions through the creation of a new wholly States owned social housing management organisation

2. Greater clarity about the level of need for affordable homes

The Housing Department leads on States Strategic Plan Aim 14 'Adequately House the Population' and will, in delivering on this vitally important objective, work increasingly closely with colleagues at the Planning Department, Treasury & Resources, Population Office and the Law Officers' Department.

It has been identified that one barrier to good land use policy is the lack of regular and robust data on housing needs. The Affordable Housing Gateway being developed within the Housing Transformation Programme will be a vital step in obtaining this data and will help us ensure that our valuable social housing assets are utilised to house those in most need. Consultation on the Gateway proposals has gone well, particularly so with our Housing Trusts who have been open to the proposed change. I am grateful for their continued support and assistance which I hope will aid in bringing the Gateway into being early in 2012.

3. Continued upgrading of the existing stock

The Department continues to make improvements to the existing States owned social rented stock. These improvements have only been possible with some asset sales. The rate of those sales has slowed as activity in the housing market has declined. Whilst I am sure that a small number of sales will be highly desirable and necessary each year if we are to continue with the refurbishment programme, I would like to see us relying less on asset sales and through our work on the transformation programme, identifying alternative means of funding.

In 2011 we started work on the refurbishments of three key estates at Clos Gosset, Pomme D'Or Farm, Jardin des Carreaux and the lift replacements at La Collette Flats, improving the homes of a total of 275 tenants.

4. An excellent partnership between the Department and its tenants

Engagement with tenants has never been more important in my view and members of our Tenants Forum have been key stakeholders in the Housing Transformation Programme. I have been impressed by their commitment to the Department and the role that they play in challenging and scrutinising policy in development.

As the Department progresses towards transformation there is a real opportunity for tenants and in particular the Forum to play a key role in that process and in the long term management of the new organisation.

I am exceptionally proud of everything that we are doing at Housing, and in particular the transformation programme. That is not to say that I am any less proud of the service which is provided day in and day out to customers and those who find themselves in need of housing.

In the next 12 months I will bring proposals to the States regarding the long term provision of housing in our Island. There will be difficult decisions that must be made if we are to ensure that the Social Housing sector continues to provide the valuable service that our community needs.

**Deputy Andrew Green MBE
Minister for Housing**

Housing

AIM:

To ensure that long-term, sustainable and affordable housing is provided to meet the needs of all residents

SUMMARY OF KEY OBJECTIVES AND KEY SUCCESS CRITERIA

Objective 1: Management of the States owned social rental stock

Success criteria:

- (i) The stock managed so that;
 - plans remain on track for all States owned social rented properties to comply with the Jersey Standard for social housing;
 - income is maximised to enable maintenance and refurbishment of the stock, into the future;
 - the portfolio is improved to ensure that it meets the changing needs of the community, particularly in relation to homes designed to meet the needs of an ageing population;
 - the annual planned maintenance programme is reviewed in light of the updated condition survey information;
 - continuous improvement in the management of health and safety can be demonstrated;
 - sufficient assets are disposed of to provide capital to bridge the funding gap in the refurbishment programme.
- (ii) Mechanisms are introduced in partnership with the Treasury & Resources Department to allow borrowing to aid the development of new affordable homes.

Strategic Plan Priority: 6, 9, 10 and 14

Objective 2: Demand for affordable housing is assessed to inform decisions on land usage

Success criteria:

- (i) The Affordable Housing Gateway managed and further developed;
 - as the single access point for all affordable housing applications;
 - with outputs monitored and reported regularly to the Planning Department and Population Office as part of a joint approach to meeting housing needs;
 - to allow the allocations policy to be widened making access to social housing more equitable.

Strategic Plan Priority: 8, 9 and 14

Objective 3: The manner in which social housing is to be provided is defined

Success criteria:

- (i) The States debate the future provision of social housing and decide:-
 - how best to provide the required States Strategic Housing Policy function within existing or new Ministerial portfolios to allow;
 - the Affordable Housing Gateway to be adopted as the single point of access for the allocation of all social housing;
 - effective prioritisation of resources available to the sector.
 - on the future status and organisational structure of the Housing Department and its staff;
 - how best to establish a robust and sustainable financial framework for the long term funding of social housing;
 - on the appropriate form of regulation for the social housing sector;
 - on an appropriate social housing rent policy.

Strategic Plan Priority: 3, 4, 9, and 14

Objective 4: Excellent partnership between the Department and its customers

Success criteria:

- (i) Actively engage and consult with tenants so that they are increasingly involved in making decisions which affect them;
- (ii) Offer opportunities for tenant empowerment through the development of partnership initiatives;
- (iii) Improve and enhance services by seeking out and acting upon customer feedback.

Strategic Plan Priority: 8 and 9

Objective 5: Staff and resources managed to improve performance and provide value for money.

Success criteria:

- (i) Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review;
- (ii) Sustainable, efficient low cost services;
- (iii) Business Plan delivered within agreed cash limits;
- (iv) Value for money pursued, driving efficiency through setting individual and team targets, together with personal development plans, all of which will be reviewed regularly by the continuation of the appraisal process;
- (v) Continuous improvement achieved through business process review to ensure efficiency and value for money and allow for benchmarking performance against other social housing providers;
- (vi) Further develop the departmental risk management strategy demonstrating the link between high level strategic and operational risks;
- (vii) The health, safety and welfare of staff, contractors, tenants and the public protected by the management of good health & safety standards and procedures.

Strategic Plan Priority: 1, 2, 3 and 4

Housing

Net Revenue Expenditure - Service Analysis

2011 Net Revenue Expenditure	2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE	
	DEL £	AME £				£
	Estate Services					
17,569,861	Planned Maintenance	7,705,300	10,645,600	(40,000)	18,310,900	12.0
883,800	Operations	2,960,700		(2,049,600)	911,100	0.0
1,318,200	Void Refurbishment	1,139,300		-	1,139,300	1.3
2,175,600	Response Repairs	2,053,200		-	2,053,200	4.0
	Tenant Services					
482,300	Assisted Living	575,700		(5,000)	570,700	5.3
217,400	Tenant Participation	32,400		-	32,400	0.0
759,500	Sales & Lettings	791,700		-	791,700	9.3
	Finance Services					
(34,552,600)	Rent & Fee Collection	1,054,000		(38,775,200)	(37,721,200)	11.7
(11,145,939)	Net Revenue Expenditure	16,312,300	10,645,600	(40,869,800)	(13,911,900)	43.6
(9,782,561)	Less: Depreciation					
(20,928,500)	Reconciliation to Business Plan 2011					

Housing

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Estate Services					
Planned Maintenance Provision of a property maintenance programme to sustain the longevity of the Housing stock in addition to meeting the current needs of tenants. The programme includes areas such as planned and cyclical maintenance, as well as grounds maintenance and cleaning of the estates. From 2012 depreciation on property is also shown in this service line.	1	17,569,861	18,310,900	741,039	The increase in this service area arises from increased depreciation charges.
Operations Efficient and effective provision of key services to tenants including: provision of utilities, rates, insurance and car parking.	1	883,800	911,100	27,300	The increase in costs is the net effect of changes in market costs and recharges of utilities and the impact of the heating change programme.
Voids Refurbishment The management and refurbishment of vacant properties to maintain the standard of accommodation available.	1	1,318,200	1,139,300	(178,900)	CSR savings proposals.
Response Repairs Emergency and reactive repairs to Housing properties.	1	2,175,600	2,053,200	(122,400)	CSR savings proposals.
Tenant Services					
Assisted Living Coordination of the Supported Housing Group and the direct provision of assisted living services and the provision of medical adaptations for States Tenants.	1	482,300	570,700	88,400	There is an increase in the Medical Adaptations budget and the remainder is the effect of change in allocation of overheads following changes in departmental staff.
Tenant Participation Engaging tenants in the management of their homes.	4	217,400	32,400	(185,000)	CSR savings proposals and a reduction in overhead allocation.
Sales & Letting Management of the States rental waiting and transfer lists and allocation of void units to ensure equitable treatment for all. Dedicated team to manage and promote the sale of properties under the Social Housing Property Plan.	1, 2	759,500	791,700	32,200	Reduction in costs of legal fees and building repair costs and increase in overhead allocation following changes in Departmental staff.
Finance Services					
Financial Management, Rent and Fee Collection Management of the rent and fee collection process to ensure that income is maximised across the department thus enabling monies to be reinvested in the maintenance programme. In addition, dealing with complaints of anti-social behaviour and other tenancy enforcement activities.	5	(34,552,600)	(37,721,200)	(3,168,600)	The increase in income arises from annual rent increases, additional rental income from new properties at Le Squez and Salisbury Crescent and changes in rentals following refurbishment.
Total		(11,145,939)	(13,911,900)	(2,765,961)	

Housing

Net Expenditure - Operating Cost Statement

2011 Net Revenue Expenditure		2012 Estimate
£		£
	Income	
	- Duties, Fees, Fines & Penalties	-
	- Sales of Goods	-
(2,112,900)	Sale of Services	(1,741,500)
	- Commission	-
(36,020,100)	Hire & Rentals	(39,073,300)
	- Investment Income	-
(50,300)	Other Revenue	(55,000)
(38,183,300)	Total Income	(40,869,800)
	Expenditure	
	- Social Benefit Payments	-
2,657,800	Staff Costs	2,644,900
648,700	Supplies & Services	628,100
96,200	Admin Expenses	62,100
13,691,400	Premises & Maintenance	12,831,200
71,300	Other Operating Expenses	61,900
20,000	Grants and Subsidies Payments	14,700
69,400	Finance Costs	69,400
	- Financial Return	-
	- Pension Finance Costs	-
	- Foreign Exchange (Gain)/Loss	-
	- Asset Disposal (Gain)/Loss	-
9,782,561	Depreciation	10,645,600
	- Contingency	-
27,037,361	Total Expenditure	26,957,900
(11,145,939)	Net Revenue Expenditure	(13,911,900)

Housing

Reconciliation of Net Revenue Expenditure

	2012 £
Prior Year Net Revenue Expenditure	(20,928,500)
Additional Expenditure	
Non-staff Inflation	295,700
Rent Increase	(978,800)
CSR Process - Part 2	
User Pays	
Increased parking income from letting out more spaces.	(30,000)
Savings	
Reduction in servicing of wet heating systems through the conversion to electrical systems	(76,000)
Offer properties to capable applicants with limited decoration vouchers. Maintain refurbishment levels for vulnerable customers only.	(100,000)
Reduction in heating repair calls following roll out of electric heating systems.	(100,000)
Deliver Tenant Participation across the department rather than through specific Community Development Officers (VR savings delivered in 2011)	(103,300)
Reorganise team to replace Operations Supervisor and Facilities Supervisor. Spread remaining work across existing Maintenance Team. (VR savings delivered in 2011)	(76,300)
Reduction in general overheads.	(7,200)
Reduce staff in Compliance. (VR savings delivered in 2011)	(41,300)
Manage Property Owners' Associations internally rather than through an agent. (delivered in 2011)	(27,900)
Remove grant to 'Prison? Me? No Way!'	(15,000)
Reduce Community News to 2 Issues per annum. (saving delivered in 2011)	(9,000)
Remove need for Housing to rent office space at the Bridge Family Centre (saving delivered in 2011)	(6,000)
Adjustments	
FSR - ERS 2% increase above cap	6,000
Departmental Transfers	
Crisis properties from Jersey Property Holdings	9,100
Capital to Revenue Transfers	
Social Housing Programme - Maintenance Backlog	(2,369,000)
Depreciation	10,645,600
Net Revenue Expenditure	(13,911,900)
Less: Depreciation	(10,645,600)
Net Revenue Expenditure (rec to financial forecast)	(24,557,500)

Social Security

Social Security

Minister's Introduction

The Social Security Department helps people to achieve and maintain financial independence and provides benefits to protect those least able to support themselves. The Department does this by:

- Providing contributory schemes to enable people to save for pensions in old age and income during illness;
- Administering Income Support as the Island's financial safety net;
- Helping employers and employees to work well together for their mutual benefit and economy of the Island; and
- Planning for an ageing population.

The key initiatives and issues for the Department in 2012 are:

Economic Situation

- Continue to provide benefits to support those suffering the financial impact of the difficult economic times and provide assistance and support to help them return to the workplace
- Implement the findings of the Income Support review to ensure that the benefit structure encourages employment and claimants can clearly identify that they are better off in work.
- As part of the Skills Executive develop further measures to provide local residents with the best skills and experience possible to ensure that they are well placed to make the most of job opportunities as they become available.
- Play a full part in the Comprehensive Spending Review

Ageing Population:

- Continue to work towards the introduction of a statutory Long-Term Care Benefit, which will protect people from the high costs often associated with long-term care. Contributions paid into a new Fund will also provide support for care in the home and will establish a sustainable funding mechanism to ensure that the increasing costs arising from an ageing population can be met in the future.
- Communicate the increase in pension age agreed by the States to ensure widespread understanding of the changes well in advance of 2020.
- Begin to develop plans for both legislative and non-legislative steps to engender a shift in attitudes towards more flexible working, working later in life, the employment of more experienced workers and to encourage saving for retirement.
- Review the support currently provided through the Island's benefit system to those unable to work because of ill-health and identify any changes necessary to ensure that they continue to be supported appropriately.
- Upon receipt of the latest Actuary's Review, consider options to safeguard the sustainability of the old age pension through increases to contribution rates in the next five to ten years.

Fiscal Strategy

- Implement changes to the Social Security contribution system arising from the proposals of the Fiscal Strategy Review.

Employment Reform

- Implement the statutory Insolvency Benefit to protect workers following the insolvency of their employer.
- Seek States approval for family friendly employment legislation.

**Deputy I. Gorst
Minister for Social Security**

Social Security

AIM

Help people to achieve and maintain financial independence and provide social benefits to protect those unable to support themselves

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: Support people to achieve and maintain an acceptable standard of living.

Success criteria:

- (i) Maintain and administer existing contributory benefits;
- (ii) Maintain and administer the Income Support scheme and other tax funded benefits;
- (iii) Implement findings from the review of Income Support;
- (iv) Maintain and adapt systems of support to help individuals returning to or remaining in work in line with economic conditions
- (v) As part of the Fiscal Strategy Review implement the increase in Social Security contributions and develop further proposals in this area:
- (vi) Assist in the implementation of the Health & Social Services Healthcare Strategy, including an affordable and sustainable approach to primary healthcare funding;
- (vii) Play a full role in the ongoing work of the Skills Executive.

Strategic Plan Priority: 1, 4, 8, 9 and 11

Objective 2: Help employers and employees to work well together for their mutual benefit and the economy of the Island

Success criteria:

- (i) Promote good employment practice and good employee relations;
- (ii) Gain approval for the statutory insolvency scheme and publish relevant guidance;
- (iii) Continue to develop legislation for maternity and parental leave, flexible working and family-friendly legislation;

Strategic Plan Priority: 1 and 8

Objective 3: Plan for an ageing population

Success criteria:

- (i) Finalise legislation and work towards the implementation in 2013 of a long-term care funding scheme;

Strategic Plan Priority: 2, 4, 6 and 9

Objective 4: Maintain an efficient and cost effective benefit administration.

Success criteria:

- (i) Be a customer focused organisation
- (ii) Take active steps to deter and detect fraud and abuse within the benefits system;

Strategic Plan Priority: 3, 5, 6 and 8

Objective 5: Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review savings target

Success criteria:

- (i) Sustainable, effective low cost services
- (ii) Business Plans delivered within agreed cash limits

Strategic Plan Priority: 1, 2, 3 and 4

Social Security

Net Revenue Expenditure - Service Analysis

2011 Net Revenue Expenditure + Depreciation Restated £		2012 Gross Revenue Expenditure		2012 Income £	2012 Net Revenue Expenditure £	2012 FTE
		DEL £	AME £			
65,348,400	States Contribution to Social Security Fund	-	61,150,000	-	61,150,000	
521,800	Health and Safety at Work	539,800	-	-	539,800	
3,229,900	Employment Services	2,623,800	-	-	2,623,800	
709,700	Employment Relations	471,500	-	-	471,500	
2,212,131	Invalid Care Allowance	-	2,182,300	-	2,182,300	
58,000	Child Care Support	-	50,000	-	50,000	
93,000	Dental Benefit Scheme	-	94,700	-	94,700	
47,500	Social Fund	50,000	-	-	50,000	
325,000	Jersey 65+ Health Plan	-	306,500	-	306,500	
17,100	Non Contributory Death Grants	-	17,500	-	17,500	
1,316,500	Christmas Bonus	-	1,369,000	-	1,369,000	
224,025	TV Licence 75+	-	235,000	-	235,000	
385,600	Food Costs Bonus	-	750,500	-	750,500	
89,224,300	Income Support	-	92,825,000	-	92,825,000	
2,133,600	Staff Costs	1,937,400	-	-	1,937,400	67.5
1,004,444	Other Administration Costs	1,102,800	-	-	1,102,800	
3,046,000	Contingency	-	1,128,800	-	1,128,800	
0	Social Security & Health Funds payroll	3,656,400	-	(3,656,400)	-	
169,897,000	Net Revenue Expenditure	10,381,700	160,109,300	(3,656,400)	166,834,600	67.5
-	Less: Depreciation					
169,897,000	Reconciliation to Business Plan					

Reconciliation to Business Plan 2011

2011 Net Revenue Expenditure + Depreciation Business Plan £		2011 Net Revenue Expenditure Movements £	2011 Net Revenue Expenditure + Depreciation Restated £
66,616,000	States Contribution to Social Security Fund	(1,267,600)	65,348,400
484,200	Health and Safety at Work	37,600	521,800
2,639,500	Employment Services	590,400	3,229,900
559,600	Employment Relations	150,100	709,700
2,212,131	Invalid Care Allowance	0	2,212,131
54,000	Child Care Support	4,000	58,000
95,000	Dental Benefit Scheme	(2,000)	93,000
47,500	Social Fund	0	47,500
325,000	Jersey 65+ Health Plan	0	325,000
14,500	Non Contributory Death Grants	2,600	17,100
1,445,368	Christmas Bonus	(128,868)	1,316,500
224,025	TV Licence 75+	0	224,025
309,800	Food Costs Bonus	75,800	385,600
97,015,844	Income Support	(7,791,544)	89,224,300
2,282,232	Staff Costs	(148,632)	2,133,600
743,668	Other Administration Costs	260,776	1,004,444
	Contingency	3,046,000	3,046,000
175,068,368	Net Movement from 2011 Business Plan	(5,171,368)	169,897,000
808,132	Impact of FSR Proposals in 2011 Budget	(808,132)	-
175,876,500	Non Recurring Underspend 2011	(5,979,500)	169,897,000

Social Security

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 (Restated) + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Supplementation					
States Supplementation to Social Security Fund		65,348,400	61,150,000	(4,198,400)	Decrease in line with P110/2011 where certainty has been proposed and this amount has been stated in the law
States Supplementation to Social Security Fund - Contingency		1,307,000		(1,307,000)	Contingency removed as supplementation has been made certain for this year.
Employment Services					
Health and Safety at work		521,800	539,800	18,000	
Employment Services (including Jersey Employment Trust)		3,229,900	2,623,800	(606,100)	Removal of funding for Enhanced Workzone (£500k)
Employment Relations		709,700	471,500	(238,200)	Removal of funding for temporary insolvency scheme as legislation will come into force during 2012 to manage this through the Social Security Fund (£100k) Reduction in budget of £168k as Jersey Employment Tribunal responsibility has been passed to the States Greiffe.
Benefits					
Invalid Care Allowance		2,212,131	2,182,300	(29,831)	Reduction in numbers based on historic trends
Child Care Support Scheme		58,000	50,000	(8,000)	Reduction in spend to reflect actuals costs incurred
Dental Benefit Scheme		93,000	94,700	1,700	
Social Fund		47,500	50,000	2,500	
Jersey 65+ Health Plan		325,000	306,500	(18,500)	Revision to budget to reflect actual trends
Non Contributory Death Grants		17,100	17,500	400	
Christmas Bonus		1,316,500	1,369,000	52,500	Increase in costs to reflect anticipated net increase in claimants at the rate set by P43/2011 of £80.
TV Licence 75+		224,025	235,000	10,975	Increase in costs to reflect anticipated net increase in claimants and the annual increase in the cost of a TV licence
Food Costs Bonus		385,600	750,500	364,900	Planned increase of £300k to enable payment of cold weather payments and increasing GST bonus for full year effect of GST rate increase to 5% in 2011.
Income Support					
Income Support		89,224,300	92,825,000	3,600,700	The Department's forecasts for Income Support show that overall numbers of claimants will continue to increase into 2012 which results in the overall increase in costs. The increase incorporates the actions taken by the Department to deliver its savings targets under the States wide CSR savings program. In addition, the increase has been offset by the phased withdrawal of automatic stabiliser funding of £3.5m and the continued reduction in the transition funding due to planned down ratings and claimants moving off these legacy benefits.
Income Support - Contingency		1,739,000	1,128,800	(610,200)	Contingency of 1% of benefit budgets

Social Security

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 (Restated) + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Establishment Costs					
Staff Costs		2,133,600	1,937,400	(196,200)	The Department has critically reviewed its staffing requirements and through targeted efforts has delivered long term savings.
Other Administration Costs		1,004,444	1,102,800	98,356	Net increase in costs due to Fund allocation adjustments and £46k of savings.
Sales of Services Social Security Department			-	-	
Total		169,897,000	166,834,600	(3,062,400)	

Social Security

Net Expenditure - Operating Cost Statement

2011 Net Revenue Expenditure Restated		2012 Estimate
£		£
	Income	
	- Duties, Fees, Fines & Penalties	-
	- Sales of goods	-
(3,407,500)	Sales of services	(3,656,400)
	- Commission	-
	- Hire & Rentals	-
	- Investment Income	-
(100)	Other Revenue	-
(3,407,600)	Total Income	(3,656,400)
	Expenditure	
162,397,500	Social Benefit Payments	159,030,400
7,131,200	Staff Costs	6,695,000
930,000	Supplies and Services	776,500
133,000	Administrative Expenses	183,200
172,900	Premises and Maintenance	136,800
195,000	Operating Expenses	199,900
2,329,000	Grants and Subsidies Payments	2,330,100
16,000	Finance Costs	10,300
	- Financial Return	-
	- Pension Finance Costs	-
	- Foreign Exchange (Gain)/Loss	-
	- Asset Disposal (Gain)/Loss	-
	- Depreciation	-
	- Contingency	1,128,800
173,304,600	Total Expenditure	170,491,000
169,897,000	Net Revenue Expenditure	166,834,600

Social Security

Reconciliation of Net Revenue Expenditure

	2012
	£
Prior Year Net Revenue Expenditure	169,897,000
Add back non recurring 2011 underspend to base	5,979,500
Revised Net Revenue Expenditure	175,876,500
Commitments in Base	
Income Support Transitional Relief Protection for Claimants	(1,722,800)
Automatic Stabiliser Fund for Income Support Benefits	(3,500,000)
Income Support Growth in Residential Care Costs	150,000
Additional Expenditure	
Non-staff Inflation	100,700
Net provision for Income Support, Benefits and Supplementation	3,781,000
CSR Process - Part 2	
Savings	
Employment Services: internal cost savings and in Grant Aided Bodies	(113,000)
Health and Safety: reduction in general expenditure	(9,000)
Savings achieved as part of current review of Income Support	(1,256,000)
Efficiency savings: Reduction in temp costs and overtime	(222,000)
Efficiency savings: Reduction in admin costs	(36,000)
Efficiency savings: Departmental recharges to seperately constituted funds	136,000
Resource Allocation	
Cold weather payments	300,000
Adjustments	
FSR - Increase in income Support to offset GST	661,100
FSR - Increase in GST Bonus to offset GST	54,200
FSR - Reduce Supplementation - apply 2%> ceiling	(7,000,000)
FSR - Effect of certainty calculation	(205,200)
FSR - ERS 2% increase above cap	7,400
Departmental Transfers	
Jersey Employment Tribunal	(168,300)
Capital to Revenue Transfers	
	-
Depreciation	
	-
Net Revenue Expenditure	166,834,600
Less: Depreciation	-
Net Revenue Expenditure (rec to financial forecast)	166,834,600

Transport and Technical Services

Transport and Technical Services

Minister's Introduction

The main areas of operation for Transport and Technical Services are:

- Operational services
 - Waste
 - Municipals
- Engineering and Highways
- Transport

The key projects and issues for the Department in 2012 are as follows:

The new Energy from Waste (EfW) plant at La Collette is now processing the Island's waste and the old Bellozanne incinerator can be decommissioned. This is a big project that will take some time to complete. It will free up valuable space at Bellozanne to allow improved management of various waste management processes.

Recycling continues to be a key element of the waste strategy and TTS will continue to encourage Islanders to reduce the amount of waste that has to go to the EfW plant by encouraging and facilitating recycling.

TTS is also working to try to reduce the amount of liquid waste that requires treatment by continuing with its programme of separating the foul sewage which requires processing from the surface water which does not. A major project is planned for 2012, to drill a shaft in Phillip's Street which will link up the drainage system to the cavern under Fort Regent and alleviate the flooding that has taken place in the Beresford Street area of town.

Another major project in the waste area is the construction of new sludge treatment facilities in Bellozanne. These replace the old digesters which are 20 years old and well past their intended lifespan.

The area at La Collette used for the disposal of the Island's inert waste (e.g. builder's rubble) is filling up and another site will need to be identified in 2012 to ensure continuity.

The contract for the current public and school bus operator comes to an end in December 2012. TTS has been working on developing a new contract to match the requirements of the Sustainable Transport Policy and has then been carrying out a robust tender process to find the best operator for Jersey for the coming years. The successful company will be appointed in 2012, giving it time to prepare for taking over the operation in 2013.

More road resurfacing projects are scheduled for 2012. TTS prioritises its programme according to the condition of the road and the work programmes of the utility companies. The new Streetworks Law is scheduled to go to the States for approval in 2013. This Law will provide for better management and coordination of what happens to our roads, particularly in terms of trench digging by utility companies.

TTS has to make £1.257m savings as part of the CSR process in 2012. This is a cumulative 5% when added to the savings made in 2011. Although we are continually striving to improve and be more efficient, we have had difficult decisions to make to achieve our target but we are confident that our plans will deliver our share of the £65m target set by the States.

Connétable Mike Jackson
Minister for Transport and Technical Services

Transport and Technical Services

AIM

The aim of the Transport and Technical Services Department is to:

- ensure minimum impact of waste on the environment;
- develop on-Island travel networks which meet the needs of the community;
- provide attractive and well maintained public amenities and infrastructure.

SUMMARY OF KEY OBJECTIVES AND KEY SUCCESS CRITERIA

Objective 1: Improvement in solid waste management and recycling processes

Success criteria:

- (i) Implementation of the Solid Waste Strategy according to agreed milestones;
- (ii) Improved asset utilisation and reduced operating costs;
- (iii) Decommission the Bellozanne Energy from Waste Plant according to programme;
- (iv) Suitable site identified for the Island's inert waste following completion of filling at La Collette;
- (v) Clear financial management plans indicating long-term view on sustainability and funding;
- (vi) The most harmful elements of the waste stream (e.g. TVs, electrical goods, end of life vehicles) segregated for recycling;
- (vii) Improved recycling system to expand recycling and composting to levels defined in the Solid Waste Strategy Model, subject to funding;
- (viii) Measured increase in levels of community awareness of recycling through JASS, subject to funding.

States Strategic Priority: 2, 10 and 13.

Objective 2: Liquid waste treated and disposed of in a manner that minimises the impact on the environment

Success criteria:

- (i) Liquid Waste Strategy implemented as per the agreed timetable;
- (ii) Improve asset utilisation and reduce operating costs;
- (iii) Identify long term sustainable funding route for liquid waste to ensure proper support for the provision of the service;
- (iv) Construction of new Sludge Treatment Facilities maintained according to programme and within budget;
- (v) Reduce the amount of waste treatment required by undertaking as many surface water separation and surface water infiltration projects as budgets will allow;
- (vi) Effluent quality maintained or improved.

States Strategic Priority: 10 and 13.

Objective 3: The highway network maintained to maximise the lifespan of highways and associated infrastructure

Success criteria:

- (i) Best use is made of the funds available through the allocation of budget prioritised against condition assessment;
- (ii) Disruption to the travelling public affected by road works minimised through liaison with utility companies and careful management of traffic arrangements.

States Strategic Priority: 10.

Objective 4: Sustainable on-Island transport for Jersey

Success criteria:

- (i) Implementation plan prioritised, approved and resourced;
- (ii) Proportion of travel by private car is reducing towards STP targets.

States Strategic Priority: 13.

Objective 5: The integrity of the Island's sea defences is maintained

Success criteria:

- (i) Sea defences not breached;
- (ii) Scheduled implementation of the Sea Defence Strategy;
- (iii) Continual review of climate change predictions to inform the Sea Defence Strategy.

States Strategic Priority: 10.

Objective 6: Well maintained public places and amenities

Success criteria:

- (i) Positive public feedback on cleanliness of municipal areas;
- (ii) Investigate methods to improve income generation;
- (iii) Customer satisfaction with facilities.

States Strategic Priority: 13.

Objective 7: Road users are safe and comply with legislation

Success criteria:

- (i) Proportion of vehicles in road checks being issued with defect notices is reducing;
- (ii) Proportion of vehicles in road checks with invalid documentation is reducing;
- (iii) Number of casualties resulting from road traffic incidents is reducing.

States Strategic Priority: 7.

Objective 8: Staff and resources managed so as to improve performance and provide value for money.

Success criteria:

- (i) Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review savings target by 2013;
- (ii) Sustainable, efficient and cost effective services;
- (iii) Business Plans delivered within agreed Cash Limits;
- (iv) Explicit link between budget prioritisation process and Strategic Plan objectives demonstrated;
- (v) Staff developed to help them achieve their full potential;
- (vi) Business improvement projects undertaken to ensure that processes are efficient, display value for money, are customer focussed and deliver tangible benefit.

Strategic Plan Priority: 1, 2, 3 and 4.

Transport and Technical Services

Net Revenue Expenditure - Service Analysis

2011 Net Revenue Expenditure	2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE
	DEL £	AME £			
	Operational Services				
21,762,500	Waste	23,466,100	9,449,000	(10,319,200)	262.1
4,564,400	Municipals	7,841,400	36,800	(3,576,100)	191.4
26,326,900		31,307,500	9,485,800	(13,895,300)	453.5
7,504,200	Engineering and Highways	4,596,100	4,156,200	(331,300)	64.0
5,035,500	Transport	9,896,800	85,400	(4,636,000)	27.0
38,866,600	Net Revenue Expenditure	45,800,400	13,727,400	(18,862,600)	544.5
(10,435,000)	Less: Depreciation				
28,431,600	Reconciliation to Business Plan 2011				

Transport and Technical Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Waste					
Treat and dispose of liquid waste to minimise the impact on the environment. Dispose of residual solid waste and ensure continued operation, including power generation, of the Energy from Waste Plant. Provide effective recycling and processing for the Island's solid waste. Ensure the integrity of the infrastructure to move waste water and effluent. Provide cleaning, municipal and engineering maintenance to Jersey Harbours.	1, 2, 8	21,762,500	22,595,900	833,400	Net Revenue Expenditure for Waste will increase by £833,400 in 2012 primarily as a result of an increase in the depreciation charge £2,188,000 offset by CSR savings of £651,000 and a reduction of the one off £750,000 Inert Waste Strategy costs in 2011. The increase in depreciation represents a full years charge in 2012 on the new Energy from Waste Plant commissioned in the second half of 2011. CSR savings will be achieved through more efficient working practices across the directorate resulting in a reduction in overtime and vehicle hire, in particular in relation to the new Energy from Waste plant.
Municipals					
Maintain cleanliness of roads, beaches, promenades, footpaths and toilets. Maintain parks, gardens, open spaces and sports grounds to as high a standard as budgets will allow.	6, 8	4,564,400	4,302,100	(262,300)	Net Revenue Expenditure for Municipals will reduce by £262,300 in 2012 mainly due to CSR savings identified in the sum of £257,000. CSR savings will be provided by the restructure of Parks & Gardens incorporating the New Town Park and Cleaning following voluntary redundancies taken in 2011 as part of the States scheme.
Engineering and Highways					
Maintain the highway and infrastructure network to maximise the lifespan of the asset. Maintain the integrity and upkeep the Island's sea defences, ancient monuments and footpaths.	3, 5, 8	7,504,200	8,421,000	916,800	Net Revenue Expenditure for Engineering and Highways will increase by £916,800 in 2012 as a result of an increase in the depreciation charge £1,076,900 partly offset by CSR savings of £52,000 and an increase in staff capital recharges. The increase in the depreciation charge is directly related to the £1.8m growth given for highways and sea defences maintenance (which has been transferred to capital under GAAP). CSR savings will be made from cost efficiencies across the Directorate.
Transport					
Provide island-wide transport systems and policy which meet the needs of the community. Ensure all road users are safe and comply with legislation.	4, 7, 8	5,035,500	5,346,200	310,700	Net Revenue Expenditure for Transport will increase by £310,700 in 2012 as a result of anticipated project costs associated with the renegotiation of the bus contract £425,000, increased law drafting costs in DVS £80,000 and a net increase in non staff costs, in line with inflation, offset by CSR savings of £297,000. CSR savings comprise savings from the Jersey Bus Network review, the reorganisation of the DVS management structure and a review of processes, overtime and equipment purchases.
Total		38,866,600	40,665,200	1,798,600	

Transport and Technical Services

Net Expenditure - Operating Cost Statement

2011 Net Revenue Expenditure		2012 Estimate
£		£
	Income	
(842,000)	Duties, Fees, Fines & Penalties	(851,800)
(2,470,700)	Sales of Goods	(2,340,200)
(14,599,600)	Sales of Services	(14,841,100)
-	Commission	-
(441,700)	Hire & Rentals	(482,600)
(2,100)	Investment Income	(1,000)
(246,200)	Other Revenue	(345,900)
(18,602,300)	Total Income	(18,862,600)
	Expenditure	
-	Social Benefit Payments	-
20,498,800	Staff Costs	19,583,900
16,449,200	Supplies & Services	17,665,000
263,600	Admin Expenses	275,200
9,327,400	Premises & Maintenance	8,149,700
428,200	Operating Expenses	78,800
32,000	Grants and Subsidies Payments	32,400
20,000	Finance Costs	14,900
-	Financial Return	-
14,700	Pension Finance Costs	500
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
10,435,000	Depreciation	13,727,400
-	Contingency	-
57,468,900	Total Expenditure	59,527,800
38,866,600	Net Revenue Expenditure	40,665,200

Transport and Technical Services

Reconciliation of Net Revenue Expenditure

	2012 £
Prior Year Net Revenue Expenditure	28,431,600
Commitments in Base	
Highways and Sea Defences Maintenance	1,800,000
Bellozanne Infrastructure Maintenance	300,000
Additional Expenditure	
Non-staff Inflation	184,300
CSR Process - Part 2	
Savings	
More efficient working practices in terms of both overtime and equipment; service review of public reception sites and an energy audit (VR savings of £39,000 delivered in 2011)	(651,000)
More efficient working together with a full reorganisation of parks and gardens (VR Savings of £116,000 delivered in 2011)	(257,000)
More efficient working practices in engineering and highways	(52,000)
Retendering of bus contract and other transport efficiencies	(297,000)
Adjustments	
FSR - ERS 2% increase above cap	28,900
Revenue to Capital Transfers	
Inert Waste Disposal Site infill	(750,000)
Highways and Sea Defences Maintenance	(1,800,000)
Depreciation	13,727,400
<hr/>	
Net Revenue Expenditure	40,665,200
Less: Depreciation	(13,727,400)
Net Revenue Expenditure (rec to financial forecast)	26,937,800

Treasury and Resources

Treasury and Resources

Minister's Introduction

The Treasury and Resources Department consists of:

Treasury Division

- Treasury functions
- Taxes Office

Resources Division

- Jersey Property Holdings
- Information Services
- Human Resources
- Corporate Procurement

Treasury

The core operational services provided by Treasury are taxation policy and planning, financial planning, the monitoring and reporting of financial performance, allocation and monitoring of staff numbers, treasury and investment management (including funds and property), administration of pension funds, financial transaction processing, maintaining the financial regulatory framework, accounting for States finances, review of internal control systems, risk management and audit.

In addition to 'business as usual', the Treasury Department will be prioritising the following activities in 2012 in line with its strategic priorities:

- Produce a Medium Term Financial Plan
- Produce a Long-term Capital Programme
- Develop and gain approval of a Fiscal Strategy
- Continue to improve financial performance reporting
- Monitor the fiscal stimulus programme to ensure that approved projects are delivered in accordance with the terms of reference
- Effective management of insurance risks under new contract terms following the re-letting of the States insurance contract in 2011
- Develop an active shareholder role in respect of States owned companies, subject to funding
- Review and further develop the financial control and assurance framework across the States
- Undertake the full 5 year revaluation of assets
- Produce 2012 accounts to comply with International Financial Reporting Standards (IFRS) where appropriate in addition to Generally Accepted Accounting Principles (GAAP)

Taxes Office

In 2012, the Taxes Office will continue to assess, investigate and collect tax from 105,000 personal and corporate taxpayers, which generated £439 million in 2010.

It will also administer and enforce Jersey's Tax Information Exchange Agreements and Double Taxation Agreements with countries worldwide, as well as administering the European Union Savings Directive Bilateral Agreement with 27 EU countries.

In addition, the Taxes Office will be implementing a transformation programme to increase tax revenues, improve efficiency and meet its CSR objectives, in line with the recommendations of an external review.

In 2012, it is proposed that further resources are deployed in the Investigations and Collections sections to support the enforcement and collection of taxes which is expected to lead to further increases in tax revenues.

Jersey Property Holdings (JPH)

JPH's Property Plan and the Capital Programme are described in detail in sections 10 and 9 of the main Business Plan.

The key issue for the 2012 revenue budget is the continuing effort to address the poor state of repair of the SOJ estate. Additional funds have been allocated to JPH for backlog maintenance over a 5 year period starting in 2010. The additional sum of £3.5m is proposed for 2012. The 2012 cash limit also includes further growth of £1 million, net of CSR efficiency savings, to augment the base maintenance budget. Despite this investment, the uplift is not sufficient to prevent the identified £80 million high priority backlog maintenance deficit from increasing in 2012. Support for the multi-strand Property Plan and developing Infrastructure Strategy is required over the strategic time frame if the structural issues are to be addressed successfully.

Key activities in 2012 include:

- Office rationalisation programme – JPH will develop and gain business case approval for a phased programme to rationalise and consolidate the States office portfolio.
- Progress the project to relocate the States of Jersey Police
- Continue to address backlog maintenance

Information Services

The Information Services Department (ISD) manages corporate IT services such as the network infrastructure, PC management, data centres, and provides the framework for managing IS projects and business projects with an IS element. Core business applications are managed by ISD at a Departmental level through embedded Business Support Groups (BSGs).

The IS strategy for the period 2011 – 2013 is to streamline corporate service models in conjunction with third party suppliers. This will enable cost savings without reducing, and in some cases improving, the level of service provided. The priority for 2012 is the delivery of CSR savings targets and the support of other States Departments to deliver departmental CSR targets which are dependent on technology solutions.

Key activities in 2012 will be:

- Commencing the upgrade of PC office information systems
- Implementing a new business model for technical delivery of the data network
- Consolidating existing data centres
- Streamlining the support model for corporate systems and services
- Supporting projects to improve finance and HR systems and processes
- Continuing the development and delivery of more citizen services online.

Human Resources and Organisational Development

Human Resources` (HR) core purpose is to provide strategic and transactional people management support to the States departments to deliver their departmental and CSR objectives. In order to fulfill this accountability, the function has a number of key activities to deliver in 2012

- Completion and implementation of the Terms and Conditions Review
- Provide Organisational Development and Performance management improvements to support Departmental CSR objectives
- Deliver HR Departmental Savings for CSR
- HRIS System replacement
- Finalise the reshaping of HR to support the future structure of the States organisation.
- Provision of a Workforce Plan and Talent management process focussing on enhancing localisation of key roles.

Corporate Procurement

Corporate Procurement will continue to roll out its transformation programme in 2012. This is a three year programme that commenced in 2011 and comprises three key activities:-

- A programme of cross departmental procurement projects which together are targeted to deliver £6.5 million during the CSR timeframe.
- The organisation and development of a professional procurement function that is based upon category management. This model requires that procurement professionals/ category managers are embedded in key areas of the business.

- The procurement and implementation of a modern procure-to-pay computer system which will complement the e-tendering system currently used within the States.

To achieve its objectives Corporate Procurement will require extra investment from the restructuring provision in 2012 in addition to the £1.3 million already allocated in 2011.

Senator P.C.F. Ozouf
Minister for Treasury and Resources

Treasury and Resources

AIM

To support the delivery of the States' strategic objectives by maintaining sustainable public finances, providing effective financial advice and managing States assets.

SUMMARY OF KEY OBJECTIVES AND KEY SUCCESS CRITERIA

TREASURY

Objective 1: Effective long term strategic and financial planning and sustainable public finances

Success criteria:

- (i) Develop, implement and maintain a financial planning framework to ensure accurate forecasting and the setting of an overall financial envelope within which budgets are set – to include:
 - Medium Term Financial Plan;
 - Long-term Capital Programme.
- (ii) In conjunction with the Chief Minister's Department, continue to develop a robust strategic and business planning and performance framework ensuring firm linkages between financial and non financial information including the production of the annual Business Plan and the Strategic Plan for approval by the States;
- (iii) In appropriate years, develop, implement and take the lead in the Comprehensive Spending Review process to identify savings targets and work with departments to achieve these targets;
- (iv) Develop and gain approval of a Fiscal Strategy delivering:
 - balanced budgets over the economic cycle;
 - a fiscal stimuli programme as necessary;
 - measures to maintain low levels of inflation;
 - sustainable taxes and charges.
- (v) Further implementation of Generally Accepted Accounting Principles (GAAP) to include:
 - GAAP based budgets;
 - Progress towards compliance with International Financial Reporting Standards (IFRS).

Strategic Plan Priority: 1, 4 and 11

Objective 2: Improved monitoring and reporting of Financial Performance

Success criteria:

- (i) Improved internal in-year financial performance reporting, forecasting, budgeting and analysis of both net revenue expenditure and capital expenditure;
- (ii) Financial assessment of major policy developments;
- (iii) Provision of information and advice to enable informed decision-making, thereby ensuring demonstrable value for money;
- (iv) Development of clear KPIs and other financial performance reports by which Departmental Performance can be monitored, reviewed and improved.

Strategic Plan Priority: 3

Objective 3: Effective governance of fiscal stimulus funds

Success criteria:

- (i) Fiscal stimulus projects delivered in accordance with the terms of reference.

Strategic Plan Priority: 1 and 2

Objective 4: Efficient and effective Treasury services

Success criteria:

- (i) Maintain and operate effective treasury management policies and investment strategies;

- (ii) Maximise financial returns on cash and investments whilst managing security and liquidity requirements;
- (iii) Effective management of the island's currency;
- (iv) Maintain and develop governance arrangements to facilitate improvement in value for money and performance in respect of States trading departments, States companies, States funds; and funds held in trust;
- (v) Development of an active shareholder role in respect of States owned companies, delivering improved accountability and financial performance from companies, subject to funding;
- (vi) Effective monitoring, management and reporting on States investments;
- (vii) Maintenance and development of the Public Finances Law and associated governance arrangements;
- (viii) Effective management of States insurance;
- (ix) Maintain an effective control and compliance framework for Treasury Operations.

Strategic Plan Priority: 3 and 4

Objective 5: Efficient and Effective Financial Management and Financial Processing Services

Success criteria:

- (i) Improved external financial reporting;
- (ii) Maintain and develop a robust financial control and assurance framework across the States;
- (iii) Production Annual Accounts in accordance with Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) where appropriate;
- (iv) Maintain and develop financial systems and processes;
- (v) Pay States suppliers in accordance with agreed terms, conditions and policies;
- (vi) Pay States employees in accordance with agreed terms and conditions;
- (vii) An effective cashing and accounts receivable service for the collection of States income charged for the provision of goods and services;
- (viii) Provision of services to support the administration of PECRS and Teachers pension schemes;
- (ix) Effective and efficient provision of a range of processing and back-office support services.

Strategic Plan Priority: 4

Objective 6: Long-term Tax Policy and Efficient and Effective Tax Administration and Collection

Success criteria:

- (i) Development and implementation of new Tax Policy and changes to current Tax Policy;
- (ii) Assessment, collection and enforcement of income tax and goods and services tax;
- (iii) Administration and enforcement of both sets of Jersey's international tax agreements.

Strategic Plan Priority: 2 and 4

Objective 7: Effective audit and risk management

Success criteria:

- (i) Agreed audit plan delivered in accordance with IIA Standards;
- (ii) Regular reports provided to the Audit Committee and C&AG;
- (iii) Risk management promoted and reviewed throughout the organisation to achieve "managed" status;
- (iv) Contribution to development and implementation of an effective Assurance Framework;
- (v) Review and appraise the soundness, adequacy, and application of accounting, financial and other operating controls, and promoting effective control at reasonable cost;
- (vi) Ascertain the extent of compliance with established policies, plans, procedures, laws, and regulations;

- (vii) Determine the extent of which the States assets are accounted for and safeguarded from losses of all kinds;

Strategic Plan Priority: 3 and 4

Objective 8: Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review savings target by 2013

Success criteria:

- (i) Sustainable, effective low cost services;
- (ii) Business Plans delivered within agreed Cash Limits.

Strategic Plan Priority: 1, 2, 3 and 4

RESOURCES

Jersey Property Holdings

Objective 1: A disposal programme which reduces the States' Property Portfolio to a size which is affordable and efficient, and releases capital proceeds for investment in addition to sites suitable for Housing development.

Success criteria:

- (i) Improved asset utilisation and reduced property operating costs;
- (ii) The concentration of States' administration into fewer geographic locations and the development of new working environments which support more collaborative and efficient ways of working;
- (iii) The release of surplus or high alternative use value properties to provide funds to support capital investment, with a strong focus on progressing sites which may be developed for social rented or private sector housing.

Strategic plan Priority: 3, 4 and 14

Objective 2: Addressing under funding of maintenance and capital works

Success criteria:

- (i) A significant reduction in "backlog" maintenance which has resulted from structural under-funding of property maintenance over a number of years, through the introduction of remedial works in a phased and prioritised programme plan;
- (ii) The instigation of a series of capital projects to replace assets which have deteriorated beyond reasonable repair, funded from proceeds generated by the disposal of property over and above that required to meet agreed capital proceeds targets;
- (iii) Capital projects commenced and completed on time and within budget.

Strategic plan Priority: 10 and 13

Objective 3: Development and maintenance of a five year rolling Portfolio Plan

Success criteria:

- (i) The consolidation of all property survey information, asset valuations and legal commitments in a single database;
- (ii) The identification of all future investment activity in a single comprehensive Integrated Property System.

Strategic plan Priority: 3 and 10

Objective 4: Continued development of the Jersey Property Holdings organisation

Success criteria:

- (i) The introduction of a "charging mechanism" to recover the full cost of property from occupying Departments, including a notional rent for freehold and all leasehold premises;

- (ii) The installation of a single comprehensive Integrated Property System to replace the existing three separate systems;
- (iii) The introduction of new financial directions, policies and procedures to clarify all internal and external operating procedures for property transactions and utilisation;
- (iv) The completion of Health and Safety and supplier management training for all appropriate personnel;
- (v) The development of service level agreements for all property users in conjunction with lease agreements, including customer satisfaction indices.

Strategic plan Priority: 3 and 4

Procurement

Objective 5: A single corporate procurement function across the States.

Success criteria:

- (i) The implementation of a procurement strategy;
- (ii) A procurement plan to deliver cash and efficiency savings across the States focussing on large corporate initiatives that will deliver maximum benefit to the States;
- (iii) Educate to improve procurement skills at departmental and operational level;
- (iv) Support the implementation of e sourcing system and supplier portal across all departments;
- (v) Implement effective strategies, policies and procedures to support a corporate approach to the procurement of goods, services and works;
- (vi) Implement planning and performance management criteria in respect of the States' procurement activities;
- (vii) Promulgate best practice with regard to supplier management and work with Economic Development to develop capacity of local suppliers.

Strategic Plan Priority: 3 and 4

Information Services

Objective 6: A common efficient user support framework that meets the needs of States users

Success criteria:

- (i) Procurement, installation and maintenance of all desktop and laptop computers managed in a uniform and regulated manner
- (ii) Implementation of the latest proven version of Windows and Office technology

Strategic Plan Priority: 3 and 10

Objective 7: An IS Infrastructure that supports the delivery of public services

Success criteria:

- (i) 2 integrated and secure corporate data centres hosting all States servers and applications
- (ii) A managed data network service for the States

Strategic Plan Priority: 3 and 10

Objective 8: Common business applications and shared services based on common processes

Success criteria:

- (i) establishment of a database of all corporate and departmental applications;

Strategic Plan Priority: 3 and 10

Objective 9: Efficient management and governance of enterprise information

Success criteria:

- (i) development of a framework for using, maintaining and sharing basic demographic data.

Strategic Plan Priority: 3 and 10

Human Resources

Objective 10: An effective and efficient public sector fit for the purpose of delivering the States Strategic Plan.

Success criteria:

- (i) Development and implementation of an agreed workforce strategy and organisational development programme to support States departments to meet savings targets whilst ensuring government provides core services and opportunities to work with the private sector are maximised;
- (ii) A fit for purpose Human Resources function which supports the development of the public sector workforce with a particular emphasis on maximising opportunities for local people and engagement with public sector initiatives to reduce worklessness.
- (iii) Arrangements for Talent Management and succession planning in the public sector agreed with the Appointments Commission.
- (iv) An overall review of terms and conditions for public sector staff;
- (v) Public sector pension obligations properly monitored and accounted for;
- (vi) Support and manage the impacts of CSR on the workforce e.g. redundancies, vacancy management, retraining and redeployment and supporting any necessary re-skilling to meet redesigned services or service delivery methods;
- (vii) Maintaining morale, motivation, performance, engagement and good employee relations of the workforce throughout the implementation of the CSR.
- (viii) Develop and implement a corporate Health and Safety Management System for the States of Jersey

Strategic Plan Priority: 1, 3, 12, 15 and 16

All Resources sections have a shared CSR objective

Objective 11: Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review savings target by 2013

Success criteria:

- (iii) Sustainable, effective low cost services;
- (iv) Business Plans delivered within agreed Cash Limits

Strategic Plan Priority: 1, 2, 3 and 4

Treasury and Resources

Net Revenue Expenditure - Service Analysis

2011 Net Revenue Expenditure Restated + Depreciation £	2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE	
	DEL £	AME £	£	£		
Treasury Division						
5,171,300	States Treasury	7,071,700	-	(1,073,300)	5,998,400	103.5
7,176,800	Taxes Office	6,451,900	1,090,600	(193,300)	7,349,200	102.5
12,348,100	Sub-total: Treasury Division	13,523,600	1,090,600	(1,266,600)	13,347,600	206.0
Resources Division						
19,954,319	Property Holdings	14,755,700	10,799,200	(5,439,100)	20,115,800	42.7
10,291,602	Information Services	10,582,500	168,100	(556,100)	10,194,500	95.9
4,351,600	Human Resources	4,601,200	-	(205,700)	4,395,500	56.5
3,755,100	PECRS Pre-1987 Debt	3,810,100	-	-	3,810,100	-
511,800	Corporate Procurement	533,400	-	(43,500)	489,900	7.0
(492,000)	Corporate Resources - States-wide Savings	-	-	-	-	-
38,372,421	Sub-total: Resources Division	34,282,900	10,967,300	(6,244,400)	39,005,800	159.4
Non-Departmental						
2,706,500	Insurance	2,709,100	-	-	2,709,100	-
50,720,521	Sub-total: Treasury & Resources	50,515,600	12,057,900	(7,511,000)	55,062,500	365.4
Central Allocations						
8,862,000	Provision for Central Reserves	10,485,000	2,000,000	-	12,485,000	-
6,000,000	Restructuring Costs	10,000,000	-	-	10,000,000	-
	Corporate Procurement Savings Target	(3,000,000)	-	-	(3,000,000)	-
	Central Pay Provision	7,325,800	-	-	7,325,800	-
	Terms & Conditions Savings Target	(7,000,000)	-	-	(7,000,000)	-
68,289,021	Net Revenue Expenditure	68,326,400	14,057,900	(7,511,000)	74,873,300	365.4
(13,387,121)	Less: Depreciation					
54,901,900	Reconciliation to Business Plan 2011					

Treasury and Resources

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Treasury Division		12,348,100	13,347,600	999,500	
Treasury					
Provide the Financial Management framework for the States of Jersey. Plan States income and expenditure. Lead on taxation policy. Ensure the efficient and effective use of all States assets including cash, investments, pension funds and property. Financial governance, audit and compliance. Produce States of Jersey financial statements, management reports and statutory accounts. Provide financial processing and transactional services. Allocation and monitoring of States staff numbers.	1, 2, 3, 4, 5, 6(i), 7, 8	5,171,300	5,998,400	827,100	<p><i>Additions:</i> £218k to fund the Shareholder Executive function and other cost pressures. £357k to strengthen Tax Policy team. £100k to fund the implementation of IFRS. £100k additional staff costs in Treasury. £90k non-staff inflation and impact of FSR social security contribution increase.</p> <p><i>Transfers:</i> £175k transfer from CMD for Director of International Tax post. £78k transfer to CMD for Head of Strategic Planning and Performance Post.</p> <p><i>Reductions:</i> £201k in relation to the savings made for the CSR.</p>
Taxes Office					
Assess and collect tax revenues from over 105,000 personal and corporate taxpayers. Efficient and effective administration of TIEA with OECD countries. Continue compliance activities in areas such as tax evasion, attempts to convert income into capital and the claiming of expenses in business accounts. Administer and ensure compliance with the Goods and Services Tax laws, and collect GST revenues.	6(ii), 6 (iii)	7,176,800	7,349,200	172,400	<p><i>Additions:</i> £248k additional staffing resources for the investigation and collection teams as part of the CSR plan to generate additional tax revenues and improve cash flow. The cost of these officers will be significantly outweighed by the additional revenues generated/write-offs reduced. £70k additional staffing resource to strengthen financial management within the Taxes Office. £35k non-Staff inflation and impact of FSR Social Security Contribution increase.</p> <p><i>Reductions:</i> £151k reduction in staffing resource within Senior Management and Business Tax in order to achieve CSR savings. £30k reduction in the depreciation budget</p>
Resources Division		38,372,421	39,005,800	633,379	
Property Holdings					
Architecture, building and engineering services. Property Strategy and capital management. Property management and advice plus maintenance of the estate. Acts as landlord for States land and buildings.	1, 2, 3, 4, 11	19,954,319	20,115,800	161,481	<p><i>Additions:</i> £1million growth in the base Property Maintenance Budget in 2012 Allocation of £300k in respect of GAAP Accounting for Property revaluation. £500k transferred from Capital Revenue in respect of Back Log Maintenance.</p> <p><i>Reductions:</i> Savings of £500k in streamlining the Architects Design Team (£200k), together with an increase in income from Ground sites (£300k). Reduction of £250k in respect of procurement savings in Resources Division.</p>

Treasury and Resources

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Information Services					
Provide a robust, well-managed States networking and communications infrastructure. Ensure security of States information and systems. Provide robust, well-managed corporate and departmental computing platforms and equipment. Provide technical advice and guidance. Provide, maintain and develop States resource management and control systems. Advise Departments on all financial, HR, payroll, assets and procurement systems.	6, 7, 8, 9, 11	10,291,602	10,194,500	(97,102)	<i>Additions:</i> Increase of £459,000 to fund the day to day costs of new systems, which will be implemented in 2011, and volumetric growth in underlying infrastructure. The systems relate to new and replacement systems for corporate HR functions and the upgrade of the financial reporting module. <i>Reductions:</i> £305,000 CSR savings target will be achieved by an improved delivery model for telecoms, and the streamlining of corporate support. Other minor changes make up the balance of the increase.
Human Resources					
Develop, implement, monitor and evaluate human resource policies, practices and procedures. Provide a comprehensive HR advisory service to departments. Provide centralised HR administration services for the States. Development and implement corporate training and development programmes to facilitate learning and development. Negotiate and implement of States Employment Board's annual pay policy for public sector workers. Provide specialist support and advice to the employer on employee relations.	10, 11	4,351,600	4,395,500	43,900	<i>Additions:</i> £50k growth for the PECRS pre-1967 liability. £22.5k transfer of post from H&SS. £15k non-staff inflation <i>Reductions:</i> £50k CSR saving for reduction in staffing
PECRS Pre-1987 Debt					
Costs of pre-1987 Liability.	10	3,755,100	3,810,100	55,000	Increase in provision of repayments
Corporate Procurement					
Development of Procurement Strategy	5, 11	511,800	489,900	(21,900)	<i>Addition:</i> Transfer of £8.4k to cover electricity and rent and non-staff inflation of £1.6k <i>Reductions:</i> £33k CSR saving for reduction in staffing
Corporate Resources					
States-wide Savings		(492,000)	-	492,000	<i>Additions:</i> Removal of 2010 £242k Joint Fraud Office savings target £242k due to delay and remodelling of this project to address through increased general revenue income. The remaining £250k will be achieved from savings made in the tendering of building maintenance contracts.
Non-Departmental		2,706,500	2,709,100	2,600	
Insurance	Treasury: 4(viii)	2,706,500	2,709,100	2,600	<i>Additions:</i> £49k non-staff inflation <i>Reductions:</i> CSR savings target of £47k to be met through re-tendering the States insurance contract
Central Allocations		14,862,000	19,810,800	4,948,800	
Provision for Central Reserves		8,862,000	12,485,000	3,623,000	An increase of £4 million relates to the reinstatement of additional contingency budget removed from 2011.

Treasury and Resources

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Restructuring Costs		6,000,000	10,000,000	4,000,000	The increase is to fund further restructuring costs arising from CSR initiatives.
Corporate Procurement Savings Target		-	(3,000,000)	(3,000,000)	
Central Pay Provision		-	7,325,800	7,325,800	
Terms & Conditions Savings Target		-	(7,000,000)	(7,000,000)	
Treasury and Resources Department		68,289,021	74,873,300	6,584,279	

Treasury and Resources

Net Expenditure - Operating Cost Statement

2011 Net Revenue Expenditure		2012 Estimate
£		£
	Income	
-	Duties, Fees, Fines & Penalties	-
-	Sales of Goods	-
(5,382,700)	Sales of Services	(4,920,200)
(124,200)	Commission	(127,300)
(2,118,100)	Hire & Rentals	(2,318,200)
-	Investment Income	(10,000)
(87,000)	Other Revenue	(135,300)
(7,712,000)	Total Income	(7,511,000)
	Expenditure	
-	Social Benefit Payments	-
23,337,929	Staff Costs	23,367,100
7,078,224	Supplies and Services	8,452,500
373,459	Administrative Expenses	730,400
13,001,388	Premises and Maintenance	14,007,900
181,400	Operating Expenses	117,100
-	Grants and Subsidies Payments	-
24,400	Finance Costs	30,400
-	Financial Return	-
3,755,100	Pension Finance Costs	3,810,100
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	100
13,387,121	Depreciation	12,057,900
14,862,000	Contingency	19,810,800
76,001,021	Total Expenditure	82,384,300
68,289,021	Net Revenue Expenditure	74,873,300

Treasury and Resources

Reconciliation of Net Revenue Expenditure

	2012 £
Prior Year Net Revenue Expenditure	54,901,900
Commitments in Base	
Additional Staff Costs Treasury	100,000
Property Maintenance	1,000,000
Additional Expenditure	
Provision for Annual Pay Awards	55,000
Non-staff Inflation	381,600
CSR Process - Part 2	
User Pays	
Savings will be achieved through User Pays for non-core Estates Management.	(100,000)
Increasing rents to market levels that are subsidised and rationalising office space - 2012	(200,000)
Savings	
Savings identified by the Taxes review.	(151,000)
Reduce annual payment into States self-insurance fund	(47,000)
Loss of post in Shared Services (VR saving of £55,000 delivered in 2011)	(100,000)
Temp resource - performance reporting, FM Change Programme	(60,000)
Restructure management accounting support.	(28,000)
Reduction in Audit Contract days	(10,000)
Financial Planning	(3,000)
Architects - consolidation of the design function (VR savings of £74,000 delivered in 2011)	(200,000)
Technical delivery of telecoms, consolidation of existing Data Centres, plus central licence management (proposal taken in 2011)	(170,000)
Streamlined support model for corporate systems & services (VR savings of £81,000 delivered in 2011)	(135,000)
Staff reduction by implementing technology improvements	(50,000)
Restructure of procurement team	(33,000)
Growth	
One off funding of IFRS compliance	100,000
Recruit additional officers for investigation and collection of Income Tax	248,000
Property valuations required to meet GAAP compliance	300,000
Renewal/replacement of servers	324,000
PECRS Pension Costs	50,000
Resource Allocation	
Delay in Joint Fraud Office savings	242,000
HRIS replacement	80,000
New recruitment system	40,000
Insight upgrade	15,000
Strengthen Tax Office/Policy Team	427,000
Shareholder Executive Function	218,000
Adjustments	
FSR - ERS 2% increase above cap	60,200
Departmental Transfers	
Crisis properties to Housing	(9,100)
Head of Strategic Planning and Performance	(78,100)
Director of International Tax and Team	175,600
HR Budget from Health and Social Services	22,500

Treasury and Resources

Reconciliation of Net Revenue Expenditure

	2012
	£
Central Allocations	
Provision for Central Reserves	138,000
Additional Central Contingency - Freedom of information, HCAE Inquiry, Legal Aid etc	4,000,000
Resource Allocation - States Assembly - Electoral Commission	(200,000)
Resource Allocation - Education, Sport and Culture - Jersey Heritage Trust	(315,000)
Restructuring Costs	4,000,000
Corporate Procurement Savings Target	(3,000,000)
Central Pay Provision	7,325,800
Terms and Conditions Savings Target	(7,000,000)
Capital to Revenue Transfers	
Property Holdings: Backlog Maintenance Programme	500,000
Depreciation	12,057,900
<hr/>	
Net Revenue Expenditure	74,873,300
Less: Depreciation	(12,057,900)
Net Revenue Expenditure (rec to financial forecast)	62,815,400

Non-Ministerial States Funded Bodies

Non Ministerial States Funded Bodies

Introduction

The Public Finances (Jersey) Law 2005 defines the Non Ministerial Bodies as being a States funded body for which no Minister is responsible to the States for its administration and funding. Each Non Ministerial Body has an appointed accounting officer personally responsible for the proper financial management of its resources. The application of the Public Finances Law applies in the same manner as to Ministerial Departments except in instances of disagreement with regard to a budget offered to a Non Ministerial Body by the Council of Ministers.

In such circumstances, the offered budget and the requested budget should be published in the States Business Plan with a disclosure from the Council stating why a variation is recommended.

No such disagreements are included in this Business Plan. The Non Ministerial Bodies were offered budgets inline with the financial framework of the Council, including inflation funding and efficiency savings. It is appreciated that all Non Ministerial Bodies have accepted these offers having recognised both the principles and budgetary constraints of the Council.

It is recognised that there are particular and individual financial pressures within each of these bodies and the Council of Ministers will consider these pressures.

The legal services' budgets contain estimates for Court and Case Costs. By its nature, expenditure on Court and Case Costs is an unpredictable element in the budget. A Smoothing Reserve has been put in place for 2012 to deal with the volatile nature of Court and Case Costs expenditure. New budget monitoring procedures have also been put in place to monitor expenditure in this area which will give early notice if there is to be a need to draw on the Smoothing Reserve.

Non-Ministerial Departments

Bailiff's Chamber

AIM

To provide administrative support to the Bailiff as the President of the Royal Court and the States of Jersey, and in his other customary and statutory duties as civic head.

SUMMARY OF KEY OBJECTIVES AND KEY SUCCESS CRITERIA (For information only)

Objective 1: Support the Island's judiciary in the delivery of civil and criminal justice.

Success criteria:

- (i) Criminal trials heard within three months of indictment.
- (ii) Civil disputes heard within date fix targets.
- (iii) Judgments produced within three months of the close of proceedings.
- (iv) Orders of justice etc. processed within 24 hours.
- (v) Warrants before a judge produced on date of request.
- (vi) Judges allocated to civil and criminal cases within agreed financial parameters.

Strategic Plan Priority: 1, 2, 7 and 10

Objective 2: Assist in facilitating the democratic processes of the States.

Success criteria:

- (i) Arrangements made to provide an experienced President for meetings of the States.
- (ii) With the assistance of the States Greffe, propositions and questions approved in accordance with Standing Orders.
- (iii) Confidential advice provided to members about procedural matters.

Strategic Plan Priority: 1 and 10

Objective 3: Encourage awareness of the Island's constitutional position and to ensure that the position is not compromised.

Success criteria:

- (i) Advice provided to members about the constitutional position of the Island.
- (ii) The flow of official correspondence managed, forwarding incoming items on day of receipt or within two working hours, and to process replies for signature by the Bailiff within 24 hours.
- (iii) Visiting groups to the Royal Court and States Chamber encouraged and an understanding of the constitutional development of the institutions provided.

Strategic Plan Priority: 1, 7, 10 and 15

Objective 4: Provide the appropriate frameworks to enable the Bailiff to discharge his customary and statutory responsibilities.

Success criteria:

- (i) Successful organisation of ceremonial activities (Liberation Day, Visite Royales etc).
- (ii) Increased awareness of the Island's unique historical and constitutional position generated by organising, with Government House, successful visits by Ambassadors and other distinguished visitors.
- (iii) Participation by the Bailiff in community events and functions to support community endeavour.
- (iv) Management of public entertainment panel to secure advice from the statutory and parish authorities in order to licence public entertainment.
- (v) Applications for extension and transfer permits under Article 89 of the Licensing Law processed within seven working days.

- (vi) Public collections to support charitable activity managed.

Strategic Plan Priority: 1, 10, 15 and 16

Data Protection Commission

AIM

To promote respect for the private lives of individuals by promoting compliance with, and enforcing the Data Protection (Jersey) Law 2005.

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE CRITERIA (For information only)

Objective 1: An efficient and helpful notification service.

Success criteria:

- (i) Provision of on-line notification and associated support.
- (ii) Publication of clear and complete guidance for compliance under the Data Protection (Jersey) Law 2005, and guidance for data processing and renewals of notifications made under the Law.
- (iii) Develop performance management targets.

Strategic Plan Priority: 3 and 7

Objective 2: Purposeful regulatory action.

Success criteria:

- (i) Adopt policies, procedures and criteria for prioritising and targeting cases/issues to be investigated;
- (ii) Produce guidance on regulatory action available to the Commissioner under the Data Protection (Jersey) Law 2005;
- (iii) Ensure complaints and issues of non-compliance are dealt with in a prompt, consistent and just manner;
- (iv) Ensure that where appropriate, cases involving the allegation of the commission of a criminal offence are referred to the AG for consideration in a timely manner.

Strategic Plan Priority: 7

Objective 3: Increased awareness of data protection and privacy issues, choices and obligations across the business and public community.

Success criteria:

- (i) Ongoing development and review of external communications strategy;
- (ii) Constant review and update of website;
- (iii) Awareness levels raised - individuals assisted in making informed choices and protecting their own interests and commercial organisations aware of their compliance obligations under the Law.

Strategic Plan Priority: 2 and 7

Objective 4: Influence domestic and international debates concerning information and privacy issues.

Success criteria:

- (i) Involvement in policy debate on selected issues that affect the way in which data is processed, or where debates on privacy are involved.

Strategic Plan Priority: 2, 7 and 15

Judicial Greffe & Viscount

AIM

To provide an efficient and effective Court Service

OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA (For information only)

Objective 1: An efficient and effective administrative service provided to the Royal Court, the Court of Appeal and the Tribunals Service.

Success criteria:

- (i) Issue Convening Acts and Acts ordering Public Elections within 1 working day.
- (ii) Issue Company Acts, Decrees Absolute and standard-form Acts within 5 working days.
- (iii) Issue non-standard-form Acts, Decrees Nisi and Liquor and Gambling Licences within 5 working days.
- (iv) Process applications for legal aid disbursements within 5 working days.
- (v) Issue all Court of Appeal Acts and Register Orders in Council within 1 working day.
- (vi) Issue all Interlocutory Acts within 3 working days.
- (vii) Appointment to fix a hearing date within 3 working days of request.

Strategic Plan Priority: 2 and 7

Objective 2: Provide a Public Registry, Intellectual Property Registry and Probate Registry.

Success criteria:

- (i) Register Judicial Hypothecs within 5 working days.
- (ii) Register Wills of Immovables, Powers of Attorney and Public Service and Water Notices within 7 working days.
- (iii) Appointment for cancellation of Acts within 4 working days of request.
- (iv) Issue Acts of Probate Division, Curatorship Acts of Jurats' Appointment and Curatorship Acts of Appointment within 5 working days.
- (v) Issue Grants of Probate and Letters of Administration within 5 working days.
- (vi) Issue Intellectual Property Certificates and Certificates of Eligibility within 3 working days.

Strategic Plan Priority: 2 and 7

Objective 3: Provide an administrative service to the Magistrate's, Youth and Petty Debts Courts.

Success criteria:

- (i) Issue Arrest Orders, Attendance Centre Orders and Acts of Committal within 2 working days.
- (ii) Issue Petty Debts Court Acts within 3 working days.
- (iii) Acts of Court completed within 1 working day.

Strategic Plan Priority: 2 and 7

Objective 4: The efficient enforcement of all Court Orders.

Success criteria:

- (i) Enforcement of Royal Court and Petty Debts Court Judgments for Debt instigated within 2 working days of Act being lodged and registered.
- (ii) Service of Process effected within the relevant statutory time period.
- (iii) Enforcement of fines and compensation orders (payment completed in full or imprisonment imposed in lieu).
- (iv) Enforcement of orders made under the Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000.

Strategic Plan Priority: 7

Objective 5: Efficient and effective Désastre proceedings.

Success criteria:

- (i) Arrange for inventory of valuables and disposal of perishables within 2 working days.
- (ii) Circulars to banks and identified UK creditors notifying declaration sent within 7 working days.
- (iii) Construct debtors' spreadsheet and proceed to recover funds owing within 21 days of declaration.

Strategic Plan Priority: 2 and 7

Objective 6: Effective management of the financial affairs of impecunious interdicts.

Success criteria:

- (i) Notification of appointment of Curator to identified parties completed within 2 weeks of receipt of Act of Court.
- (ii) Compilation of inventory of both real and personal property within the relevant statutory time period.
- (iii) Periodic contact with carers of interdicts at least quarterly.
- (iv) Production of annual accounts within the relevant statutory time period.
- (v) Monitoring and processing of items of income and expenditure on a monthly basis.

Strategic Plan Priority: 7

Objective 7: Effective investigation of sudden deaths to establish cause and reason.

Success criteria:

- (i) Order post-mortem examinations following receipt of Police report within 1 working day.
- (ii) Set dates for inquest openings within 1 working day.
- (iii) Issue post-inquest documentation within 1 working day.

Strategic Plan Priority: 7

Objective 8: Compile and manage the jury selection procedure and manage the jury during assize trials.

Success criteria:

- (i) Respond to queries regarding the duties of a juror within 1 working day.
- (ii) Respond to requests for exemption from jury service within 1 working day.
- (iii) Provide support and guidance to jury members for the duration of the trial.

Strategic Plan Priority: 7

Non Ministerial

Net Revenue Expenditure - Service Analysis

2011 Net Revenue Expenditure		2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE
		DEL £	AME £			
1,442,600	Bailiff's Chambers	1,768,700	-	(179,800)	1,588,900	10.0
995,900	Court and Assembly	1,136,200		(79,800)	1,056,400	
286,200	Court and Case Costs	492,500		(100,000)	392,500	
160,500	Ceremonial and Civic Head	140,000			140,000	
7,589,100	Law Officers' Department	9,493,700	7,500	(1,676,200)	7,825,000	56.0
1,773,200	Criminal Prosecutions	1,948,900			1,948,900	
1,562,700	Legal Advice	1,794,700			1,794,700	
455,000	Property Services	471,600		(33,000)	438,600	
319,500	Child & Family Matters	394,400			394,400	
374,800	Civil Proceedings	532,500		(143,200)	389,300	
495,100	Interjurisdictional Assistance	481,300			481,300	
127,300	Duties of the Attorney General	129,900			129,900	
2,481,500	Court and Case Costs	3,740,400	7,500	(1,500,000)	2,247,900	
6,169,604	Judicial Greffe	7,726,300	19,400	(938,000)	6,807,700	47.5
1,536,504	Judicial Greffe - General	2,419,900	19,400	(538,000)	1,901,300	
992,300	Magistrate's Court	981,600		-	981,600	
3,640,800	Court and Case Costs	4,324,800		(400,000)	3,924,800	
1,521,581	Viscount's Department	2,138,200	19,500	(683,000)	1,474,700	24.0
1,223,681	Duties of the Viscount	1,601,400	19,500	(683,000)	937,900	
297,900	Court and Case Costs	536,800		-	536,800	
636,247	Official Analyst	665,200	45,000	(58,500)	651,700	8.2
636,247	Forensic, Environmental Analysis	665,200	45,000	(58,500)	651,700	
725,500	Office of the Lieutenant Governor	779,200	3,500	(91,500)	691,200	13.4
725,500	Duties of the Lieutenant Governor	779,200	3,500	(91,500)	691,200	
25,100	Office of the Dean of Jersey	25,700	-	-	25,700	
25,100	Office of the Dean of Jersey	25,700		-	25,700	
222,400	Data Protection Commission	313,300	-	(90,000)	223,300	3.0
222,400	Data Protection Commission	313,300		(90,000)	223,300	
1,629,021	Probation	2,265,800	25,100	(305,000)	1,985,900	30.0
244,421	Community Service by Offenders	298,300	18,300		316,600	
1,384,600	Information and Supervision Service	1,967,500	6,800	(305,000)	1,669,300	
747,400	Comptroller and Auditor General	753,600	-	-	753,600	
747,400	Comptroller and Auditor General	753,600		-	753,600	
19,265,953	Net Revenue Expenditure	25,929,700	120,000	(4,022,000)	22,027,700	192.1
(92,553)	Less: Depreciation					
19,173,400	Reconciliation to Business Plan 2011					

Non Ministerial

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Bailiff's Chambers		1,442,600	1,588,900	146,300	
Court & Assembly	1	995,900	1,056,400	60,500	Increase mainly due to additional funding to address historical budget shortfall £135k, plus inflationary increase £14k, offset by CSR saving £10k
Court and Case Costs	2(ii)	286,200	392,500	106,300	
Ceremonial & Civic Head	4(i)	160,500	140,000	(20,500)	
Law Officers' Department		7,589,100	7,825,000	235,900	
Criminal Prosecutions	2	1,773,200	1,948,900	175,700	10% reduction in fees negotiated with external providers, plus recruitment to 4 posts that will reduce the amount of work outsourced, thereby producing ongoing savings
Legal Advice	3	1,562,700	1,794,700	232,000	
Property Services	7	455,000	438,600	(16,400)	
Civil Proceedings	4	374,800	389,300	14,500	
Interjurisdictional Assistance	6	495,100	481,300	(13,800)	
Duties of the Attorney General	5	127,300	129,900	2,600	
Court and Case Costs		2,481,500	2,247,900	(233,600)	
COCF Recharges			-		
Child & Family Matters		319,500	394,400	74,900	
Judicial Greffe		6,169,604	6,807,700	638,096	
Judicial Greffe - General	1, 2	1,536,504	1,901,300	364,796	Increase mainly due to £868k inter-departmental service transfers, inflationary increase of £88k, offset by CSR saving £358k
Magistrate's Court	3	992,300	981,600	(10,700)	
Maintenance of Registries	2	0	-		
Court and Case Costs		3,640,800	3,924,800	284,000	
Viscount's Department		1,521,581	1,474,700	(46,881)	
Duties of the Viscount	4,5,6(i),7	1,223,681	937,900	(285,781)	Reduction mainly due to CSR savings
Court and Case Costs		297,900	536,800	238,900	
Official Analyst		636,247	651,700	15,453	
Forensic, Environmental Analysis	1, 2	636,247	651,700	15,453	Increase mainly due to inflationary increase
Office of the Lieutenant Governor		725,500	691,200	(34,300)	
Duties of the Lieutenant Governor		725,500	691,200	(34,300)	Reduction mainly due to CSR savings
Office of the Dean of Jersey		25,100	25,700	600	
Office of the Dean of Jersey		25,100	25,700	600	Inflationary increase
Data Protection Commission		222,400	223,300	900	
Data Protection Commission	1, 2, 3, 4	222,400	223,300	900	Inflationary increase
Probation		1,629,021	1,985,900	356,879	
Community Service by Offenders	2	244,421	316,600	72,179	Increase mainly due to £407k inter-departmental service transfers, inflationary increase of £5k, offset by CSR saving £64k
Information and Supervision Service	1, 2, 3	1,384,600	1,669,300	284,700	
Comptroller and Auditor General		747,400	753,600	6,200	
Comptroller and Auditor General		747,400	753,600	6,200	Inflationary increase £16k offset by CSR savings £10k
Total		20,708,553	22,027,700	1,319,147	

Non Ministerial

Net Expenditure - Operating Cost Statement

2011 Net Revenue Expenditure		2012 Estimate
£		£
	Income	
(547,400)	Duties, Fees, Fines & Penalties	(675,000)
(9,000)	Sales of Goods	(4,000)
(308,800)	Sales of Services	(420,800)
(122,800)	Commission	(169,000)
(34,000)	Hire & Rentals	(36,500)
(1,500)	Investment Income	(1,000)
(720,000)	Other Revenue	(2,715,700)
(1,743,500)	Total Income	(4,022,000)
	Expenditure	
-	Social Benefit Payments	-
12,176,900	Staff Costs	12,963,200
8,247,900	Supplies and Services	10,779,300
388,800	Administrative Expenses	410,200
1,524,600	Premises and Maintenance	1,662,900
12,300	Operating Expenses	85,500
-	Grants and Subsidies Payments	17,600
9,000	Finance Costs	11,000
-	Financial Return	-
-	Pension Finance Costs	-
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
92,553	Depreciation	120,000
-	Contingency	-
22,452,053	Total Expenditure	26,049,700
20,708,553	Net Revenue Expenditure	22,027,700

Non Ministerial

Reconciliation of Net Revenue Expenditure

	2012
	£
Prior Year Net Revenue Expenditure	20,616,000
Additional Expenditure	
Non-staff inflation	218,700
CSR Process - Part 2	
Savings	
LOD: C&CC: Reduce amount paid to and sent out to external providers	(350,000)
JG: Increase in stamp duties	(270,000)
JG: C&CC and procurement savings	(61,000)
JG: Departmental staff efficiencies	(27,000)
VIS: Increase in stamp duties	(56,000)
BC: Reduce non staff expenditure; improved procurement processes	(10,000)
Lt-Gov: Removal of senior post and reduction in housekeeping hours	(43,000)
Probation: Re-organise JPACS services, restructuring of probation team	(64,000)
CAG: General savings in non-audit expenditure	(10,000)
Resource Allocation	
Bailiff's Chamber - Additional Costs	135,000
Law Officer's Department - MoJ and UK CSR Requirements	475,000
Judicial Greffe - Civil Partnerships	30,000
Adjustments	
FSR - ERS 2% increase above cap	48,700
Departmental Transfers	
Sex Offenders funding from Home Affairs	838,000
Jersey Employment Tribunal funding from Social Security	168,300
Williamson funding from Health & Social Services	269,000
Capital to Revenue Transfers	-
Depreciation	120,000
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Net Revenue Expenditure	22,027,700
Less: Depreciation	(120,000)
Net Revenue Expenditure (rec to financial forecast)	21,907,700

States Assembly and its Services

States Assembly and its Services

Introduction

The budget for the States Assembly and its services is under the political control of the Privileges and Procedures Committee (PPC) and covers the cost of remuneration for States members, the operation of the States Greffe, members' facilities, inter parliamentary bodies such as the Commonwealth Parliamentary Association and the Assemblée Parlementaire de la Francophonie and the Scrutiny function.

Under the provisions of Article 10 of the Public Finances (Jersey) Law 2005 PPC is free to propose its own cash limit without interference from the Council of Ministers or the Minister for Treasury and Resources. Once the annual estimates for the States Assembly are prepared by PPC they must nevertheless be submitted to the Comptroller and Auditor General for comment and then inserted in the draft Annual Business Plan without amendment. If the Comptroller and Auditor General makes any comments on the estimates those comments must be presented to States members alongside the Annual Business Plan. The Council of Ministers has no power to alter the estimates submitted by PPC and the role that the Council normally has to prioritise expenditure across States funded bodies does not apply to the Assembly estimates. It is simply for States members to decide whether the estimates are appropriate when the Annual Business Plan is debated and any member (including Ministers) can lodge amendments for debate in the usual way. Article 10 also states that PPC must consult the Minister for Treasury and Resources before preparing the estimates "on the proposed budgetary policy of the Council of Ministers for that financial year". It is therefore implicit in the law that PPC should take account of this budgetary policy when finalising its estimates even though the Committee is not, in law, formally required to follow the Council's budgetary policy.

The estimates for 2012 have been prepared by PPC in accordance with the overall policy of the Council of Ministers and incorporate a CSR saving of £102,300, bringing the combined 2011 and 2012 CSR savings to £248,300.

The estimates also make specific provision for "one-off" growth of £200,000 in relation to the cost of the proposed Electoral Commission.

States Assembly

AIM

The States Assembly budget is held under the responsibility of the Privileges and Procedures Committee and its aim is to enable the States Assembly to operate effectively as Jersey's legislature, to facilitate the work of all panels and committees of the Assembly and to fund members' remuneration, interparliamentary exchanges and the support services provided by the States Greffe.

SUMMARY OF KEY OBJECTIVES AND KEY SUCCESS CRITERIA

Objective 1: States Assembly able to operate effectively

Success criteria:

- (i) Assembly able to meet on a regular basis according to agreed schedule of States meetings;
- (ii) All official publications published and provided to members in accordance with statutory timescales;
- (iii) States Chamber and other facilities for States members provided and maintained to agreed standards;
- (iv) States members' remuneration paid in accordance with the recommendations of the States Members Remuneration Review Body;
- (v) Active and effective participation by States members in inter-parliamentary bodies (CPA, APF, BIPA)

Objective 2: Effective and efficient scrutiny function

Success criteria:

- (i) Scrutiny panels and the PAC undertake reviews that hold the Executive to account and that influence policy in a positive way;
- (ii) Chairmen's Committee oversees scrutiny resources and provides appropriate co-ordination of the scrutiny function;
- (iii) Public engagement with the scrutiny function is enhanced and public understanding of the work of the panels is increased;
- (iv) Effective support service provided to panels by the Scrutiny Office.

Objective 3: Government and electoral reform progressed

Success criteria:

- (i) States of Jersey Law 2005 and Standing Orders of the States of Jersey kept under review and appropriate amendments brought forward if necessary;
- (ii) Reform of the composition of the States progressed in line with any States decisions on this issue following the outcome of the work of the Electoral Commission and any associated referendum;
- (iii) Public Elections (Jersey) Law 2002 reviewed and amendments brought forward as appropriate in the light of experience gained during the single election day in 2011

Objective 4: Public kept well-informed about the work of the Assembly

Success criteria:

- (i) Public information services provided by the States Greffe enhanced;
- (ii) Active co-operation with the citizenship programme being brought forward by the Education, Sport and Culture Department;
- (iii) Information published on revised States Assembly website enhanced and expanded.

Objective 5: Effective and efficient administrative support provided to the Assembly, its members, its committees and panels and a number of other bodies by the States Greffe

Success criteria:

- (i) Timely and accurate advice provided to all members as required;
- (ii) Official Report ('Hansard') available according to agreed timescales;
- (iii) Efficient service provided to Council of Ministers and other bodies served by Clerks Secretariat;
- (iv) All official records maintained in an accurate and secure manner;
- (v) Complaints submitted to States of Jersey Complaints Panel processed according to statutory requirements;

States Assembly

Net Revenue Expenditure - Service Analysis

2011 Net Revenue Expenditure		2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE
+ Depreciation £		DEL £	AME £	£	£	
1,441,600	Scrutiny	1,358,100			1,358,100	13.0
48,700	States Messenger	52,100			52,100	1.1
86,700	Inter-Parliamentary Relations	84,900			84,900	0.2
155,900	States Assembly Information Centre	177,400		(7,000)	170,400	2.7
16,000	Complaints Panel	17,100			17,100	0.2
347,200	Clerks Secretariat	336,800			336,800	4.8
2,477,000	Members Remuneration	2,405,600			2,405,600	0.0
646,300	Assembly Support & Facilities	655,000	16,100		671,100	6.7
	Electoral Commission	200,000			200,000	
	Support Services provided to Law Draftsman & Comptroller and Auditor General	22,400		(22,400)	-	
5,219,400	Net Revenue Expenditure	5,309,400	16,100	(29,400)	5,296,100	28.7
(16,100)	Less: Depreciation					
5,203,300	Reconciliation to Business Plan 2011					

States Assembly

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Scrutiny					
To maintain an effective and efficient Scrutiny function	2	1,441,600	1,358,100	(83,500)	The budget reflects the savings made by two VR posts in Scrutiny although the estimates have been amended in the usual way to take account of inflation increases
Messenger Service					
To provide corporate messenger service	5	48,700	52,100	3,400	
Inter Parliamentary Relations					
To maintain and facilitate relationships with other jurisdictions through a number of inter-parliamentary bodies	1	86,700	84,900	(1,800)	
States Assembly Information Centre					
To be the first point of contact for the provision of information about the States Assembly and the point of sale for official publications to States Members, States Departments and the general public	4	155,900	170,400	14,500	
Complaints Panel					
Operation of the States of Jersey Complaints Board system for the resolution of complaints from members of the public	5	16,000	17,100	1,100	
Clerks Secretariat					
To act for the Greffier of the States in relation to Council of Ministers and a number of other Committees and Panels in providing an impartial and professional service to these bodies	5	347,200	336,800	(10,400)	
Members Remuneration					
To provide budget for States members remuneration and expenses	1	2,477,000	2,405,600	(71,400)	In line with P118/2010 which was adopted on 13 October 2010 the cash limit for States Members' remuneration is reduced to show savings in two senatorial posts. Adjustments have been made to cater for the ERS 2% increase for new states members.
Assembly Support and Facilities					
Provision of full range of support services and facilities to enable the States Assembly to operate as Jersey's legislature	1,3	646,300	671,100	24,800	
Electoral Commission					
Provision of an independent Electoral Commission.	3	0	200,000	200,000	On 15th March 2011 the States agreed to establish an independent Electoral Commission. This growth allocation of £200,000 is considered to be appropriate to enable the Commission to operate for 2012
Support Services provided to Law Draftsman & Comptroller and Auditor General					
Administration and premises support is provided to the Comptroller and Auditor General and Law Draftsman Departments. The costs are fully recharged to them.	5	-	-	-	
Total		5,219,400	5,296,100	76,700	

States Assembly

Net Expenditure - Operating Cost Statement

2011 Net Revenue Expenditure		2012 Estimate
£		£
	Income	
-	Duties, Fees, Fines & Penalties	-
(10,000)	Sales of Goods	(7,000)
(22,000)	Sales of Services	(80,500)
-	Commission	-
-	Hire & Rentals	-
-	Investment Income	-
-	Other Revenue	-
(32,000)	Total Income	(87,500)
	Expenditure	
-	Social Benefit Payments	-
4,148,300	Staff Costs	3,968,100
436,200	Supplies and Services	473,900
155,600	Administrative Expenses	344,200
495,200	Premises and Maintenance	581,300
-	Operating Expenses	-
-	Grants and Subsidies Payments	-
-	Finance Costs	-
-	Financial Return	-
-	Pension Finance Costs	-
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
16,100	Depreciation	16,100
-	Contingency	-
5,251,400	Total Expenditure	5,383,600
5,219,400	Net Revenue Expenditure	5,296,100

States Assembly

Reconciliation of Net Revenue Expenditure

	2012
	£
Prior Year Net Revenue Expenditure	5,203,300
Additional Expenditure	
Non-staff Inflation	89,300
CSR Process - Part 2	
Savings	
Scrutiny vacant post not filled (achieved in 2011)	(113,000)
General admin efficiency savings	(11,300)
P118 / 2010 reduction in States Members	(92,000)
Resource Allocation	
Electoral Commission	200,000
Adjustments	
FSR - ERS 2% increase above cap	3,700
Capital to Revenue Transfers	-
Depreciation	16,100
<hr/>	
Net Revenue Expenditure	5,296,100
Less: Depreciation	(16,100)
Net Revenue Expenditure (rec to financial forecast)	5,280,000

Summary Tables of States Trading Operations

Summary Table B - Summary of States Trading Operations 2012

	Gross Expenditure Total £	Income Total £	Net Expenditure £	Financial Return £
Jersey Airport	29,173,400	(28,457,300)	716,100	-
Jersey Harbours	14,800,000	(14,530,000)	270,000	200,000
Jersey Car Parking	7,220,200	(6,330,700)	889,500	2,311,300
Jersey Fleet Management	3,662,600	(3,935,300)	(272,700)	-
	54,856,200	(53,253,300)	1,602,900	2,511,300

Trading Funds of the States Trading Operations 2012

	Opening Balance £	Surplus/ (Deficit) for year £	Add back: Depreciation £	Less: Capital Expenditure £	Plus: Other Balance Sheet Movements £	Additional Funding for Other States Depts	Loan Repayments £	Closing Balance £
Jersey Airport	10,080,516	(716,100)	8,470,000	(1,438,000)	(693,884)		(2,333,369)	13,369,163
Jersey Harbours	10,481,122	(270,000)	3,360,000	(12,369,000)				1,202,122
Jersey Car Parking	12,314,130	(889,500)	1,933,900					13,358,530
Jersey Fleet Management	367,536	272,700	957,700	(2,443,000)		1,000,000		154,936
	33,243,304	(1,602,900)	14,721,600	(16,250,000)	(693,884)	1,000,000	(2,333,369)	28,084,751

Summary Table D
Proposed Trading Operations Capital Expenditure for 2012-2014

Trading Operation	Project	2012 Total Allocation £'000	2013 Total Allocation £'000	2014 Total Allocation £'000
Jersey Airport				
	Monopulse Secondary Surveillance Radar (Airfield)		1,600	
	X-rays for Hand Baggage	338		
	Minor Capital Assets	300	300	300
		<u>638</u>	<u>1,900</u>	<u>300</u>
Jersey Harbours				
	Gorey Pierhead	3,000		
	Duke of Normandy Re-Fit		250	
	Pilot/Workboat		1,000	
	Minor Capital Assets	365	365	350
		<u>3,365</u>	<u>1,615</u>	<u>350</u>
Jersey Car Parking				
	Car Park Upgrades/Extensions			2,100
Jersey Fleet Management				
	Vehicle and plant replacement	1,443	1,323	1,091
Total Capital Expenditure to be Financed from Trading Funds		<u>5,446</u>	<u>4,838</u>	<u>3,841</u>

Detailed Estimates of States Trading Operations

Economic Development Jersey Airport

Economic Development Jersey Airport

Net Revenue Expenditure - Service Analysis

2011 Forecast + Depreciation		2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE
		DEL £	AME £	£	£	
£						
6,824,558	Aviation Services (Note 1)	11,552,000	6,568,600	(11,450,200)	6,670,400	99.0
216,172	Passenger & Security Services	6,973,500	1,419,900	(9,359,700)	(966,300)	67.0
(4,513,281)	Commercial Services	872,800	430,600	(6,232,100)	(4,928,700)	2.0
(25,449)	Communication Services	1,305,100	50,900	(1,415,300)	(59,300)	10.0
2,502,000	(Surplus) / Deficit for the year	20,703,400	8,470,000	(28,457,300)	716,100	178.0

Note 1: Aviation services contains CI Control Zone Income.

Economic Development Jersey Airport

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 Estimate + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Aviation Services					
Aircraft Handling: To deliver safety regulation compliance, Air Traffic Control services and related equipment and maintenance, Airfield Operations, Rescue & Fire Fighting Services, Engineering Services <ul style="list-style-type: none"> MS and QMS policies and procedures approved and implemented across organisation 		6,824,558	6,670,400	(154,158)	This is the effect of the removal of the Below Ground Works grant, which has been partially offset by an increase in dues tariffs
Channel Islands Control Zone (CICZ) In partnership with France and the United Kingdom, continue to provide air traffic services within the CICZ on a commercially sustainable basis <ul style="list-style-type: none"> Maintain (SES) Single European Sky certification New MoU between France and UK in place to enable continuation of CICZ operations Identify additional revenue sources such as through the expansion of controlled areas, service provision to third parties or training 					Hedging agreement with Treasury has lapsed and therefore an element of foreign exchange rate risk has been included
Passenger & Security Services					
To deliver Security, Terminal Operations and Information Services. To maintain and improve Airline/Handling agent relations, Government relations, Customer satisfaction <ul style="list-style-type: none"> Implement best practice policies that meet safety, security, environment and corporate governance requirements. Grow passenger numbers by increasing the network of destinations between Jersey, the UK and Europe while sustaining existing air services 		216,172	(966,300)	(1,182,472)	Increase in dues tariffs and passenger numbers, and departmental savings
Commercial Services					
To deliver Route & new business development, Retail operations and development, Property Management & Development <ul style="list-style-type: none"> Reduce the reliance on aeronautical revenue by increasing yield from non-aeronautical sources and increasing commercial development activity 		(4,513,281)	(4,928,700)	(415,419)	Increase in passenger numbers.
Electronic Services (Management)					
To Manage the provision of planned and reactive maintenance, compliance and capital projects at the Airport in relation to Air Traffic, Radar and Navigation Systems					Electronic Services costs are apportioned across the revenue generating departments
Engineering services					
To Manage the provision of planned and reactive maintenance, compliance and capital projects at the Airport in relation to land, buildings, plant and equipment					Engineering Services costs are apportioned across the revenue generating departments
Management Services					
To provide Directorate, Finance (Incl Stores), IT, HR, Marketing and Safety Compliance Services					Management Services costs are apportioned across the revenue generating departments

Economic Development Jersey Airport

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 Estimate + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Aviation Services					
<ul style="list-style-type: none"> Ensure Jersey Airport is prominent in States of Jersey strategies and that the airport remains a strategic asset to the island. Implement best practice policies that meet safety, security, environment and corporate governance requirements. Invest in the personal and professional development of staff 					
Communication Services					
To operate profitably through delivery of radio/tele communications services and products to States departments and the private sector		(25,449)	(59,300)	(33,851)	Communication Services is tasked with maintaining its 2010 profit
(Surplus) / Deficit for the year		2,502,000	716,100	(1,785,900)	

Economic Development Jersey Airport

Net Expenditure - Operating Cost Statement

2011 Forecast		2012 Estimate
£		£
	Income	
-	Duties, Fees, Fines & Penalties	(6,100)
-	Sales of Goods	-
(20,243,000)	Sales of Services	(20,705,400)
-	Commission	-
(5,507,000)	Hire & Rentals	(5,798,100)
(83,000)	Investment Income	(83,000)
(3,280,000)	Other Revenue	(1,864,700)
(29,113,000)	Total Income	(28,457,300)
	Expenditure	
-	Social Benefit Payments	-
12,066,200	Staff Costs	11,015,500
6,115,303	Supplies and Services	4,753,100
227,600	Administrative Expenses	174,800
4,192,300	Premises and Maintenance	3,851,600
243,400	Operating Expenses	399,800
-	Grants and Subsidies Payments	-
428,000	Finance Costs	288,600
-	Financial Return	-
228,600	Pension Finance Costs	220,000
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
9,405,000	Depreciation	8,470,000
-	Contingency	-
32,906,403	Total Expenditure	29,173,400
3,793,403	(Surplus) / Deficit for the year	716,100

Economic Development Jersey Airport

Reconciliation of Net Revenue Expenditure

	2012 £
Prior Year Net Revenue Expenditure	(6,903,000)
Capital to Revenue Transfers	1,291,403
Revised Net Revenue Expenditure	(5,611,597)
Commitments in Base Budget	
Review of Airport Dues Income	(697,000)
Review of Concessions Income	(324,850)
Labour Credit Offset Review	221,000
Review of Other income	9,804
Revenue inflation	-
Additional Expenditure	
Provision for Pay Awards	239,977
Non-staff inflation	230,168
Capital Grant Income - cash amount less deferred income release	1,280,616
CICZ income - Euro exchange rate agreement fixed in 2009	344,000
Net staff savings / cost	(321,443)
Targeted Overtime Savings	(50,000)
Electricity Savings	(60,000)
One off project - Airspace redesign	(300,000)
Reduction in sundry costs	(196,842)
Expiry of Finance Lease	(139,400)
CSR Process - Safeguard Savings	
Safeguard savings	(1,086,930)
Capital to Revenue Transfers	(1,291,403)
Depreciation	8,470,000
(Surplus) / Deficit for the year	716,100
Less: Depreciation	(8,470,000)
Net Revenue Expenditure	(7,753,900)

Economic Development Jersey Harbours

Economic Development Jersey Harbours

Net Revenue Expenditure - Service Analysis

2011 Forecast + Depreciation		2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE
		DEL £	AME £			
£				£	£	
(310,000)	Port of Jersey	7,033,000	1,914,000	(9,274,000)	(327,000)	41.0
185,000	Jersey Coastguard	1,088,000	123,000	(1,187,000)	24,000	13.0
687,000	Marine Leisure	3,319,000	1,323,000	(4,069,000)	573,000	17.0
562,000	(Surplus) / Deficit for the year	11,440,000	3,360,000	(14,530,000)	270,000	71.0

Economic Development Jersey Harbours

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 Estimate + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Port of Jersey					
A high quality efficient and modern port facility for commercial users, their customers and the community. Includes terminal, marine, Pilotage and Vessel Traffic Services as well as passenger, general freight and fuel operations.	1-4	(310,000)	(327,000)	(17,000)	Tariff increases and a reduction in expenditure, including seasonal staff costs.
Coastguard Services					
A modern coastguard service committed to ensuring 'safer lives, safer ships and cleaner seas' by seeking to prevent loss of life through improving marine safety and protecting the marine environment. Also including the Beach Lifeguard service (funded by the Economic Development Department), Receiver of Wreck and Regulatory Enforcement services.	1-4	185,000	24,000	(161,000)	Tariff increases and a reduction in expenditure, including seasonal staff costs.
Marine Leisure Services					
Three 'Five Gold Anchor' status marinas with ancillary boat hoist and parking facilities. Also includes Heritage Harbours and outlying moorings.	1-4	687,000	573,000	(114,000)	Tariff increases and a reduction in expenditure, including seasonal staff costs.
(Surplus) / Deficit for the year		562,000	270,000	(292,000)	

Economic Development Jersey Harbours

Net Expenditure - Operating Cost Statement

2011 Forecast		2012 Estimate
£		£
	Income	
(5,500)	Duties, Fees, Fines & Penalties	(5,000)
-	Sales of Goods	-
(8,751,600)	Sales of Services	(8,641,300)
-	Commission	-
(5,599,900)	Hires and Rentals	(5,742,800)
(178,000)	Investment Income	(83,000)
-	Other Revenue	(57,900)
(14,535,000)	Total Income	(14,530,000)
	Expenditure	
-	Social Benefit Payments	-
4,042,000	Staff Costs	4,120,000
-	Supplies and Services	-
-	Administrative Expenses	-
-	Premises and Maintenance	-
7,419,200	Operating Expenses	7,025,200
46,200	Grants and Subsidies Payments	21,400
15,500	Finance Costs	15,900
200,000	Financial Return	200,000
56,100	Pension Finance Costs	57,500
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
3,318,000	Depreciation	3,360,000
-	Contingency	-
15,097,000	Total Expenditure	14,800,000
562,000	(Surplus)/Deficit for the year	270,000

Economic Development Jersey Harbours

Reconciliation of Net Revenue Expenditure

	2012 £
Prior Year Net Revenue Expenditure	(2,866,000)
Capital to Revenue Transfers	110,000
Revised Net Revenue Expenditure	(2,756,000)
Additional Expenditure	
Provision for Annual Pay Award	73,000
Non-Staff Inflation	128,000
Corporate Restructure	242,000
Increase in provision for depreciation	
CSR Process - Safehaven	
User Pays	
Marina & Mooring, Harbours Dues, Pilotage, Parking and Property increases	(195,000)
Savings	
Reduction in seasonal/administrative FTE	(237,000)
Reduction in service charges	(300,000)
Business Resources	(85,000)
Removal of Beach Lifeguard non-staff expenses	(50,000)
Income	
Removal of Beach Lifeguard grant	200,000
Capital to Revenue Transfers	
Non Recurring transfer in 2011	(110,000)
Depreciation	3,360,000
(Surplus)/Deficit for the year	270,000
Less: Depreciation	(3,360,000)
Net Revenue Expenditure	(3,090,000)

Transport and Technical Services Jersey Car Parking

Jersey Car Parks

Minister's Introduction

The main areas of operation for Jersey Car Parking are:

- Provision of public parking facilities
- Policing of public parking areas

The key projects and issues in 2012 are as follows:

Following the conversion of Gas Place car park into a public park in 2011 and the subsequent loss of public parking spaces, the Ann Court site has been made available as a temporary measure for public parking. A permanent resolution to this arrangement is still to be confirmed.

The future of the Esplanade car park is also uncertain and dependent upon development plans for the Esplanade Quarter.

Car parking payment methods will be reviewed taking account of newly available technologies.

Motorcycle parking provision will be reviewed with a view to increasing sites where possible, to accommodate likely increases in demand arising from the implementation of the Sustainable Transport Policy, always maintaining the balance with demand from other modes of travel.

Objective 1: Provide sufficient car parking spaces to meet the needs of the Island:

Success criteria:

- (i) Maintain an appropriate number and balance of town parking spaces for workers and shoppers;
- (ii) Ensure there are sufficient funds from parking charges to cover the maintenance and provision of public parking facilities.

Strategic Plan Priority: 10.

Objective 2: Police public parking areas effectively and fairly

Success criteria:

- (i) Public surveys show that people are being treated fairly by the staff and that the policing is effective.

Strategic Plan Priority: 10.

Jersey Car Parks Transport and Technical Services

Net Revenue Expenditure - Service Analysis

2011 Forecast + Depreciation	2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE
	DEL £	AME £			
(213,500) Jersey Car Parks	5,286,300	1,933,900	(6,330,700)	889,500	24.0
(213,500) (Surplus) / Deficit for the year	5,286,300	1,933,900	(6,330,700)	889,500	24.0

Jersey Car Parks

Transport and Technical Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 Estimate + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Jersey Car Parks	1, 2	(213,500)	889,500	1,103,000	<p>The financial return for 2012, excluding depreciation, represents a decrease of £233,100 over 2011 due to a reduction in income of £92,200 and an increase in costs of £140,900.</p> <p>Income is expected to reduce in line with the downward trend in sales of scratchcards and season tickets, due in part to the reduction of car spaces available, but also as a result of the Sustainable Transport Policy with increasing numbers changing to more environmentally friendly forms of transport.</p> <p>Expenditure will increase due to inflationary pressures and the rental to Housing for the new car park at Ann Court.</p> <p>The depreciation charge for 2012 will increase significantly as a result of the £17.6m increase in revaluation of car parks carried out at 31 December 2010.</p>
(Surplus) / Deficit		(213,500)	889,500	1,103,000	

Jersey Car Parks Transport and Technical Services

Net Expenditure - Operating Cost Statement

2011 Forecast		2012 Estimate
£		£
	Income	
(550,000)	Duties, Fees, Fines & Penalties	(580,000)
(5,480,400)	Sales of Goods	(5,373,500)
-	Sales of Services	-
-	Commission	-
(245,600)	Hire & Rentals	(241,500)
(100,000)	Investment Income	(100,000)
(46,900)	Other Revenue	(35,700)
(6,422,900)	Total Income	(6,330,700)
	Expenditure	
-	Social Benefit Payments	-
865,000	Staff Costs	829,500
899,900	Supplies and Services	920,700
33,700	Admin Expenses	36,200
1,009,800	Premises & Maintenance	1,125,600
72,000	Operating Expenses	48,000
-	Grants and Subsidies Payments	-
10,000	Finance Costs	15,000
2,255,000	Financial Return	2,311,300
-	Pension Finance Costs	-
-	Foreign Exchange (Gain)/Loss	-
-	Asset Disposal (Gain)/Loss	-
1,064,000	Depreciation	1,933,900
-	Contingency	-
6,209,400	Total Expenditure	7,220,200
(213,500)	(Surplus) / Deficit for the year	889,500

Jersey Car Parks Transport and Technical Services

Reconciliation of Net Revenue Expenditure

	2012
	£
Prior Year Net Revenue Expenditure	(1,277,500)
Additional Expenditure	
Non-staff Inflation	176,800
Technical Adjustments	
Increase in financial return to General Revenue	56,300
Capital to Revenue Transfers	-
Depreciation	1,933,900
<hr/>	
(Surplus) / Deficit for the year	889,500
Less: Depreciation	(1,933,900)
Net Revenue Expenditure	(1,044,400)

Transport and Technical Services Jersey Fleet Management

Jersey Fleet Management

Minister's Introduction

AIM

- Provide the States with a fleet of vehicles fit for purpose at the best possible whole life costs

FINANCIAL COMMENTARY

During 2012 Jersey Fleet Management will continue to provide the following services to States departments:

- **Fleet Management**

Specialist fleet management services that are available to all States departments in respect of advice on selection, procurement, maintenance and disposal of vehicles and plant.

- **Contract Services**

A service that provides comprehensive vehicle leasing packages to States departments that offer all the financial and efficiency benefits of corporate fleet management.

- **Workshop Services**

For those departments who own vehicles and plant the Section's Bellozanne Workshops are able to offer experience in servicing and repairs covering the complete range from cars, light and heavy commercials, heavy mobile plant, agricultural and horticultural machinery.

- **Fuel Services**

This service consists of security key activated self-service pumps sited at La Collette and Bellozanne Depots. The price recharged to States departments reflects the advantageous contract prices obtained under the States Fuel Contracts and currently shows a saving over retail forecourt prices.

- **Short Term Hire**

In addition to its contract hire agreements the section also has a selected range of vehicles and plant available for short-term "spot" hire on a daily rate basis.

The department has begun to see the benefits of synergies and will continue to look for improvements so that it can meet the challenges of the coming years.

With effect from 1 January 2012 it is anticipated that all States departments will use Jersey Fleet Management for their leasing requirements. The full impact of this change will not be realised until 2013 due to the lead in time in acquiring the fleet of vehicles required.

Jersey Fleet Management

Objective 1: Procure vehicles on behalf of the States that are fit for purpose and that achieve best value

Success criteria:

- (i) Lease hire contract for the car fleet achieves best value for the States;
- (ii) General fleet and specialist vehicles procured at best possible prices and fit for purpose;
- (iii) Meet the vehicle replacement requirements for new lease customer Departments following the decision to fund all States vehicle procurement through Jersey Fleet Management;
- (iv) Inter-Departmental lease charges are fair, reasonable and transparent and provide for future asset replacement.

Strategic Plan Priority: 3.

Objective 2: Ensure States vehicles and specialist equipment is kept operational

Success criteria:

- (i) Minimise cost and turnaround time for servicing and repairs. Ensure workshop billing and maintenance records are detailed, timely and accurate;
- (ii) Ensure the minimum level of operational availability is met for emergency vehicles.

Strategic Plan Priority: 3

Jersey Fleet Management Transport and Technical Services

Net Revenue Expenditure - Service Analysis

2011 Forecast + Depreciation	2012 Gross Revenue Expenditure		2012 Income	2012 Net Revenue Expenditure	2012 FTE
	DEL £	AME £			
£					
(225,600) Jersey Fleet Management	2,704,900	957,700	(3,935,300)	(272,700)	26.0
(225,600) (Surplus) / Deficit for the year	2,704,900	957,700	(3,935,300)	(272,700)	26.0

Jersey Fleet Management Transport and Technical Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2011 Estimate + Depreciation £	2012 Estimate + Depreciation £	Increase / (Decrease) £	Financial Summary
Jersey Fleet Management	1, 2	(225,600)	(272,700)	(47,100)	<p>The financial return for 2012 provides for a surplus of £272,700 representing an increase of £47,100 over the surplus estimated for 2011.</p> <p>Income will increase as a result of annual price rises in fuel and lease charges together with an anticipated increase in the number of Departments utilising the workshops.</p> <p>Expenditure will increase due to inflationary pressures and a corresponding increase in costs as a result of increased work undertaken on servicing and repairs.</p>
(Surplus) / Deficit for the year		(225,600)	(272,700)	(47,100)	

Jersey Fleet Management Transport and Technical Services

Net Expenditure - Operating Cost Statement

2011 Forecast		2012 Estimate
£		£
	Income	
-	Duties, Fees, Fines & Penalties	-
(428,000)	Sales of Goods	(519,500)
(528,700)	Sales of Services	(711,200)
-	Commission	-
(2,818,000)	Hire & Rentals	(2,700,600)
-	Investment Income	(3,500)
(500)	Other Revenue	(500)
(3,775,200)	Total Income	(3,935,300)
	Expenditure	
-	Social Benefit Payments	-
974,800	Staff Costs	966,600
982,200	Supplies and Services	971,000
2,100	Admin Expenses	1,200
801,200	Premises & Maintenance	854,100
(700)	Operating Expenses	2,000
-	Grants and Subsidies Payments	-
-	Finance Costs	-
-	Financial Return	-
-	Pension Finance Costs	-
-	Foreign Exchange (Gain)/Loss	-
(110,000)	Asset Disposal (Gain)/Loss	(90,000)
900,000	Depreciation	957,700
-	Contingency	-
3,549,600	Total Expenditure	3,662,600
(225,600)	Surplus for the year	(272,700)

Jersey Fleet Management Transport and Technical Services

Reconciliation of Net Revenue Expenditure

	2012 £
Prior Year Net Revenue Expenditure	(1,125,600)
Additional Expenditure	
Non-Staff Inflation	55,300
Increase in prices for fuel and leased vehicles	(160,100)
Capital to Revenue Transfers	-
Depreciation	957,700
<hr/>	
Surplus for the year	(272,700)
Less: Depreciation	(957,700)
Surplus for the year (less depreciation)	(1,230,400)

2012 – 2014 Capital Programme

SUMMARY TABLE C

Proposed Capital Programme for 2012 – 2014

Description	2012 £000	2013 £000	2014 £000
Replacement Assets	2,056	1,643	2,423
Vehicle Purchases	1,000	1,000	1,500
Infrastructure Assets	6,956	6,956	6,956
Infrastructure Assets - Revenue to Capital Transfer	1,800	1,800	1,800
Police Station Relocation - Tranche 4	2,000	1,000	1,000
ICU - Infection Control	2,500	-	-
Maternity Theatre SCBU - Patient Safety, Privacy & Dignity	1,494	-	-
Upgrade of Main Theatres - Infection Control and Reliability	1,052	2,100	1,837
Clinique Pinel Refurbishment	1,100	-	-
Phillips Street Shaft	3,600	-	-
Upgrade Microsoft Desktop Technology	752	663	-
Web Development	100	100	170
Tax Transformation Programme & IT systems	600	-	500
St Martin's School Replacement	-	7,732	-
The Limes refurbishment	-	700	-
Refurbishment Clinical Waste Incinerator	-	700	300
FB Fields Running Track Replacement	-	-	535
Les Quennevais Artificial Pitch Replacement	-	-	613
Autism Support Unit, Haute Vallee School	-	-	1,066
Sewage Treatment Works - Secondary Treatment Upgrade	-	-	3,100
Social Housing Programme - Funded from Other Sources	10,804	14,055	13,702
Total Proposed Capital Allocation	35,814	38,449	35,502
Other Funding Sources			
JPH Asset Disposals Receipts	(5,500)	(3,300)	-
Earmarked Social Housing Capital Receipts	(4,989)	(4,307)	(3,773)
Other Earmarked Social Housing Funding	(5,815)	(9,748)	(9,929)
Unused Fiscal Stimulus funding, applied to Phillips Street Shaft	(3,600)	-	-
Net Allocation	15,910	21,094	21,800

Capital Programme

ASSET REPLACEMENT WORKS

The Council of Ministers proposes the following sums to be allocated for capital asset replacement:

	2012 £'000 Proposed	2013 £'000 In Principle	2014 £'000 In Principle
Education, Sport and Culture Department	11	0	0
Health and Social Services Department	1,542	1,542	1,599
Home Affairs Department	250	0	121
Transport and Technical Services Department	253	101	633
Non-Ministerial Departments	0	0	70
	2,056	1,643	2,423

This funding will be utilised to replace specific departmental capital assets and is not part of a funding stream for vehicle asset replacement.

JERSEY FLEET MANAGEMENT

VEHICLE PURCHASES	Programme Total £5,000,000
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Department's Submission:

A key decision from the 2011 Budget process was that all vehicles would be purchased by the Jersey Fleet Management (JFM) Trading Fund and leased to departments. In order to achieve this the JFM trading fund requires an injection of capital to make the initial purchases.

This project will:

- Fund the initial purchase of new vehicles to be administered by JFM
- Allow vehicles to be leased by JFM to States departments.
- Replacement vehicles will be purchased by the JFM Trading Fund.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Total
£1,000,000	£1,000,000	£1,500,000	£3,500,000

The balance of funding required to be allocated in future years.

Potential Revenue Implications

Net Revenue Effect	
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TRANSPORT AND TECHNICAL SERVICES

INFRASTRUCTURE WORKS ROLLING ANNUAL VOTE	Annual Allocation £8,756,000
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Department's Submission: Is for an Annual allocation of funds.

The Infrastructure allocation will comprise of the following:

Waste

Waste assets are fundamental for operating the disposal facilities for the Island's waste. The infrastructure assets include the sewerage network and pumping stations. The funds will be allocated to undertake essential maintenance work on these assets to ensure they continue to be operational and reduce the risk of sewerage leakage.

Sea Defence Strategy

The Island's sea defences protect the vital infrastructure and property assets from the threats of storms and coastal flooding. A maintenance programme, introduced in 2002, has been successful in maintaining existing defences. These works will continue, together with studies into the effects of climate change that focused on the performance of existing defences during severe storms now and in the future. Funding for maintenance and future improvements are prioritised and funded from TTS Infrastructure Capital.

Highway's Infrastructure

The road network continues to show all the signs of deterioration through age, high vehicle numbers and the effects of cold weather. Repairs to the roads have been concentrated on priority routes and reactive maintenance (patching) to maintain public safety. Resurfacing programmes are constantly updated, coordinated with utility and developments to ensure best performance is achieved. Bridges, street lighting, roadside structures are also inspected, monitored and repaired or replaced as part of the infrastructure capital. The introduction of a Highway Asset Management system will drive a prioritised programme of repairs for all assets commensurate to the value of funding available.

TREASURY AND RESOURCES – PROPERTY HOLDINGS (on behalf of HOME AFFAIRS)

POLICE STATION RELOCATION – TRANCHE 4	Programme Total £4,000,000
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Department's Submission:

The Police and Home Affairs relocation project forms part of Phase 1 of the Office Estate Rationalisation programme and provides the ability to deliver a new operational police HQ; a central police administration office.

The current Police HQ and operational buildings are not fit for purpose. They are inadequate in terms of their size and configuration and are of poor quality. The former school building is suffering progressive collapse.

JPH has developed a solution based on the co-location of the majority of the Police functions that are office based, with the balance of activities will be accommodated within a new police operational building ('Police Station') to be constructed on the site of the existing police facilities at Rouge Bouillon.

The request for funding relates specifically to the remaining tranche of funding of £4 million, to be added to funds already approved by the States.

This project will be delivered by Property Holdings.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Project Total
£2,000,000	£1,000,000	£1,000,000	£4,000,000

In addition this project has received capital budget allocations of £18 million in previous year's Business Plans.

Potential Revenue Implications

Net Revenue Effect

TREASURY AND RESOURCES – PROPERTY HOLDINGS (on behalf of HEALTH AND SOCIAL SERVICES)

ICU – INFECTION CONTROL	Programme Total £2,500,000
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Department's Submission:

The Intensive Care Unit (ICU) is situated on 2nd floor of the 1960's wing of the hospital; it currently has 3 surgical beds, 5 medical beds and one isolation room which are neither compliant with UK Government Health Building regulations nor with Fire Regulations.

This project will:

- Increase the bed space areas to between 16.5m² and 23.0m² (average of 18.4m²) which will significantly reduce the risk of the cross infection of neutropaenic patients and further improve infection control through the provision of adequate storage facilities, hand washing basins, equipment decontamination facilities;
- Provide required dedicated Isolated Power Systems (IPS) which continuously monitor electrical circuits and Uninterruptible Power Supplies (UPS) which guarantee continuous service to medical monitoring equipment in case of power failure; and,
- Improve fire segregation in the unit and create a secure horizontal escape route to the main corridor by interlinking the patient treatment areas

This project will be delivered by Property Holdings.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
£2,500,000			£2,500,000

Potential Revenue Implications

Net Revenue Effect
£301,000 from 2013

TREASURY AND RESOURCES – PROPERTY HOLDINGS (on behalf of HEALTH AND SOCIAL SERVICES)

MATERNITY THEATRE SCBU - PATIENT SAFETY, PRIVACY AND DIGNITY	Programme Total £1,494,000
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Department's Submission:

The Maternity Unit and Special Care Baby Unit (SCBU) are based on the 1st floor of the 1960's wing of the Hospital adjacent to main theatres. The current obstetric theatre in the maternity unit is too small for purposes of infection control and maintaining privacy & dignity (to achieve a safe transfer of a patient onto the theatre table it is necessary to open the doors onto the public corridor. There is no suitable area to designate for laying up instruments and no recovery area (following delivery the patient has to be pushed through public corridors and past the public lifts to access main theatre recovery).

The obstetric theatre has been used 144 times in the 6 months to April 2010, of which 103 were emergency Caesarean sections, whilst the main theatres have been used 53 times mainly for elective Caesarean sections.

The project will:

- Create a modern, fit for purpose maternity theatre with all associated facilities and direct access to main theatre recovery;
- Ensure that the new maternity theatre is suitable for any form of surgery so that it may be used as a decant facility during the refurbishment of main theatres; and,
- Increase the size of the SCBU isolation room to an acceptable level.

This project will be delivered by Property Holdings.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
£1,494,000			£1,494,000

Potential Revenue Implications

Net Revenue Effect
£65,000 from 2012, further £15,000 from 2013.

TREASURY AND RESOURCES – PROPERTY HOLDINGS (on behalf of HEALTH AND SOCIAL SERVICES)

UPGRADE OF MAIN THEATRES – INFECTION CONTROL AND RELIABILITY	Programme Total £4,989,000
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Department's Submission:

Main theatres are on the 1st floor of the Hospital. The existing theatres were constructed in the late 1980's and the ventilation plant has reached the end of its serviceable life and does not comply with current requirements increasing the risk of infection during surgery and resulting in frequent equipment breakdowns. Only two theatres have laminar flow air exchange systems which is an essential requirement for orthopaedic surgery but which is also recommended for all theatre areas under UK Government Health requirements.

The project will:

- Reconfigure existing theatre 1 to allow direct access from the new maternity theatre to the recovery area and use of the new maternity theatre as a decant during the work on main theatres;
- Refurbish existing theatres 3 & 4 with an expansion of theatre 4 and installation of laminar flow in theatres 3 & 4;
- Replacement of air handling plant in accordance with current guidance in theatres 1 – 4.
- Replace the reception area for patients for surgery; and,
- Centralise and expand the storage space available for main theatres.

This project will be delivered by Property Holdings.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme
£1,052,000	£2,100,000	£1,837,000	£4,989,000

Potential Revenue Implications

Net Revenue Effect
£10,000 from 2014

TREASURY AND RESOURCES – PROPERTY HOLDINGS (on behalf of HEALTH AND SOCIAL SERVICES)

CLINIQUE PINEL REFURBISHMENT	Programme Total
	£1,100,000

Department's Submission:

Clinique Pinel provides 17 beds for the assessment, treatment and respite for people suffering from organic mental health problems (the dementias) in Beech Ward and 17 beds for the assessment and treatment of functional mental health problems (depression, psychosis and anxiety etc) in Cedar Ward. Clinique Pinel also provide a further 10 beds for people who have had long term mental health conditions and have become institutionalised over the years and are unable to cope with residential care away from a hospital setting in Lavender Ward.

This project will ensure that the building is fully compliant with fire regulations, environmentally compliant with Infection Control Recommendations and will address issues of patient dignity.

- The day to day risk to patients will be reduced through safety measures such as the introduction of handrails
- Flooring and lighting will be improved
- Decoration and signage will be co-ordinated in such a way so as to 'sign post' more clearly areas for patients

Patient dignity will be improved through improved bathing facilities including showers within Clinique Pinel

An improved toilet layout will aid with patient continence issues and the general enhancement of environmental conditions within the building will reduce confused and frustrated behaviour.

This project will be delivered by Property Holdings.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
£1,100,000			£1,100,000

Potential Revenue Implications

Net Revenue Effect
£100,000 from 2013

TRANSPORT AND TECHNICAL SERVICES

PHILLIPS STREET SHAFT	Programme Total
	£3,600,000

Department's Submission:

The proposed Phillips Street Shaft is the final element of the St Helier Surface Water Link and Cavern project, which was commissioned in 1998. Along with several significant sewer upgrade and separation projects in St Helier, the Cavern project has allowed the number of spills of dilute sewage to sea to be reduced. The works involve the sinking of a shaft and driving of tunnels in Ann Court so that a connection can be made between the combined sewers in Providence Street and the cavern. This connection will also allow the construction of further surface water separation schemes in the Eastern area of St Helier.

This project will:

- Upgrade the drainage by enabling surface water to be separated from foul.
- Achieve the original design criteria for the cavern of preventing flooding and dilute sewage spills up to a design level of 1 in 10 years
- Reduce the risk of flooding in the central area of town

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
£3,600,000			£3,600,000

Potential Revenue Implications

Net Revenue Effect

TREASURY AND RESOURCES

UPGRADE MICROSOFT DESKTOP TECHNOLOGY	Programme Total £1,415,000
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Department's Submission:

The project is to replace the existing States of Jersey desktop software with the latest Microsoft products. The current standard desktop software is now nearing 10 years of age, and will no longer be supported by Microsoft after July 2011, with the operating system being retired in July 2014.

This project will:

- Improve both security features and performance for users
- The ability to provide more efficient centralised support
- Provide rapid and efficient deployment of future upgrades.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
£752,000	£663,000		£1,415,000

Potential Revenue Implications

Net Revenue Effect

TREASURY AND RESOURCES

WEB DEVELOPMENT	Programme Total £370,000
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Department's Submission:

The project plans further development and enhancements to the States web site; people will be able to do more online, from filling in forms to paying bills.

This project will:

- Develop a sophisticated method of enabling more secure transactions whilst protecting customers' personal data.
- Create a framework for citizen and business authentication
- Provide a platform for departments to develop online services cost effectively and increase productivity.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
£100,000	£100,000	£170,000	£370,000

Potential Revenue Implications

Net Revenue Effect

TREASURY AND RESOURCES

TAX TRANSFORMATION PROGRAMME AND IT SYSTEMS	Programme Total £1,100,000
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Department's Submission:

This project will implement a "Procure to Pay" purchasing system, and develop the Income Tax IT system.

This project will:

- Deliver a modern procure-to-pay system that enforces process compliance and behaviour.
- Provide budget holders with a user-friendly ordering system for purchasing from corporate contracts.
- Make upgrades/amendments to the Income Tax IT systems as required by the Tax Transformation Programme.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
£600,000		£500,000	£1,100,000

Potential Revenue Implications

Net Revenue Effect
Up to £300,000

TREASURY AND RESOURCES – PROPERTY HOLDINGS (on behalf of EDUCATION, SPORT AND CULTURE)

ST MARTIN'S SCHOOL REPLACEMENT	Programme Total £7,732,000
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Department's Submission:

A new school is considered to be the most cost-effective option to replace the existing school, which falls well below recommended standards, including DfEE guidelines. The school has a net usable floor area of 880 square metres, excluding the temporary classrooms, compared to the standard brief for a single-form entry primary school of 1,600 square metres.

The overall aim of the project is to build a new school on an adjoining site. The new accommodation will be suitable to the modern curriculum needs of the 180 or so children who will continue to attend the school and will incorporate a 30 place Nursery.

The existing accommodation would then be vacated and would revert to the Parish of St. Martin for proposed residential development for the local community.

This project will be delivered by Property Holdings.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
	£7,732,000		£7,732,000

Potential Revenue Implications

Net Revenue Effect

TREASURY AND RESOURCES – PROPERTY HOLDINGS (on behalf of HEALTH AND SOCIAL SERVICES)

THE LIMES REFURBISHMENT	Programme Total £700,000
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Department's Submission:

The Limes is a nursing care home built in the 1980s to a very high standard but not refurbished since. Due to a change of use the needs of the patients have increased significantly in recent years.

This project will:

- Refurbish all 32 bedrooms;
- Install 4 new bathrooms;
- Install and upgrade sluices; and,
- Completely redecorate the building inside and out.

The total project cost is estimated at £1.7 million, with the balance of funding to be provided from the H.E Le Seilleur fund.

This project will be delivered by Property Holdings.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
	£700,000		£700,000

Potential Revenue Implications

Net Revenue Effect
£15,000 from 2013

TRANSPORT AND TECHNICAL SERVICES

REFURBISHMENT OF CLINICAL WASTE INCINERATOR	Programme Total £1,000,000
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Department's Submission:

The existing Clinical Waste Incinerator was commissioned in 1997 with new emission control and operational technology to safely deal with the risks associated with Clinical Waste. This plant has operated successfully for over 10 years and has been maintained to a high standard.

The asset life for this type of mechanical and electrical equipment is 15 years and a significant refurbishment will be required to continue the safe disposal of clinical waste for the Island.

This project will:

- Refurbish or replace the key parts of the plant that have worn to a point that render the plant unreliable and cause excessive downtime to carry out repairs.

- Ensure that the department meets the latest standards and regulations for the safe disposal of clinical waste.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Project Total
	£700,000	£300,000	£1,000,000

Potential Revenue Implications

Net Revenue Effect

TREASURY AND RESOURCES – PROPERTY HOLDINGS (on behalf of EDUCATION, SPORT AND CULTURE)

FB FIELDS RUNNING TRACK	Programme Total £535,000
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Department's Submission:

The project will see the replacement of the running track surface which was installed in 1986 and refurbished in 1996 and to upgrade the field event facilities and netball court surface.

The current track and field facilities do not meet UK Athletics full certification and if the Island wishes to use the facilities for the 2015 Island Games full certification will be a requirement. Continued degradation of the running track will increase the likelihood of accidents or injury to users.

This project will be delivered by Property Holdings.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
		£535,000	£535,000

Potential Revenue Implications

Net Revenue Effect

TREASURY AND RESOURCES – PROPERTY HOLDINGS (on behalf of EDUCATION, SPORT AND CULTURE)

LES QUENNEVAIS ARTIFICIAL PITCH REPLACEMENT	Programme Total £613,000
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Department's Submission:

This project will remove the existing synthetic carpet and support material and replace with new synthetic carpet. Recent studies have shown that the pitch will require replacement by the commencement year due to wear and drainage issues.

Continued use of the pitch will see degradation of the surface increasing the likelihood of accidents or injury to users. The pitch is an essential element of the facilities for staging the 2015 Island Games.

This project will be delivered by Property Holdings.

Land required	No	Land Available	N/A
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Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
		£613,000	£613,000

Potential Revenue Implications

Net Revenue Effect

TREASURY AND RESOURCES – PROPERTY HOLDINGS
 (on behalf of EDUCATION, SPORT AND CULTURE)

AUTISM SUPPORT UNIT, HAUTE VALLEE SCHOOL	Programme Total
	£1,066,000

Department's Submission:

The project will provide a new Autistic Spectrum Disorder (ASD) Unit at Haute Vallée School, including kitchen/social room, three smaller rooms, art store and toilets totalling 214m² as an extension to the existing Arts Building.

The current temporary accommodation at Haute Vallée School consists of a single room and side-room and is inadequate to meet the needs of students. The new unit will include special facilities (e.g. a quiet room, sensory room, and computer facilities), and will form part of the general school complex so that students will also able to take part in mainstream curriculum and school activities.

This project will be delivered by Property Holdings.

Land required	No	Land Available	N/A

Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Programme Total
		£1,066,000	£1,066,000

Potential Revenue Implications

Net Revenue Effect

TRANSPORT AND TECHNICAL SERVICES

SEWAGE TREATMENT WORKS – SECONDARY TREATMENT UPGRADE	Programme Total
	£14,429,000

Department's Submission:

The existing secondary treatment works was upgraded in 1997 with a new technology to minimise space and reduce cost. This has been a very difficult plant to operate and has not provided the degree of reliability required for the treatment of the Island's sewage.

The Liquid Waste Strategy has identified the need to upgrade the whole of the treatment works process and extend the outfall location in St Aubins bay to the low tide mark.

This project will:

- Upgrade the treatment works process
- Achieve the effluent standards required to minimise the environmental impact of the sewerage treatment process.
- Reduce energy utilisation and increase the life of the existing works.

Land required	No	Land Available	N/A

Capital Expenditure

Proposed 2012	In Principle 2013	In Principle 2014	Total
		£3,100,000	£3,100,000

The balance of funding required to be allocated in future years.

Potential Revenue Implications

Net Revenue Effect

HOUSING DEPARTMENT

SOCIAL HOUSING WORKS Three Year Plan	Three Year Plan
	£38,561,000

Department's Submission:

The Housing Department's property plan (P6/2007), which was approved in 2007, proposed the use of proceeds from the sale of a number of States rental homes, in addition to funding from the capital programme and funds advanced from Fiscal Stimulus.

Housing Social Works Programme 2012 - 2014

Schemes	2012 Programme £'000	2013 Programme £'000	2014 Programme £'000
Le Squez Phase 2c	4,658		
La Collette Phase 1	4,838		
Journeaux Street 2-4	1,308		
Journeaux Court Intensification		536	3,899
Ann Court		536	2,228
De Quetteville Court High Rise			557
Osborne Court			334
Acquisitions of Life-long homes		12,983	6,684
Total of Proposed Projects	10,804	14,055	13,702

Funding Streams			
Capital Balance Brought Forward	2,974	3,125	6,896
Capital Receipts Applied	4,989	4,307	3,773
Repayments			(2,713)
Other Social Housing Funding	5,966	13,519	8,912
Total Funding Available	13,929	20,951	16,868
Less:			
Total of Proposed Projects	(10,804)	(14,055)	(13,702)
Capital Balance Carried Forward	3,125	6,896	3,166

Le Squez Phase 2c

This phase will be the continuation of the wholesale regeneration of the estate incorporating enhancements to existing community and amenity facilities.

La Collette Flats Phases 1

By completion the high rise tower will have been refurbished to give all the homes the benefit of an external wall insulation system, more thermally efficient replacement windows, new roof systems and a host of enhancements to the common areas such as new lifts.

Journeaux Street 1 - 3

The demolition of an existing derelict building, to make way for the construction of 9 new flats to form another phase of Journeaux Court.

Journeaux Court Intensification

The addition of an extra floor to phases 1 & 2 which would provide 20 new lifelong homes whilst upgrading the existing 61 units to lifelong homes standard and where practicable the additions of lifts to each block.

Ann Court

Following the use of the site as a car park, this site will be developed to provide 1 and 2 bedroom social rented dwellings in 2015.

De Quetteville Court High Rise

The refurbishment of these 32 apartments into a development of lifetime homes with a high emphasis on energy efficiency and sustainability.

Osborne Court

This project will consider the shortcomings of the existing buildings with a view to upgrading the 23 dwellings to decent homes standard and improving the accessibility by adding lifts to the blocks.

Comprehensive Spending Review

States of Jersey

Summary of CSR Proposals 2011 - 2013

Departments	Savings Proposals	User Pays Proposals	TOTAL Savings and User Pays	Growth Proposals	NET CSR Saving
	£'000	£'000	£'000	£'000	£'000
Chief Minister	537	33	570	200	370
Economic Development	1,848	169	2,017	-	2,017
Education, Sport and Culture	3,262	774	4,036	4,152	(116)
Environment	1,009	305	1,314	-	1,314
Health and Social Services	6,530	1,303	7,833	1,600	6,233
Home Affairs	3,654	92	3,746	2,365	1,381
Housing	1,447	110	1,557	-	1,557
Social Security	5,863	-	5,863	-	5,863
Transport and Technical Services	4,145	136	4,281	-	4,281
Treasury and Resources	3,110	1,050	4,160	1,304	2,856
Non Ministerial States Funded Bodies	1,366	356	1,722	-	1,722
States Assembly and its Services	404	-	404	-	404
<u>Corporate Initiatives</u>					
- Procurement	6,500	-	6,500	-	6,500
- Terms and Conditions	14,000	-	14,000	-	14,000
Sub Total	53,675	4,328	58,003	9,621	48,382
Savings from Education, Sport and Culture to be identified and, if any balance, found from Restructuring Provision	7,051		7,051		7,051
Total	60,726	4,328	65,054	9,621	55,433

States of Jersey

Summary of CSR Savings Proposals 2011 - 2013

Departments	2011 Savings Achieved		Savings Proposals					
	£'000	FTE	2012		2013		TOTAL	
	£'000	FTE	£'000	FTE	£'000	FTE	£'000	FTE
Chief Minister	129	1.0	139	1.8	269	0.5	537	3.3
Economic Development	346	1.0	666	-	836	0.9	1,848	1.9
Education, Sport and Culture	1,415	9.3	1,043	1.6	804	3.0	3,262	13.9
Environment	432	4.0	82	-	495	-	1,009	4.0
Health and Social Services	3,729	26.0	1,386	-	1,415	-	6,530	26.0
Home Affairs	1,009	11.3	1,064	4.0	1,581	8.5	3,654	23.8
Housing	550	4.8	298	-	599	1.0	1,447	5.8
Social Security	1,863	-	1,500	-	2,500	-	5,863	-
Transport and Technical Services	1,010	13.0	1,102	3.0	2,033	7.0	4,145	23.0
Treasury and Resources	1,186	13.5	719	5.0	1,205	10.0	3,110	28.5
Non Ministerial States Funded Bodies	397	2.7	565	2.5	404	1.0	1,366	6.2
States Assembly and its Services	171	-	103	-	130	-	404	-
<u>Corporate Initiatives</u>							-	
- Procurement	-		3,000	-	3,500	-	6,500	-
- Terms and Conditions	-		7,000	-	7,000	-	14,000	-
Sub Total	12,237	86.6	18,667	17.9	22,771	31.9	53,675	136.4
Savings from Education, Sport and Culture to be identified and, if any balance, found from Restructuring Provision					7,051		7,051	
Total	12,237	86.6	18,667	17.9	29,822	31.9	60,726	136.4

Chief Minister

CSR Savings Proposals

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Policy Unit						
Chief Executive's Office: Provide support and advice to the Chief Minister and Council of Ministers in establishing, co-ordinating and implementing States approved policies and objectives; Co-ordinate the preparation of plans to mitigate the effects of major emergencies.	1,375	99	1.8	128		Description: Review of the Central Policy Unit and the provision of support functions at CLM House. Deletion of Assistant Emergency Planning Officer post. Impact: there should be no impact on the services provided.
Population Office: A balance between economic growth and the supply and demand of labour, accommodation, infrastructure and resources, and the promotion of greater social inclusion.	310			33	0.5	Description: Savings predicted from the implementation of the migration post. Impact:
Statistics: Provide a high quality statistical service for the government, people and businesses of Jersey, such that all users of the data can have confidence in the accuracy of the data produced.	432			42		Description: Statistics Unit restructure following the census. Impact: No impact on services provided.
Economics: Co-ordinated economic strategy and policy-making; Improved economic policy development through sound and timely advice.	418	15		66		Description: Savings achieved by reducing the role of consultants in the Economics Unit & replacing a senior post in the International Directorate with a graduate trainee. Impact: No impact on services anticipated.
Law Drafting						
Delivery of time-critical effective legislation through completion of the Legislation programme	848	25				Description: 50% cut in hired services budget, resulting in a loss of 50 law drafting days. Impact: This may impact on the number of laws drafted.
2012 Estimate for all other Service Areas	1,168					
Total	4,551	139	1.8	269	0.5	

Economic Development

CSR Savings Proposals

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Enterprise and Business Development						
Enterprise Support	851	194	-	190		<p>Description-Savings will be achieved through a reduction in business grants, supporting exports, diversification and investment into new technologies. There will be additional savings from the integration of Jersey Enterprise and Jersey Business Venture and outsourcing of delivery.</p> <p>Impact-Less investment in export development/diversification, new technologies, products and services. The integration of Jersey Enterprise and Jersey Business Venture will ensure less duplication of service.</p>
Marketing						
<p>Research and Statistics</p> <p>Ensure that robust research (and compilation of statistics) is carried out in order to inform the department and the industry on future planning.</p>	125	4	-	6	-	<p>Description- Savings will be achieved through greater synergy between Harbours and Airport in the compilation of statistics and reduction in printing costs.</p> <p>Impact-Clients will have to print their own reports.</p>
Policy and Regulation						
<p>Consumer Affairs / Trading Standards</p> <p>Support a safe and fair trading environment by the enforcement of consumer protection laws.</p> <p>Provide a free confidential consumer advisory service and, where necessary assist in resolving disputes over goods and services.</p> <p>Manage the Partnership Agreement with the Jersey Consumer Council.</p>	541	16	-	26	1	<p>Description: Savings will be achieved by the closure of the weighing office in Central Market, a reduction in Trading Standards non-staff costs. In addition the Jersey Consumer Council grant will be reduced.</p> <p>Impact: There will be a loss of a post and income resulting from the closure of the weighing office although the Consumer Advisor will move to the weighing office improving access to the "drop in centre". There will be no provision for certification, replacement of Trading Standards specialised equipment and a 2015 non-staff growth needed to fund certification of "Jersey Standards".</p>
<p>Finance Sector</p> <p>Provide funding for Jersey Finance Limited, as per the partnership agreement with the Department.</p> <p>Provide funding to Jersey Financial Service Commission for the Anti-Money Laundering unit to extend its activities to non-financial services entities</p> <p>To support the finance industry, particularly through developing new legislation for the benefit of the industry.</p>	3,210	(90)	-	225	-	<p>Description: Savings will be achieved by a reduction of grant to JFL on 2011 grant and a reprioritising of their activities. The increase is due to recurring Stimulus funding of the 3rd office.</p> <p>Impact: Will be the cessation of some JFL activity.</p>
<p>Gambling Legislation and Control</p> <p>Regulation of sector, issuing of licences.</p>	39	80				<p>Description: The savings will be achieved by a reduction in grant to the Gambling Commission.</p> <p>Impact: The Gambling Commission will move to being self-financing by 2013/14 and the Financial Ombudsman may need seed funding but must be self-financing by year 2 of operation.</p>
<p>Regulation of Undertakings</p> <p>To control the carrying on of undertakings and to regulate further development by licensing businesses</p> <p>To issue licences within 15 working days of receipt under normal conditions.</p>	446	2	0	2	0	<p>Description: Savings will be achieved by ending support staff .</p> <p>Impact: Reduction in response time for compilation of manpower data for the Statistic Unit and a reduction in days to issue business licences from 15 working days.</p>

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Policy Development Consider and evaluate various policy proposals.	661	90	0	74	0	Description: Savings will be achieved through additional savings related to the merger of Strategic Development with Regulatory Services to become Policy and Regulation with a loss of management capacity for regulatory services functions. Additional saving will come from a combination of removal and reduction of hired services and copyright law provision. There will be a further review of staff levels as the gambling commission grant reduces to zero. . Impact: Development of IP laws may take longer. Focus needs to be on core functions to ensure the merger works, new or ongoing development might be delayed in short term until new model is embedded. The Financial Ombudsman may need seed funding but must be self-financing by year 2 of operation.
Rural Support						
Single Area Payment Part of Rural Economy Strategy.	968	100	0	123	0	Description: Savings will be achieved through the Retirement of the UK Marketing Representative and a reduction of Quality Milk Payments. In addition there will be a phased withdrawal of the budget for Genuine Jersey and a reduction in RIS funding. Impact: Future marketing needs for Jersey Royals will be absorbed by the industry and the phasing out of Genuine Jersey will allow them 2 years to become self-sufficient. There will be no impact on the dairy sector with a reduction in QMP and RIS grants will still be available but a reduced proportion of project costs being met by the scheme.
Quality Milk Payment Part of Rural Economy Strategy.	524					
Dairy Service Support Payment Payment to Royal Jersey Agricultural and Horticultural Society for historical	247					
Rural Initiative Grant based scheme to encourage enterprise and growth in the rural economy.	273					
General Support Miscellaneous support such as administration of Agricultural Loans, BSE compensation payments and UK produce export officers.	133					
Skills						
Training and Workforce Development						Savings will emerge from the changes proposed to the Jersey Apprenticeship Scheme and reductions in costs within the Skills Development budget
Ongoing support for training, skills and workforce development in line with Skills Executive & Skills Jersey Business Plan and targets.	421	10	0	20	0	
Overheads						
		147	0	170	0	Description: Savings will be achieved by the relocation of EDD Liberation Place staff to lower cost accommodation, reorganisation of the administrative workload of the Exec. Support Team. In addition there is cost savings on overheads through enhanced procurement or operational regimes. Impact: Move office to edge of Town location in alternate premises and the reorganisation of Exec Support Team may result in administrative workload being spread too thinly. The enhanced procurement may result in a need for new working practices and require a training input, further from other states offices
2012 Estimate for all other Service Areas	7,459					
Total	15,898	666	-	836	0.9	

Education, Sport and Culture

CSR Savings Proposals

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Schools and Colleges						
FP Education (Provided Schools) Provide fee paying education for pupils at States run schools.	5,762	80		80		Description: Continuation of property occupancy charge for Fee Paying Provided Schools. Impact: As suggested in the Comptroller and Auditor General 2008 report.
FP Education (Non -Provided Schools) Facilitate fee paying education for pupils dependent on religious choice or ability to pay.	4,874	270		78		Description: Cease grant to independent preparatory schools. Impact: Funding to independent preparatory schools will be reduced over a five year period.
Culture and Lifelong Learning						
Public Libraries Cater for the educational, cultural, recreational and information needs of all members of the community.	1,717			32		Description: Remove funding for trainee librarian. Impact: This is no longer required to meet succession planning requirements.
Youth Service Support and develop work with young people in their leisure time through a network of organisations	1,461			100	2.0	Description: Further restructuring of Youth Service. Impact: There is an opportunity to manage resources in a more efficient and effective way.
Higher Education (Student Finance) Provide grants for further and higher education (UK and home) and education allowances.	9,225	200		400		Description: Grants award based on assessment of 'Household Income'. Impact: This will lead to a fairer and more equitable system.
Culture Provide support for cultural development including grants to various Arts organisations.	1,827			59		Description: A 5% reduction in the annual grant paid to the Jersey Opera House, Jersey Arts Trust, the Jersey Arts Centre and Le Don Balleine. Impact: Organisations encouraged to develop closer working relationships.
Sport and Leisure						
Sports Centres Provide and maintain high quality indoor and outdoor sports centres and opportunities for participation.	1,838	23	0.6			Descriptions: Restructure the customer services team following the introduction of an online booking system at Fort Regent. Impact: Improved value for money and customer
					55	1.0
Playing Fields and School Sports Maintain playing fields and sports facilities at Haute Vallee, Langford, FB Fields and other sports sites.	1,332	80				Description: Introduce devolved model of pitch management. Impact: This proposal will give certain sports organisations greater independence over the management of the grounds they utilise.
Grants and Advisory Council Provide miscellaneous sports grants to support individuals and organisations.	183	160				Description: Reduce grants to clubs, individuals and governing bodies. Impact: A sports foundation has been established, which will enable private investment to be generated.
Playschemes and Outdoor Education Organise holiday activities and outdoor programmes.	158	80	1.0			Description: Introduce new model of delivering holiday activity clubs in partnership with the private / voluntary sector. Impact: More equitable provision of activity clubs.
Procurement Savings Efficiencies achieved throughout department budget		150				Description: Efficiencies achieved through re-negotiation of contractual arrangements. Impact: Improved value for money.
2012 Estimate for all other Service Areas	73,293					
Total	101,670	1,043	1.6	804	3.0	

Department of the Environment

CSR Savings Proposals

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Planning and Building Division						
To determine planning applications that ensure effective, innovative and intelligent use of land having regard to all material considerations and primarily, the Island Plan. To set and enforce standards for building work to secure the health and safety of building users, promote energy efficiency and make life easier for disabled people. To maintain, monitor and review the Island's land use planning policy framework, provided by the Island Plan and supporting guidance, to ensure that development in the Island is sustainable having regard to economic, social and environmental objectives. To effectively regulate and promote the sustainable conservation and management of the Island's historic built environment. To provide and develop the Island's definitive geographic information system and its application, maintenance and management, to meet the needs of both the public and private sectors.	1,301	46		145	-	<p>Description: Savings will be achieved by streamlining the Organisational Structure to reduce management costs and focus on front line services. Savings will be achieved through increased use of technology, online planning and service reviews. A department wide external CSR review has been undertaken by BDO Alto which identified what the department does, whether it needs to do it and whether it can be done more cheaply. The outcomes of this review have confirmed the CSR savings identified.</p> <p>Impact: Public will have increased online access for planning applications which will be delivered in a more efficient manner.</p>
Environmental Division						
Protect and improve the environment. Support a strong and environmentally sustainable Island economy which includes a diverse and adaptable countryside. Protect and improve the environment. Devise policies which effectively protect the environment and promote sustainable use of natural resources. Protect and improve the environment. Deliver an effective environmental protection regime for the Island. Support a diverse, modern and adaptable fishing industry. Ensure high standards of animal health and animal welfare. To provide accurate, timely, reliable and, where appropriate, specialised weather services to meet the needs of the Channel Islands communities.	5,138	36		350		<p>Description: Savings will be achieved by a review of specific service areas including the meteorology service and the support to the wider rural and marine sectors. Opportunities will exist to make savings from the co-location of the department, and from a rationalised management structure.</p> <p>Impact: Increase efficiency, reduced management costs and some increased investment in front line services.</p>
Total	6,439	82	-	495	-	

Health and Social Services

CSR Savings Proposals

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Public Health Services						
Objectives: To improve health outcomes by reducing the incidence of mortality, disease and injury in the population.						
Public Health Clinical Services						
	1,763	8		8		<p>Description: £5k from reduction in energy consumption, management posts and appropriate systems to manage procurement. £3k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers.</p> <p>Impact: Reduction in energy consumption; lower levels of management supervision, ensuring contracts deliver value for money and are able to secure volume discounts. Joint initiatives with Guernsey will ensure a more efficient use of resources, review of areas of discretionary pay to achieve savings, produce a 'value for money' accommodation model for the future and reduction in the number of acute providers we contract with in the UK.</p>
Public Health Strategies						
	1,867	8		8		<p>Description: £5k from reduction in energy consumption, management posts and appropriate systems to manage procurement. £3k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers.</p> <p>Impact: Impacts from apportioned savings are as above.</p>
Total Public Health	3,630	16	0	16	0	
Hospital Services						
Objectives: To provide prompt diagnosis, effective treatment and rehabilitation for medical patients.						
Inpatients						
	26,612	177		177		<p>Description: Apportioned savings from reduction in energy consumption, management posts and appropriate systems to manage procurement. £66k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers. 'Lean' methodology will also be introduced to redesign patient pathways.</p> <p>Impact: Impacts from apportioned savings are as above. 'Lean' methodology will create a more efficient and effective care service.</p>
Theatres						
	14,914	97		97		<p>Description: Apportioned savings from reduction in energy consumption, management posts and appropriate systems to manage procurement. £34k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers. 'Lean' methodology will also be introduced to redesign patient pathways.</p> <p>Impact: Impacts from apportioned savings are as above. 'Lean' methodology will create a more efficient and effective care service.</p>
Women & Children						
	11,017	82		82		<p>Description: Apportioned savings from reduction in energy consumption, management posts and appropriate systems to manage procurement. £45k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers. 'Lean' methodology will also be introduced to redesign patient pathways.</p> <p>Impact: a new model for the delivery of A&E services, impacts from apportioned savings are as above. 'Lean' methodology will create a more efficient and effective care service.</p>

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Unscheduled Care						
	6,452	114		114		Description: Savings will be achieved by a review of the A&E as well as apportioned savings from reduction in energy consumption, management posts and appropriate systems to manage procurement. £25k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers. 'Lean' methodology will also be introduced to redesign patient pathways. Impact: Impacts from apportioned savings are as above. 'Lean' methodology will create a more efficient and effective care service.
Ambulatory Care						
	20,281	171		171		Description: Apportioned savings from reduction in energy consumption, management posts and appropriate systems to manage procurement. £109k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers. 'Lean' methodology will also be introduced to redesign patient pathways. Impact: Impacts from apportioned savings are as above. 'Lean' methodology will create a more efficient and effective care service.
Clinical Support						
	20,157	115		144		Description: Apportioned savings from reduction in energy consumption, management posts and appropriate systems to manage procurement. £52k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers. 'Lean' methodology will also be introduced to redesign patient pathways. Impact: Impacts from apportioned savings are as above. 'Lean' methodology will create a more efficient and effective care service.
Ambulance Emergency Services						
	4,273	25		25		Description: Apportioned savings from reduction in energy consumption, management posts and appropriate systems to manage procurement. £12k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers. 'Lean' methodology will also be introduced to redesign patient pathways. Impact: Impacts from apportioned savings are as above. 'Lean' methodology will create a more efficient and effective care service.
Total Hospital Services	103,706	781	0	810	0	
Community & Social Services						
Objectives: To promote the independence of adults needing health and social care enabling them to live as safe, full and as normal a life as possible, in their own home wherever feasible.						
Older Peoples Service						
	16,299	126		126		Description: Some savings proposals within Community & Social Services require further scoping but could include a review of Occupational Therapy services, less essential SLA annual increases. Other efficiency savings will be achieved by reduced cost of care services through procurement and the redesign of existing accommodation for adults with learning disabilities. Apportioned savings from reduction in energy consumption, management posts and appropriate systems to manage procurement. £50k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers. Impact: better price negotiations with private care providers, establishment of a 'fit for purpose' accommodation model for adults with learning disabilities. Impacts from apportioned savings are as above.

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Adults Services						
	26,678	266		266		<p>Description: Some savings proposals within Community & Social Services require further scoping but could include a review of Occupational Therapy services, less essential SLA annual increases. Other efficiency savings will be achieved by reduced cost of care services through procurement and the redesign of existing accommodation for adults with learning disabilities. Apportioned savings from reduction in energy consumption, management posts and appropriate systems to manage procurement. £101k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers.</p> <p>Impact: Better price negotiations with private care providers, establishment of a 'fit for purpose' accommodation model for adults with learning disabilities. Impacts from apportioned savings are as above.</p>
Children's Services						
	14,261	153		153		<p>Description: Some savings proposals within Children's Services require further scoping but could include a review of Occupational Therapy Services and less essential SLA Annual increases. Apportioned savings from reduction in energy consumption, management posts and appropriate systems to manage procurement. £35k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers.</p> <p>Impact: Impacts from apportioned savings are as above.</p>
Therapy Services						
	6,638	44		44		<p>Description: Review of Occupational Therapy Services and other efficiency savings. Apportioned savings from reduction in energy consumption, management posts and appropriate systems to manage procurement. £16k apportioned savings from joint initiatives with Guernsey, Workforce Efficiencies, Rationalisation of Estates and SLAs with UK providers.</p> <p>Impact: Impacts from apportioned savings are as above.</p>
Total C&SS	63,876	589	-	589	-	
Total	171,212	1,386	-	1,415	-	

Home Affairs

CSR Savings Proposals

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Police						
Response and Reassurance Policing This service area covers a broad range of essential policing activity and is provided over a 24-hour period, 365 days a year. The main functions are: Maintain as high a uniformed police presence as possible in areas and at times where they will be most effective. Receive and respond to calls for assistance from the public. Investigate crime and detect offenders and provide a range of other services including missing person enquiries and sudden death investigations. Provide public liaison, information and advice. Record details of offences and offenders on police systems.	11,413	321	2.0			Description: savings will be achieved by a review of non-staff savings and review of internal services and processes, including the loss of two posts, a reduction in terms and conditions as well as reviewing medical contracts, training budgets, recruitment advertising, CCTV, policing of events and court security/prisoner transport. The States of Jersey Police is currently undertaking a number of in-depth reviews of internal services and external relationships with professional partner agencies. It is anticipated that these savings will offset a reduction in staff numbers which would critically affect the capacity and capability of States of Jersey Police. Impact: If these savings are not deliverable there will need to be a reduction in police posts in order to deliver compensatory savings and the contraction of capability the services provided to communities will erode, and particular functions will either be withdrawn entirely or be unable to perform to acceptable levels and will lose the capacity and capability to protect the public.
Specialist Crime Investigation To provide specialist detective and forensic investigation services, with particular emphasis on serious and serial offences and crimes requiring specialist knowledge and training such as child protection.	4,332	96				As above
Manage Offenders through Custody Provide an independent check that a detained person's rights have been observed at the time of arrest, provide for their welfare whilst in detention and facilitate in accordance with their human rights.	1,412	31				As above
Supporting the Criminal Justice System Process case files from the point of charge or report to court or parish hall enquiry, arrange disclosure of evidence, warn witnesses, notify victims of court dates and results and process prosecution information on national and local police systems Maintain records in respect of offences committed in Jersey, liaise with UK and international criminal record agencies and carry out vetting and security checks on behalf of other agencies.	1,787	104				As above
Manage Intelligence Develop sources of intelligence and collate and analyse information to inform operational policing and ensure compliance with Regulation of Investigatory Powers legislation.	1,590	29				As above
Financial Crime Investigation Enforce local legislation and comply with internationally agreed standards designed to prevent laundering of money associated with crime, drugs and terrorism.	1,846	33				As above
National Security Policing Protect Jersey's security and fulfil international security obligations with particular emphasis on monitoring movements in and out of the United Kingdom to identify the activity of persons of interest to the local and international intelligence community.	1,571	33				As above

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Fire and Rescue						
Emergency Response Provides an effective 24/7 emergency response to a wide range of fires and other emergency incidents including road traffic collisions, inshore sea rescues and off-shore maritime incidents, cliff/height rescues, animal rescues, hazardous material/ environmental pollution incidents. Also responsible for tactical planning and fleet management.	4,331	54	-	50	-	Description: Savings will be achieved by a reduction in staff costs and non staff expenditure and a renegotiation of pay scales for fire-fighters. Impact: Reduced capacity and resilience, particularly during larger incidents; more management time undertaking administrative functions and through negotiation aim to move from a 'length of service' based incremental system to a 'responsibility and performance' based systems.
Customs and Immigration						
Enforcement Detect, deter and investigate the smuggling of prohibited, restricted and dutiable goods. Maintain effective immigration controls on behalf of the Island and the UK.	4,525			100	-	Description: Savings will be achieved by a review of accommodation requirements and relocation to cheaper premises. Impact: There will be some disruption to the public.
HM Prison						
Residential Accommodation Provide accommodation, facilities and care for prisoners.	8,061	249	-	340	7.0	Description: The 2012 savings will be achieved by creating a new Prison Officer Grade. Impact: Detailed negotiations with the PSA. This presents as an attractive long-term option as it would give increased flexibility for deployment. There would be no reduction in the number of personnel but the number of prison officers at current pay grades would reduce. The impact would be significant over the first year or so as the new structure bedded in but in the long-term there would be no major impact on the operational management of the establishment. Description: The 2013 savings will be achieved by reducing the prison population by way of repatriation and closing the YOI. Impact: The saving is dependent on the implementation of a Repatriation of Offenders Law, enabling prisoners to serve their sentence in their home country where appropriate, and the agreement of the Children's Policy Group. There would be an impact on the provision of services at Greenfields which will need to be discussed with the Health and Social Services Department.
Prisoner Activity Prisoner regimes.	1,119	45		82	1.0	Description: Savings will be achieved by a reduction in the breadth of prisoner activity and education. Impact: This would reduce the choices available to the prisoner population. This may result in prisoners spending more time in cell due to lack of options to employ the whole of the prisoner population. There may be a prisoner reaction given that this would be a reduction in the regime. Description: Savings will be achieved by a review of Education and Skills provision in the light of reduced prisoner population. Impact: Dependent on the reduction of prisoner population due to repatriation and closure of the YOI.
Operations and Administration Provide operational and administrative support.	1,698	30	1.0	30	-	Description: Savings will be made by a change in working practices. Impact: Reduced prisoner officer flexibility and inability to develop prisoner programmes to address offending behaviour.
Building a Safer Society						
Provides a multi-agency, multi-project approach to reducing the harm associated with criminal and anti-social behaviour.	419					
Jersey Field Squadron						
UK Defence A trained unit capable of contributing to the UK Defence Policy.	1,068			20	(1.0)	Description: Savings will be achieved by a Change in Operating Provision. Impact: Minimal
Uniformed Youth Organisations Provide grants to CCF, ATC, Army Cadets and Sea Cadets.	-					

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
IMLO and Careers Office Provide IMLO with office space which is also utilised by UK service recruiting agents.	9	39	1.0			Description: Savings will be achieved by a Staff Reduction of 1 post. Impact: Reduction in the number of military visitors to Jersey.
Superintendent Registrar						
Performance of marriage ceremonies. Registration of all births, deaths, adoptions and marriages in the Island. Provide family history research	168					
Major Reviews						
Merger Fire and Ambulance Service				114	2	Description: Savings could be achieved by a partially merged service and would provide a single Fire, Rescue and Ambulance Service for Jersey. Impact: A merger would increase resilience and facilitate closer working between the services. There would be a number of operational benefits in terms of first responders, joint training etc
Law Enforcement Review				614	to be confirmed	Description: Savings will be achieved by carrying out a strategic review into the organisation of law enforcement in Jersey to increase capacity, capability and resilience enabling it to maintain delivered outcomes whilst operating with a significantly reduced budget from 2013. Impact: This is not known at this time, but it is expected that overall staff numbers will reduce.
Criminal Justice Process				100	-	Description: Savings will be achieved by the CJP mapping process which has identified a number of processes that could be improved. This includes case file preparation and reduction in file information provided to the Parishes for cases that are likely to result in a 'warning'. Impact: Not known at this time but may result in staff savings.
Staff Medical, Optical and Dental Benefits				131	-	Description: Savings will be achieved by cutting medical, optical and dental benefits. Impact: None
2012 Estimate for all other Service Areas	2,627					
Total	47,976	1,064	4.0	1,581	8.5	

Housing

CSR Savings Proposals

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Estate Services						
Planned Maintenance - Provision of a property maintenance programme to sustain the longevity of the Housing stock in addition to meeting the current needs of tenants. The programme includes areas such as planned and cyclical maintenance, as well as grounds maintenance and cleaning of the estates. From 2012 depreciation on property is also shown in this service line.	18,311	78		262		Description: Savings will be achieved by the reduction in servicing costs of wet heating systems on conversion to electricity. There is also a saving with the reduction of condition survey and rent review costs. In addition savings will be achieved by reviewing jointly with TTS how cleaning services are delivered and the structure of the Maintenance Team within the Department. Impact: There will be a reduction in the annual servicing costs of the heating infrastructure. A reduction in the scale of objective monitoring of the maintenance programme. A reduction in the cost of cleaning of the Department's estates. The restructure of the Maintenance Team is an efficiency saving and not expected to directly impact service delivery.
Voids Refurbishment - The management and refurbishment of vacant properties to maintain the standard of accommodation available.	1,139	100		149		Description: The savings will be achieved by offering decoration vouchers to new capable tenants rather than full redecoration of voids properties. Impact: Reduction in service delivery by retaining full decoration for vulnerable customers only.
Response Repairs - Emergency and reactive repairs to Housing properties.	2,053	101	-	108		Description: Savings will be achieved by a reduction in heating repair calls following migration to electrical heating systems.
Tenant Services						
Assisted Living - Coordination of the Supported Housing Group and the direct provision of assisted living services and the provision of medical adaptations for States Tenants.	571	1		39	1.0	Description: The savings will be achieved by the non-replacement of the retiring post-holder. Impact: Workload will be reorganised to maintain existing services.
Tenant Participation - Engaging tenants in the management of their homes.	32	15		-		Description: Savings will be achieved by the removal of the grant for Prison? Me? No Way!, Impact: Removal of support for Prison? Me? No Way!
Sales & Letting - Management of the States rental waiting and transfer lists and allocation of void units to ensure equitable treatment for all. Dedicated team to manage and promote the sale of properties under the Social Housing Property Plan.	792	1		18		Description: Savings will be achieved by a reduction in departmental overheads. Impact: Reduction in overall operating costs.
Finance Services						
Financial Management, Rent and Fee Collection - Management of the rent and fee collection process to ensure that income is maximised across the department thus enabling monies to be reinvested in the maintenance programme. In addition, dealing with complaints of anti-social behaviour and other tenancy enforcement activities.	(37,721)	2		23		Description: Reduce staffing levels in the Compliance Team. Impact: Fewer resources dedicated to anti-social behaviour problems.
2012 Estimate for all other Service Areas	(9,734)					
Total	(24,557)	298	-	599	1.0	

Social Security

CSR Savings Proposals

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Employment Services						
Health and Safety at work	540	9		15		Description: Savings achieved through reduction across general expenditure. Impact: Seeking to be more efficient and cost effective without reducing the current services levels to the public.
Employment Services (including Jersey Employment Trust)	2,624	98		67		Description: Savings will be achieved by efficiency savings in grant awarded bodies and across departmental expenditure, the staff costs element will be reviewed with Staff Costs noted below. Impact: Working with the grant awarded bodies and staff to be more efficient and cost effective without reducing the current services levels to the public.
Employment Relations	471	15		15		Description: Savings will be achieved by efficiencies in grant awarded bodies and across overhead costs Impact: Working with the grant aided body to be more efficient and cost effective without reducing the current services levels to the public.
Income Support						
Income Support	92,825	1,256		2,221		Description: This is the benefit cost of Income Support, savings will be achieved as part of current review of Income Support. Impact: The levels of benefit paid to certain claimant groups will be amended by the changes. As this is a review of the benefits paid rather than the processes and there is no direct staff impact expected (see Staff Costs below).
Establishment Costs						
Staff Costs	1,937	222		332		Description: Savings will be achieved by reviewing the processes and productivity to deliver more efficient services and reduce reliance upon temporary staff and overtime. Impact: The primary aim will be to remove these costs without affecting the service levels that the public see and use.
Other Administration Costs	1,103	36		54		Description: Efficiency savings Impact: The Department is anticipating operating more efficiently and effectively without impacting its quality of service to the public.
Sales of Services Social Security Department	-	(136)		(204)		Description: Recharge of Staff Cost efficiency savings to separately constituted funds based on budgeted recharge percentages. Impact: As per Staff Cost statement above.
2012 Estimate for all other Service Areas	67,334					
Total	166,834	1,500	-	2,500	-	

Transport and Technical Services

CSR Savings Proposals

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Waste						
Treat and dispose of liquid waste to minimise the impact on the environment. Dispose of residual solid waste and ensure continued operation, including power generation, of the current Energy from Waste Plant until the replacement is operational. Provide effective recycling and processing for the Island's solid waste. Ensure the integrity of the infrastructure to move waste water and effluent. Provide cleaning, municipal and engineering	13,147	612	3.0	1,123	6.0	<p>Description: Savings will be generated through more efficient working practices in terms of both overtime and equipment. In addition service review of public reception sites and an energy audit will generate additional savings.</p> <p>Impact: The Waste Section will aim to provide the same level of service with reduced resources. This will be achieved by undertaking service reviews and changes to working practices.</p>
Municipals						
Maintain cleanliness of roads, beaches, promenades, footpaths and toilets. Maintain parks, gardens, open spaces and sports grounds to as high a standard as budgets will allow.	4,265	141	-	360	1.0	<p>Description: Savings will be achieved through a combination of more efficient working (both vehicle use, overtime and fuel time) together with a full reorganisation of parks and gardens.</p> <p>Impact: The impact of these savings will be an inevitable reduction in standards and service levels throughout the Municipal Services section</p>
Engineering and Highways						
Maintain the highway network and infrastructure to maximise the lifespan of the asset. Maintain the integrity and upkeep the Island's sea defences, ancient monuments and footpaths.	4,265	52		100		<p>Description: Savings will be achieved through more efficient working practices</p> <p>Impact: The impact of these savings will be minimal.</p>
Transport						
Provide island-wide transport systems and policy which meet the needs of the community. Ensure all road users are safe and comply with legislation.	5,261	297	-	450	-	<p>Description: Majority of the savings will be achieved through the retendering of the bus contract.</p> <p>Impact: There will be changes to the bus network provision in accordance with the Sustainable Transport Policy.</p>
Total	26,938	1,102	3.0	2,033	7.0	

Treasury and Resources

CSR Savings Proposals

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Treasury Division	12,293	298	3.0	233	4.0	
Treasury						
Provide the Financial Management framework for the States of Jersey. Plan States income and expenditure. Lead on taxation policy. Ensure the efficient and effective use of all States assets including cash, investments, pension funds and property. Financial governance, audit and compliance. Produce States of Jersey financial statements, management reports and statutory accounts. Provide financial processing and transactional services. Allocation and monitoring of States staff	6,034	147	1.0	21	0.0	Savings will be achieved through: (i) the loss of a temporary resource required to support the performance reporting work stream on the FM Change Programme, (ii) a reduction in audit contract days, (iii) restructuring management accounting support and (iv) loss of post in Shared Services. Impact of the above savings: (i) This work will be completed in 2012 so no impact in service. (ii) Less audit coverage across the States. Savings (iii) and (iv) will be achieved through regradings and should not impact upon service levels.
Taxes Office						
Assess and collect tax revenues from over 105,000 personal corporate taxpayers. Efficient and effective administration of TIEA with OECD countries. Continue compliance activities in areas such as tax evasion, attempts to convert income into capital and the claiming of expenses in business accounts. Administer and ensure compliance with the Goods and Services Tax laws, and collect GST revenues.	6,259	151	2.0	212	4.0	Planned savings from the implementation of the Taxes Transformation Programme, the aims of which include: increasing efficiency across the tax functions of the States of Jersey; and generation of additional revenues. Savings represent staffing reductions across all operational areas within the Taxes Office, together with a senior management post.
Resources Division	28,038	374	2.0	530	6.0	
Property Holdings						
Architecture, building and engineering services. Property Strategy and capital management. Property management and advice plus maintenance of the estate.	9,317	126	0.0	-	0.0	Description: Saving has been achieved by the consolidation of the design function. Impact: Loss of 5 posts. No impact - service to be contracted out.
Information Services						
Provide a robust, well-managed States networking and communications infrastructure. Ensure security of States information and systems. Provide robust, well-managed corporate and departmental computing platforms and equipment. Provide technical advice and guidance. Provide, maintain and develop States resource management and control systems. Advise Departments on all financial,	10,026	165	0.0	505	6.0	Description - Savings will be achieved by more effective management of the delivery and support of the telecommunication network and desktop equipment. In addition savings will be achieved by the consolidation and rationalisation of existing data centres. Other savings will be achieved by implementing a streamlined support model for corporate systems. Impact - savings will deliver the same levels of service in a more efficient and effective manner.
Human Resources						
Develop, implement, monitor and evaluate human resource policies, practices and procedures. Provide a comprehensive HR advisory service to departments. Provide centralised HR administration services for the States. Development and implement corporate training and development programmes to facilitate learning and development. Negotiate and implement of States Employment Board's annual pay policy for public sector workers. Provide specialist support and advice to the employer on employee relations.	4,395	50	1.0	-	0.0	Savings will be achieved with a staff reduction by implementing technology improvements (intranet and enablement of processes). Allows basic transactions to be done more efficiently, and for managers and staff to access information more readily themselves.
PECRS Pre-1987 Debt						
Costs of pre-1987 Liability.	3,810	-	0.0	-	0.0	

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Corporate Procurement						
Development of Procurement Strategy	490	33	1.0	25	0.0	Savings will be achieved by the restructure of the Corporate Procurement team with a part year saving in 2012. The impact will be a review of corporate procurement activity to achieve better value for money,
Corporate Resources						
States-wide Savings	-	-	0.0	-	0.0	
Non-Departmental						
Insurance	2,673	47	0.0	442	0.0	Savings will be achieved by re-procuring the insurance contract.
Total	43,004	719	5.0	1,205	10.0	

Non Ministerial Departments

Savings Proposals

Department	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact
		£'000	FTE	£'000	FTE	
Non Ministerial Departments						
Bailiff's Chambers	1,589	10	-	-	-	Description: Reduce non staff expenditure by improved procurement processes and efficiencies. Impact: No impact on services envisaged.
Law Officers' Department	7,818	350	-	225	-	Description: 10% reduction in fees negotiated with external providers, plus recruitment to 4 posts that will reduce the amount of work outsourced, thereby producing ongoing savings. Impact: No impact on services provided.
Judicial Greffe	6,788	88	-	98	-	Description: Savings resulting from Departmental staff efficiencies and reduced Court and Case Costs. Impact: No impact on service envisaged.
Office of the Lieutenant Governor	688	43	1.0	-	-	Description: Removal of senior post and reduction in housekeeping hours. Impact: No impact on service envisaged.
Probation	1,961	64	1.5	64	1.0	Description: Re-organise how JPACS delivers services to children and young people involved in the Criminal Justice system. In 2012, an Assistant Probation Officer post and a Case Management post will be lost. For 2013, a number of reviews, ongoing since 2010, and if agreed by Home Affairs Minister, will achieve the savings required in that year without compromising the services provided. The alternative would be the loss of a Probation Officer post which will detrimentally affect the service. Impact: The impact is minimal on service provided the number of probation orders made does not increase substantially over the next few years. However, if a post is lost in 2013, services will be detrimentally affected.
Comptroller and Auditor General	754	10	-	17	-	Description: General savings in non-audit expenditure. If Audit Fee re-negotiated at lower rate further savings will be identified.
2012 Estimate for all other Service Areas	2,310					
Total	21,908	565	2.5	404	1.0	

States Assembly

CSR Savings Proposals

Description of Service and Objectives	2012 Estimate £'000	2012 Savings		2013 Savings		Description and Impact of 2012 and 2013 Savings
		£'000	FTE	£'000	FTE	
Assembly Support and Facilities						
Provision of full range of support services and facilities to enable the States Assembly to operate as Jersey's legislature	655	103		130		Remuneration savings due to 2 less States Members from end of 2011 (£92k), general administrative efficiency savings (£11k), States Greffe - departmental restructuring (£30k), and accommodation changes (£100k)
2012 Estimate for all other Service Areas	4,625					
Total	5,280	103	-	130	-	

States of Jersey

Summary of CSR User Pays Proposals 2011 - 2013

Departments	2011 User Pays	User Pays Proposals		
	£'000	2012 £'000	2013 £'000	TOTAL £'000
Chief Minister	11	11	11	33
Economic Development	-	41	128	169
Education, Sport and Culture	217	413	144	774
Environment	5	-	300	305
Health and Social Services	43	630	630	1,303
Home Affairs	5	-	87	92
Housing	-	30	80	110
Social Security	-	-	-	-
Transport and Technical Services	36	-	100	136
Treasury and Resources	-	300	750	1,050
Non Ministerial States Funded Bodies	30	326	-	356
States Assembly and its Services				-
Total	347	1,751	2,230	4,328

Chief Minister

CSR User Pays Proposals

Description of Service and Objectives	2012 User Pays £'000	2013 User Pays £'000	Description and Impact of 2012 and 2013 User Pays
Policy Unit			
Population Office: A balance between economic growth and the supply and demand of labour, accommodation, infrastructure and resources, and the promotion of greater social inclusion.	11	11	Increase in consent fees for property purchase.
Total	11	11	

Economic Development

CSR User Pays Proposals

Description of Service and Objectives	2012 User Pays £'000	2013 User Pays £'000	Description and Impact of 2012 and 2013 User Pays
Enterprise/Business Dev	22	22	
Enterprise Support	22	22	Description-At present Jersey Enterprise delivers the majority of services at no cost to Jersey businesses. In future businesses will be charged for some services, including but not limited to attendance at Jersey Enterprise events
Investment & Diversification			
Policy and Regulation	12	99	
Regulation of Undertakings To control the carrying on of undertakings and to regulate further development by licensing businesses	12	12	Description- At present there is no charge for the Regulation of Undertakings licence process. A modest charge to reflect partial cost recovery is proposed
Policy Development Ombudsman Consider and evaluate various policy proposals.	0	87	Description- User Pays for Licence charges increases for liquor, places of refreshment, foreshore and tourism establishments.
Rural Support	7	7	
Single Area Payment Part of Rural Economy Strategy.	7	7	Description- As the emergent local and export markets develop, increased charging for services delivered by the States at the abattoir can be levied to increase cost recovery.
Quality Milk Payment Part of Rural Economy Strategy.			
Dairy Service Support Payment Payment to Royal Jersey Agricultural and Horticultural Society for historical dairy services.			
Provision of School Milk To provide milk, free at point of delivery, to all primary school children in Jersey			
Rural Initiative Grant based scheme to encourage enterprise and growth in the rural economy.			
General Support Miscellaneous support such as administration of Agricultural Loans, BSE compensation payments and UK produce export officers.			
Total			

Education, Sport and Culture

CSR User Pay Proposals

Description of Service and Objectives	2012 User Pays £'000	2013 User Pays £'000	Description and Impact of 2012 and 2013 User Pays
Schools and Colleges			
Pre School Education Provide care and education to pre-school children at States and Private Nursery provisions.	276		Remove the inequity in nursery education by bringing public provision in line with private provision. All children will receive 20 hours free per week during term time.
Instrumental Music Service Provide tuition in a wide range of musical instruments including preparation for the Royal School of Music examinations. Maintain Island orchestras and classroom support.	84	90	To introduce a charging scheme for access to the Jersey Instrumental Service. It is proposed that charging will be introduced in 2012.
Sport and Leisure			
Sports Centres Provide and maintain high quality indoor and outdoor sports centres and opportunities for participation.	53	54	Increased sports income through the continued growth in the "Active Membership", marketing initiatives and by a careful review of charges across the whole range of activities on offer.
Total	413	144	

Department of the Environment

CSR User Pays Proposals

Description of Service and Objectives	2012 User Pays £000	2013 User Pays £000	Description and Impact of 2012 and 2013 User Pays
Planning and Building Division			
To determine planning applications that ensure effective, innovative and intelligent use of land having regard to all material considerations and primarily, the Island Plan. To set and enforce standards for building work to secure the health and safety of building users, promote energy efficiency and make life easier for disabled people. To maintain, monitor and review the Island's land use planning policy framework, provided by the Island Plan and supporting guidance, to ensure that development in the Island is sustainable having regard to economic, social and environmental objectives. To effectively regulate and promote the sustainable conservation and management of the Island's historic built environment. To provide and develop the Island's definitive geographic information system and its application, maintenance and management, to meet the needs of both the public and private sectors.	-	300	Description: Increase planning application fees for full cost recovery of the development control planning application service. Impact: This would increase fees charged for planning applications.
Total	-	300	

Health and Social Services

CSR User Pays Proposals

Description of Service and Objectives	2012 User Pays £'000	2013 User Pays £'000	Description and Impact of 2012 and 2013 User Pays
Public Health Services			
Objectives: To improve health outcomes by reducing the incidence of mortality, disease and injury in the population.			
Public Health Clinical Services			
	94	94	Description: Develop options for service users to pay for smoking cessation support. Impact: To move smoking cessation into the community, improving accessibility and options for clients.
Public Health Strategies			
Objectives: To improve health outcomes by reducing the incidence of mortality, disease and injury in the population.	0	0	
Total Public Health Services			
	94	94	
Hospital Services			
Objectives: To provide prompt diagnosis, effective treatment and rehabilitation for medical patients.			
Inpatients			
	74	74	Description: Introduction of charges for care associated with insurable events e.g. road traffic accidents and an uplift in income from Private Patients. (Apportioned 'user pays' from non-operational depts-£8K) Developing options for some patients to pay for their transport requirements (PTS) and review of the current subsidy for travel for elective surgery in the UK. Impact: Introduction of charges for care associated with insurable events has potential to generate significant amounts of income as it does in the UK. Any proposal for charging for patient transport (PTS) will ensure those in need and eligible for transport will be provided with transport, those who cannot afford to pay will not be excluded on these grounds. The review of eligibility for travel subsidy for elective surgery could involve changing the thresholds.
Theatres			
	55	55	Description: Introduce a policy to cease as routine, non-essential/cosmetic procedures with the option for patients to pay for their procedure and the introduction of charges for care associated with insurable events e.g. road traffic accidents and an uplift in income from Private Patients. Also the development of a model to charge for A & E attendances. (Apportioned 'user pays' from non-operational depts-£4K) Developing options for some patients to pay for their transport requirements (PTS) and review of the current subsidy for travel for elective surgery in the UK. Impact: Increased income for HSSD if cosmetic procedures were paid for, and increased income for HSSD if patients were charged for A & E attendances. Any proposal for charging for patient transport (PTS) will ensure those in need and eligible for transport will be provided with transport, and those who cannot afford to pay will not be excluded on these grounds. The review of eligibility for travel subsidy for elective surgery could involve changing the thresholds for eligibility.
Women & Children			
	25	25	Description: Introduction of charges for care associated with insurable events e.g. road traffic accidents and an uplift in income from Private Patients. (Apportioned 'user pays' from non-operational depts-£13K) Developing options for some patients to pay for their transport requirements (PTS) and review of the current subsidy for travel for elective surgery in the UK. Impact: Introduction of charges for care associated with insurable events has potential to generate significant amounts of income as it does in the UK. Any proposal for charging for patient transport (PTS) will ensure those in need and eligible for transport will be provided with transport, those who cannot afford to pay will not be excluded on these grounds. The review of eligibility for travel subsidy for elective surgery could involve changing the thresholds.

Description of Service and Objectives	2012 User Pays £'000	2013 User Pays £'000	Description and Impact of 2012 and 2013 User Pays
Unscheduled Care			
	104	104	<p>Description: The introduction of charges for care associated with insurable events e.g. road traffic accidents and an uplift in income from Private Patients. (Apportioned 'user pays' from non-operational depts-£3K) Developing options for some patients to pay for their transport requirements (PTS) and review of the current subsidy for travel for elective surgery in the UK.</p> <p>Impact: Any proposal for charging for patient transport (PTS) will ensure those in need and eligible for transport will be provided with transport and those who cannot afford to pay will not be excluded on these grounds. The review of eligibility for travel subsidy could involve changing the thresholds for eligibility but these are yet to be determined.</p>
Ambulatory Care			
	84	84	<p>Description: Introduction of charges for care associated with insurable events e.g. road traffic accidents and an uplift in income from Private Patients. (Apportioned 'user pays' from non-operational depts-£64K) Developing options for some patients to pay for their transport requirements (PTS) and review of the current subsidy for travel for elective surgery in the UK.</p> <p>Impact: Any proposal for charging for patient transport (PTS) will ensure those in need and eligible for transport will be provided with transport, and those who cannot afford to pay will not be excluded on these grounds.</p> <p>The review of eligibility for travel subsidy for elective surgery could involve changing the thresholds for eligibility.</p>
Clinical Support			
	123	123	<p>Description: Introduction of a £5 charge for all prescriptions issued by HSSD, also the introduction of charges for care associated with insurable events e.g. road traffic accidents and an uplift in income from Private Patients. (Apportioned 'user pays' from non-operational depts-£15K) Developing options for some patients to pay for their transport requirements (PTS) and review of the current subsidy for travel for elective surgery in the UK.</p> <p>Impact: Prescription charging in HSSD will generate significant income, but would have to allow for exceptions, discussions would need to take place with Social Security. Any proposal for charging for patient transport (PTS) will ensure those in need and eligible for transport will be provided with transport and those who cannot afford to pay will not be excluded on these grounds.</p> <p>The review of eligibility for travel subsidy could involve changing the thresholds for eligibility.</p>
Ambulance Emergency Services			
	6	6	<p>Description: Introduction of charges for care associated with insurable events e.g. road traffic accidents and an uplift in income from Private Patients. (Apportioned 'user pays' from non-operational depts-£2K) Developing options for some patients to pay for their transport requirements (PTS) and review of the current subsidy for travel for elective surgery in the UK.</p> <p>Impact: Any proposal for charging for patient transport (PTS) will ensure those in need and eligible for transport will be provided with transport, and those who cannot afford to pay will not be excluded on these grounds.</p> <p>The review of eligibility for travel subsidy for elective surgery could involve changing the thresholds for eligibility.</p>
Total Hospital Services	471	471	
Community & Social Services			
<p>Objectives: To promote the independence of adults needing health and social care enabling them to live as safe, full and as normal a life as possible, in their own home wherever feasible.</p>			

Description of Service and Objectives	2012 User Pays £'000	2013 User Pays £'000	Description and Impact of 2012 and 2013 User Pays
Older Peoples Services			
	21	21	Description: To introduce income generation initiatives within C & SS. (Apportioned 'user pays' from non-operational depts-£12K) Developing options for some patients to pay for their transport requirements (PTS) . Impact: Any proposal for charging for patient transport (PTS) will ensure those in need and eligible for transport will be provided with transport, and those who cannot afford to pay will not be excluded on these grounds.
Adults Services			
	35	35	Description: To introduce income generation initiatives within C & SS. (Apportioned 'user pays' from non-operational depts-£23K) Developing options for some patients to pay for their transport requirements (PTS) . Impact: Increased income for HSSD through a number of initiatives. Any proposal for charging for patient transport (PTS) will ensure those in need and eligible for transport will be provided with transport and those who cannot afford to pay will not be excluded on these grounds.
Children's Services			
	6	6	Description: To introduce income generation initiatives within C & SS. (Apportioned 'user pays' from non-operational depts-£1K) Developing options for some patients to pay for their transport requirements (PTS). Impact: Increased income for HSSD through a number of initiatives. Any proposal for charging for patient transport (PTS) will ensure those in need and eligible for transport will be provided with transport, and those who cannot afford to pay will not be excluded on these grounds.
Therapy Services			
	3	3	Description: To introduce income generation initiatives within C & SS. (Apportioned 'user pays' from non-operational depts-£1K) Developing options for some patients to pay for their transport requirements (PTS) . Impact: Increased income for HSSD through a number of initiatives. Any proposal for charging for patient transport (PTS) will ensure those in need and eligible for transport will be provided with transport, and those who cannot afford to pay will not be excluded on these grounds.
Total Community & Social Services	65	65	
Total	630	630	

Home Affairs

CSR User Pays Proposals

Description of Service and Objectives	2012 User Pays £'000	2013 User Pays £'000	Description and Impact of 2012 and 2013 User Pays
Fire and Rescue			
Emergency Response Provides an effective 24/7 emergency response to a wide range of fires and other emergency incidents including road traffic collisions, inshore sea rescues and off-shore maritime incidents, cliff/height rescues, animal rescues, hazardous material/ environmental pollution incidents. Also responsible for tactical planning and fleet management.			2 Description: User Pays for Escorting Explosives Impact: Minimal
Fire Protection Technical Fire Safety Managers provide fire safety and engineering advice and carry out inspections/ enforcement under various fire related legislation. This ensures that buildings are designed and maintained as fire safe so that people are protected in premises should a fire occur.		75	Description: Introduce a suite of fire safety and inspection charges. Impact: Requires the new FRS Law to be enacted and amendments to the existing Fire Precautions Law. Will depend on the resources of the Technical Safety Department.
Community Safety Involves delivering community safety education and awareness to the public to prevent fire and other emergency incidents occurring in the first place. Home Fire Safety Checks are used to specifically reduce fire risks in dwellings. Working in partnership with Jersey Council for Safety and Health at Work to deliver Fire Safety Awareness Courses to local employees and managers.		10	Description: Deliver more Workplace Fire Safety Courses. Impact: Would require additional trainers and would create a greater demand for the conference and training facilities.
Total	-	87	

Housing

CSR User Pays Proposals

Description of Service and Objectives	2012 User Pays £'000	2013 User Pays £'000	Description and Impact of 2012 and 2013 User Pays
Estate Services			
Operations - Efficient and effective provision of key services to tenants including: provision of utilities, rates, insurance and car parking.	30	20	Description: The department issues paid parking permits to non-tenants for parking on various estates. The proposal is to increase the number of permits available by making better use of the space available. Impact: Increased revenue.
Finance Services			
Financial Management, Rent and Fee Collection - Management of the rent and fee collection process to ensure that income is maximised across the department thus enabling monies to be reinvested in the maintenance programme. In addition, dealing with complaints of anti-social behaviour and other tenancy enforcement activities.		60	Description: Changes to procedures will reduce the time it takes between one tenant vacating a property and the new tenant moving in. Impact: The reduced period of vacancy will mean an increase in the chargeable weeks for voided properties.
Total	30	80	

Transport and Technical Services

CSR User Pays Proposals

Description of Service and Objectives	2012 User Pays £000	2013 User Pays £000	Description and Impact of 2012 and 2013 User Pays
Waste			
Treat and dispose of liquid waste to minimise the impact on the environment. Dispose of residual solid waste and ensure continued operation, including power generation, of the current Energy from Waste Plant until the replacement is operational. Provide effective recycling and processing for the Island's solid waste. Ensure the integrity of the infrastructure to move waste water and effluent. Provide cleaning, municipal and engineering maintenance to Jersey Harbours.			
Transport			
Provide island-wide transport systems and policy which meet the needs of the community. Ensure all road users are safe and comply with legislation.		100	Description: Auction of licence plates. Impact: In the past, all income received has been used for community purposes. This could be retained but Law changes would be required as it has to go to Privy Council.
Total	-	100	

Treasury and Resources

CSR User Pays Proposals

Description of Service and Objectives	2012 User Pays £'000	2013 User Pays £'000	Description and Impact of 2012 and 2013 User Pays
Property Holdings			
Architecture, building and engineering services. Property Strategy and capital management. Property management and advice plus maintenance of the estate.	300	750	Review of ground ground lease charges to current occupiers and increasing subsidised rents to market levels where possible.
Total	300	750	

Non Ministerial

CSR User Pays Proposals

Description of Service and Objectives	2012 User Pays £'000	2013 User Pays £'000	Description and Impact of 2012 and 2013 User Pays
Judicial Greffe	270		Increased income from Court Fees
Viscount's Department	56		Increased income from Court Fees
Total	326	-	

States of Jersey

Summary of 2011-2013 CSR Growth Proposals

Departments	2011 Approved Growth £'000	2012 Growth Proposals £'000	2013 Growth Proposals £'000	Total Growth Proposals £'000
Chief Minister	200	-	-	200
Economic Development	-	-	-	-
Education, Sport and Culture	350	3,652	150	4,152
Environment	-	-	-	-
Health and Social Services	1,600	-	-	1,600
Home Affairs	875	1,304	186	2,365
Housing	-	-	-	-
Social Security	-	-	-	-
Transport and Technical Services	-	-	-	-
Treasury and Resources	607	1,022	(325)	1,304
Non Ministerial States Funded Bodies	-	-	-	-
States Assembly and its Services	-	-	-	-
Departmental Total:	3,632	5,978	11	9,621

Note: Growth of 2% p.a. for Health and 5% p.a. for Overseas Aid was agreed in previous Business Plans

Education, Sport and Culture

Growth Proposals

Description of Service and Objectives	2012 Growth		2013 Growth		Description and Impact
	£'000	FTE	£'000	FTE	
Schools and Colleges					
Primary Education (Non Fee Paying) Provide compulsory education from reception to year 6 in primary non fee paying schools.	800	9.0	0	0	Teachers terms and condition of service The States Employment Board and representatives of the Teachers Associations have agreed: <ul style="list-style-type: none"> - with effect from the 1st January 2011, all teachers will have a contractual right to 10% of teaching time protected for planning, preparation and assessment; and - with effect from the 1st January 2012, teachers will no longer be required to undertake lunchtime supervision of pupils in accordance with section 2.8 of teacher's terms and conditions of service. In order to deliver on these agreements, additional teachers will be required for the former and additional support staff for the latter.
Overhead allocated primarily across primary and secondary education	652	0	0	0	ICT Strategy Unspent ESC capital balances have previously been used to meet the budget shortfall. The impact on not meeting the shortfall from 2012 onwards will be chiefly on the primary, secondary and tertiary education sectors. IT skills acquired through the education system will support citizens through their adult lives and enhance the skills base of the working population. If funding is not available there will be insufficient capacity to deliver an effective IS Strategy, it will not be possible to maintain a dependable infrastructure that students are reliant upon, nor continue with the hardware re-investment programme that ensures students have up to date and reliable technology to support and extend their learning. In addition, the ICT Strategy supports other front-line services in ESC, including the installation of Student Finance IT systems for the allocation of student grants, and the provision of Youth Service and Library computer systems for public access and information. Failure to meet the budget shortfall will result in an increase in maintenance costs as it will not be possible to replace nor to develop software to meet demand.
Culture and Lifelong Learning					
Further, Vocational, and Tertiary Education (Including Highlands College) Provide further and vocational education in the Island. Provide opportunities for learning for residents of all ages. Introduce vocational options for 14-16 year olds at Highlands	200	5.0	50	2.0	Skills Strategy The development of:- <ul style="list-style-type: none"> - vocational options for 14-16 year olds as an alternative to more traditional school subjects and to meet local employer demands; - increased local Higher Education opportunities; - initiatives designed to improve levels of adult literacy.
Higher Education (Student Finance) Provide grants for further and higher education (UK and home) and education allowances.	800	0	0	0	Current budget shortfall A decline in parental income and increase in numbers choosing more expensive university courses has increased grant aided support. The budget has been supplemented in 2010 with £800,000 which was a reimbursement of funds from the Treasury which had been used to support the Jersey Heritage Trust in the previous year. This will be sufficient to meet demand based on <i>current</i> numbers and pupil profiles in 2010. There will be a budget shortfall from 2011 based on current numbers and pupil profiles. Note, additional demand is currently unquantifiable, being based on student numbers, courses chosen and parental income which can only be estimated following the commencement of each academic year.

Description of Service and Objectives	2012 Growth		2013 Growth		Description and Impact
	£'000	FTE	£'000	FTE	
Higher Education (Student Finance) Provide grants for further and higher education (UK and home) and education allowances.	1,200	0	0	0	Potential budget shortfall A decline in parental income and increase in numbers choosing more expensive university courses has increased grant aided support. The budget has been supplemented in 2010 with £800,000 which was a reimbursement of funds from the Treasury which had been used to support the Jersey Heritage Trust in the previous year. The commencement of the 2010 academic year will provide greater clarity of additional numbers seeking university education in a difficult job market and a further anticipated decline in average parental income. The known shortfall based on current pupil numbers and profiles is included above. It is likely that any increase will be gradual over time and that parental income will eventually increase to pre-recession levels.
Sport and Leisure					
Sports Centres Provide and maintain high quality indoor and outdoor sports centres and opportunities for participation.	0	0	100	2.0	Island Games 2015 Following the agreement of the Council of Ministers, a bid was submitted to host the Island Games in 2015, which was successful. Whilst the majority of funding will not be required until 2014/15, the early release of fund is required to employ staff on a temporary basis to develop the infrastructure, provide support to the Games Committee and co-ordinate the activities of the sports organisations. Other duties will include: establish a results service and media centre; organise opening and closing ceremonies; plan equipment and seating for each sport and venue; develop local transport arrangements; arrange facilities for drug testing and organise cultural activities to complement the Games.
Total	3,652	14.0	150	4.0	

Note: Revised forecast assumptions for Higher Education have allowed the contingency originally provided in CSR growth for 2012 shown above to be removed. The Central Reserves will provide a safety net for significant variations in these assumptions

Home Affairs

Growth Proposals

Description of Service and Objectives	2012 Growth		2013 Growth		Description and Impact
	£'000	FTE	£'000	FTE	
Home Affairs					
Statutory and Legislative Provisions Police Complaints Authority and new Legislation	100	1.0	0	0	Establishment of a Police Authority as endorsed by the States in P23/2010
Police, Fire and Rescue, Customs and Immigration and Prison	320	0	186	0	Cost of staff increments.
Sub Total	420	1.0	186	0	
Balance of Implementation Costs of Sex Offenders Legislation					
Additional Staff - Probation Service and Childrens' Service	184	3	0	0	Legislation has been passed by the States. Full financial implications were identified in the proposition (P132/2009). The Minister's Introduction to the 2010 ABP highlighted that additional funding would be required after 2010 for these services.
Court and Case Costs	700	0	0	0	Impact on Court and Case Costs arising from defence lawyer's costs, risk assessment reports and additional court costs (as identified in P132/2008).
Sub Total	884	3.0	0	0	
Total	1,304	4.0	186	0	

Notes

The latest estimate for C&CC is £700,000 for each of the first 3 years, ie: £141,000 more for 2012 and £582,000 more for 2013. This is because the estimate of the number of new cases per year that are likely has increased from 5 to 20-25, and it will take slightly longer to get through the retrospective cases because 20 of those are prisoners so applications to the Court will be times according to their release dates.

Although the amended estimates increase the growth request it is important for there not to be a different figure in the CSR schedules from that which will be in the financial implications statement when it goes in the Appointed Day Act.

Treasury and Resources

Growth Proposals

Description of Service and Objectives	2012 Growth		2013 Growth		Description and Impact
	£'000	FTE	£'000	FTE	
Treasury Division	348	4.0	(100)	0	
Treasury	100	0	(100)	0	
Accounting Services Provide central accounting and shared service financial processing functions for the States of Jersey, including payroll, transaction processing, credit control and cashiering services. Produce the Statutory Annual Report and Accounts, and liaise with auditors Update and maintain the financial control framework.	100	0	(100)	0	Growth is required for one off funding for the preparation of the 2012 Accounts to ensure they are IFRS compliant.
Taxes Office	248	4.0	0	0	
Investigations and Compliance Continue compliance activities in areas such as tax evasion, attempts to convert income into capital and the claiming of expenses in business accounts.	62	1.0	0	0	Growth is required of £248,000 to recruit additional officers for investigation and collection activities. The costs of these officers will be significantly outweighed by the additional revenue generated/write-offs saved. The estimated net additional revenue generated is more than £400,000.
Tax Collection and Arrears.	62	1.0	0	0	
Goods and Services Tax Administer., and ensure compliance with, the Goods and Services Tax laws, and collect GST revenues.	124	2.0	0	0	As these revenues/cost reductions all fall outside of the Taxes Office cash limit, the Taxes Office is requesting a permanent increase in its baseline cash limit by £248,000 in order to fund these posts, together with an increase in staffing levels by 4 FTEs.
Resources Division	674	0	(225)	0	
Property Holdings	300	0	(300)	0	
Property Services and Maintenance Property management and advice plus maintenance of the estate.	300	0	(300)	0	Growth required as property valuations required to meet IFRS compliance. Further bids in three and five years will be needed for future interim and full valuations
Information Services	324	0	0	0	
Corporate Projects					
Infrastructure Provide a robust, well-managed States networking and communications infrastructure. Ensure security of States information and systems;	324	0	0	0	Growth of 110K for equipment and support to maintain levels of bandwidth, resilience and security of States voice and data network. Without this services will become slower, less reliable and will impact all users. £214K for renewal/replacement of server equipment and licences to meet service, availability and resilience levels required by users
Human Resources	50	0	75	0	
Pensions (other) Administration of PECRS and other Pension Schemes	50		75		Growth to cover increased liability based on actuarial update which shows that costs will increase in years 2012 and 2013
Total	1,022	4.0	(325)	0	