

# STATES OF JERSEY

## ANNEX TO DRAFT ANNUAL BUSINESS PLAN 2010

### 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
T.J. Le Main	Senator	Housing
F.E. Cohen	Senator	Planning and Environment
I.J. Gorst	Deputy	Social Security
M.K. Jackson	Connétable	Transport and Technical Services
W.D. Ogley	Chief Executive	

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## Introduction

Under the Public Finances (Jersey) Law 2005, the detail of each Department's expenditure and resources is required at the States Annual Business Plan debate in September at which all States spending decisions will be made.

The Budget in December will approve the tax and funding proposals required as a result of the expenditure decisions.

The Annual Business Plan document is in two parts:

- Part one is the main Annual Business Plan Report, summarising the expenditure proposals and key objectives with key success criteria which are the items being proposed and to be debated.
- Part two is the Annex providing additional detail of each Department's expenditure and resources. The Annex also provides full details of the individual proposals in support of the proposals within the Capital, Legislation and Property programmes – this year the Annex also includes a number of improvements towards a GAAP (generally accepted accounting principles) presentation to bring the Business Plan in line with the Financial Accounts presentation:
  - the changes to revenue and capital expenditure, which following GAAP definitions has required elements of the capital programme to be reclassified and transferred to revenue, thus increasing revenue expenditure and reducing capital expenditure by a similar amount.
  - the presentation of the States Trading Operations Business Plans, both to present them on a more commercial basis (e.g. through the inclusion of a depreciation charge) and to improve comparison between the information included in the Financial Accounts and the Business Plan.
  - the introduction of a standardised Income and Expenditure Account (also referred to as an Operating Cost Statement);
  - where possible for departments they have presented a profile of the actual spend of capital projects

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 overview of the department's business plan and objectives from the Minister.
- a summary service analysis and capital programme for the Department.
- a reconciliation of the changes in expenditure allocations for the three years 2010 to 2012 including a commentary on these changes and the budgeted manpower levels.
- a detailed service analysis providing, performance measures, links to key objectives and a financial commentary of the movement in expenditure and manpower allocation from 2009 to 2010 for each service area.

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

Other information provided in this annex includes details of:

- the proposed 2010 to 2014 capital programme;
- a reconciliation with the approved programme from last year's Business Plan;
- the key IS projects;
- the properties proposed in 2010 for disposal; and
- the comprehensive schedules of the legislation programme

Departments will produce their own detailed annual business plans later in the year and these will be at a level where they can be used operationally within that department.

## **Progress towards GAAP**

The States has a strategic aim to deliver public services that are recognised as efficiently and effectively meeting people's needs. A key objective in order to achieve this is the implementation of GAAP (Generally Accepted Accounting Principles) compliant accounts. The introduction of GAAP accounting will deliver a range of benefits, principally improved accountability, transparency and decision making. The States of Jersey intends to publish the first set of GAAP compliant financial statements for the 2009 financial year.

Experience from implementations in other jurisdictions (including the UK) indicates that these benefits are maximised where budgeting changes are implemented alongside accounting changes. The Treasury intend to consult on proposed budgeting changes later this year, in order to be able to incorporate these changes into the 2011 Business Plan. This will include the production of a "Shadow Business Plan 2010" using the approved business plan and figures to present an improved version which will provide an initial template for future publications and also inform the consultation process

Further information on the move towards GAAP and Resource Budgeting will be published shortly together with details of the timetable for a resource budgeting consultation process

The Chief Minister and Treasury and Resources Departments hope readers will find the information in the annex of benefit and would encourage any queries in relation to the annex to be addressed to the relevant Department.

# Summary Tables of Total States Net Expenditure

## SUMMARY TABLE A – Revenue Expenditure Allocations 2010

### Approval of Revenue Heads of Expenditure

States Funded Bodies	Gross Revenue Expenditure £	Income £	Net Revenue Expenditure £
<u>Ministerial Departments</u>			
Chief Minister	21,714,800	1,317,600	20,397,200
- Grant to the Overseas Aid Commission	8,055,000	-	8,055,000
Economic Development	17,295,500	1,415,600	15,879,900
Education, Sport and Culture	114,402,500	14,886,000	99,516,500
Health and Social Services	182,204,200	14,901,500	167,302,700
Home Affairs	47,671,900	1,604,800	46,067,100
Housing	14,289,000	37,575,800	(23,286,800)
Planning and Environment	10,407,200	3,582,800	6,824,400
Social Security	171,605,200	6,500	171,598,700
Transport and Technical Services	42,762,500	15,152,900	27,609,600
Treasury and Resources	64,425,600	7,011,300	57,414,300
<u>Non Ministerial States Funded Bodies</u>			
- Bailiff's Chambers	1,326,500	66,800	1,259,700
- Law Officers' Department	7,476,700	1,286,900	6,189,800
- Judicial Greffe	4,769,400	787,000	3,982,400
- Viscount's Department	1,889,900	467,600	1,422,300
- Official Analyst	655,200	55,000	600,200
- Office of the Lieutenant Governor	805,400	62,700	742,700
- Office of the Dean of Jersey	24,500	-	24,500
- Data Protection Commission	310,800	87,700	223,100
- Probation Department	1,603,900	-	1,603,900
- Comptroller and Auditor General	739,000	-	739,000
States Assembly and its services	5,313,200	175,500	5,137,700
<b>Proposed Revenue Expenditure 2010</b>	<b>£ 719,747,900</b>	<b>£ 100,444,000</b>	<b>£ 619,303,900</b>

*Adjustments to reconcile to Financial Forecast:*

*Treasury and Resources*

<i>Interest and Repayments on Capital Debt</i>	(34,500,000)	-	(34,500,000)
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<i>Revenue Expenditure for Financial Forecast</i>	£ 685,247,900	£ 100,444,000	£ 584,803,900
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*Note:*

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

## SUMMARY TABLE C - Total States Net Expenditure Allocation for approval 2010 to 2014

States Funded Bodies	2010	2011	2012	2013	2014
	Expenditure Allocation	Expenditure Allocation	Expenditure Allocation	Expenditure Allocation	Expenditure Allocation
	----- Indicative only -----				
	£'000	£'000	£'000	£'000	£'000
<u>Ministerial Departments</u>					
Chief Minister	20,397	20,409	20,296		
- Grant to the Overseas Aid Commission	8,055	8,458	8,881		
Economic Development	15,880	16,009	14,486		
Education, Sport and Culture	99,517	101,676	103,481		
Health and Social Services	167,303	174,417	182,151		
Home Affairs	46,067	47,305	48,273		
Housing	(23,287)	(23,953)	(22,881)		
Planning and Environment	6,824	6,870	6,795		
Social Security	171,599	182,385	176,740		
Transport and Technical Services	27,610	29,038	30,466		
Treasury and Resources	57,414	58,583	60,741		
<u>Non Ministerial States funded bodies</u>					
- Bailiff's Chambers	1,260	1,291	1,321		
- Law Officers' Department	6,190	6,340	6,490		
- Judicial Greffe	3,982	4,080	4,176		
- Viscount's Department	1,422	1,457	1,492		
- Official Analyst	600	615	630		
- Office of the Lieutenant Governor	743	761	779		
- Office of the Dean of Jersey	25	25	26		
- Data Protection Commission	223	229	234		
- Probation Department	1,604	1,644	1,683		
- Comptroller and Auditor General	739	757	774		
States Assembly and its services	5,138	5,259	5,382		
<b>Net Revenue Expenditure Allocation</b>	<b>£ 619,304</b>	<b>£ 643,653</b>	<b>£ 652,417</b>	<b>£ 668,500</b>	<b>£ 688,500</b>
<b>Capital Expenditure Allocation</b>	<b>£ 34,587</b>	<b>£ 39,118</b>	<b>£ 42,518</b>	<b>£ 47,038</b>	<b>£ 48,306</b>
<b>Total States Net Expenditure Allocation</b>	<b>£ 653,891</b>	<b>£ 682,771</b>	<b>£ 694,935</b>	<b>£ 715,538</b>	<b>£ 736,806</b>

### Adjustments to reconcile to Financial Forecasts:

Net Revenue Expenditure Allocation	£ 619,304	£ 643,653	£ 652,417	£ 668,500	£ 688,500
Repayment of Capital Debt	(£ 34,500)	(£ 34,500)	(£ 34,500)	(£ 34,500)	(£ 34,500)
<b>Net Revenue Expenditure Allocation (as shown in financial forecasts)</b>	<b>£ 584,804</b>	<b>£ 609,153</b>	<b>£ 617,917</b>	<b>£ 634,000</b>	<b>£ 654,000</b>
Capital Expenditure Allocation	£ 34,587	£ 39,118	£ 42,518	£ 47,038	£ 48,306
Property Capital Receipts	(£ 4,000)	(£ 4,000)	(£ 4,000)	(£ 4,000)	(£ 4,000)
Housing Capital Receipts	(£ 10,000)	(£ 14,000)	(£ 20,000)	(£ 25,000)	(£ 25,000)
<b>Net Capital Expenditure Allocation (as shown in financial forecasts)</b>	<b>£ 20,587</b>	<b>£ 21,118</b>	<b>£ 18,518</b>	<b>£ 18,038</b>	<b>£ 19,306</b>
<b>Total States Net Expenditure Allocation (as shown in financial forecasts)</b>	<b>£ 605,391</b>	<b>£ 630,271</b>	<b>£ 636,435</b>	<b>£ 652,038</b>	<b>£ 673,306</b>

### Note:

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

# Summary Table L - States Funded Bodies

## Operating Cost Statement

2009 Net Revenue Expenditure (As per 2009 Business Plan)		2010 Estimate
£		£
	<b>Income</b>	
(5,734,278)	Duties, Fees, Fines & Penalties	(5,869,647)
(89,693,343)	Sales of goods and services	(90,825,733)
(31,150)	Investment Income	(22,100)
(2,594,029)	Other Revenue	(3,726,520)
<b>(98,052,800)</b>	<b>Total Income</b>	<b>(100,444,000)</b>
	<b>Expenditure</b>	
161,655,577	Social Benefit Payments	174,867,258
312,177,930	Staff Costs	319,718,159
126,817,912	Operating Expenses	148,717,542
36,182,131	Grants and Subsidies Payments	38,157,626
-	Depreciation/Capital Charges	-
3,441,550	Finance Costs	3,787,315
-	Financial Return	-
-	Pension Finance Costs	-
-	Asset Disposal (Gain)/Loss	-
<b>640,275,100</b>	<b>Total Expenditure</b>	<b>685,247,900</b>
<b>542,222,300</b>	<b>Net Revenue Expenditure (excluding Non Cash Limit Items)</b>	<b>584,803,900</b>

# Detailed Estimates of States Funded Bodies

Chief Minister

# Chief Minister

## Minister's Introduction

The Department will continue to develop across its wide range of services, leading to continued development and improved efficiency. The prime focus of the department in 2010 will be to work with the Council of Ministers to implement their strategic plan and work on developing the Island's international standing and supporting the Finance Industry.

The corporate support facilities of HR, IS and Customer Services have been brought together with Corporate Purchasing, Property Services and Corporate Systems in a new Resources department under the leadership of the new Deputy Chief Executive, reporting to the Treasury and Resources Minister. At present the budgets remain within the existing structure, but this will be reviewed for next year's Annual Business Plan once the new structure is settled. It is expected that the new structure will bring all the support services together will be more effective and deliver improved service efficiency.

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

- The Policy Unit (policy support and research for the Council of Ministers and Chief Executive; strategic and business planning; communications; statistics; the Population Office)
- International Affairs, including constitutional matters, economic advice and international finance
- Law Draftsman's Office
- States Human Resources
- Information Services, including Customer Services
- Emergency Planning

The key projects and issues for the Department in 2009 are:

### 1. Policy

2010 will see the Council of Ministers implementing the new Strategic Plan and its priorities will drive the department's policy programme. A major priority for the Chief Minister's Department will be to ensure that development and implementation plans for the new policy direction are put into place and properly co-ordinated.

The implementation of the migration policy will reach its final stages with draft legislation placed before the States in the early part of 2010, followed by the systems development necessary for implementation.

The Council of Ministers will progress its population policy, including the implementation of appropriate review mechanisms, and will continue to progress policy initiatives designed to address the effects of the ageing population.

We will continue to work to increase public engagement in the development of policy and to develop greater public awareness and understanding of the work of States, including policies and performance.

The regular independent statistical reports will continue to be published to a pre-determined timetable and work will start in preparation for the next census in 2011.

## **2. International Affairs**

Jersey's international identity will continue to be developed, principally by meeting its international obligations, explaining and promoting Jersey in all international contacts and wherever possible, by seeking to enter into agreements in our own name.

In respect of international finance promotion activities, Jersey will be positioned as "a leading international finance centre, independently recognised by the IMF, OECD and other international institutions as a well regulated, transparent and cooperative jurisdiction". This will highlight Jersey's inclusion on the OECD white list acknowledged by the G20, the results of the International Monetary Fund's report on their visit in 2008 and by explaining Jersey's position as a "fair tax regime".

Jersey's international strategy for its finance industry will be developed with Jersey Finance Limited (JFL), industry, and the Financial services Commission to best respond to pressures arising from the economic downturn. Overseas representation will be considered in conjunction with Jersey's wider needs for international representation.

The provision of quality economic advice will continue to support effective management of the economy.

## **3. Information Services**

Investment in Information Services will continue to underpin delivery of citizen services, improve efficiency and will support many of the new initiatives. A major re-organisation of the IS function across the States was completed in 2009. This a Stateswide professional service group has been formed with an increased emphasis on customer standards, project management, quality assurance, and the appropriate involvement of commercial partners in the provision of a modern IS infrastructure. It also identified the need to invest the current capital allocation into reinforcing the current network and systems.

Key projects during 2010 include:

- Implementing the health systems to support improved patient care by development of streamlined processes and the replacement of existing Health systems with an integrated set of applications that share the same patient data; and
- Enhancing the States website to deliver more on line customer services as part of the States vision to improve delivery of customer service and a user experience which is consistent, reliable and fit for purpose
- Developing the corporate resource planning and management systems to deliver efficiency improvements

## **4. Human Resources and Organisational Development**

The Organisation Development Programme aim is to place the customer at the heart of everything we do. The focus of the programme will be on the further development of customer focussed services (particularly through the use of the Web) and on the further implementation of process improvement initiatives. Linked to this, the Modern Manager, Future Leaders, First Impressions and other learning and development programmes are designed to underpin the cultural shift in the delivery of public services which is necessary to bring demonstrable improvements to the users of our services.

Work will commence on the development of new Terms and Conditions of employment to provide more flexible methods of remuneration in response to the challenges set by the "Emerging Issues" report of the Comptroller and Auditor General on States Spending.

## **5. 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 2010 is described in section 9 of the Annual Business Plan, and a detailed version of the legislation programme, showing work expected to be continued into 2010 and work proposed to be started in 2010, is included in the Legislation Programme in this Annex.

## **6. Emergency Planning**

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 Emergency Planning Board. A resilience structure has been agreed which is now being used to develop new areas of emergency planning to prepare for specific Island risks.

Senator Terry Le Sueur  
Chief Minister

# Chief Minister's Department

## Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
<b>Policy Division</b>			
<b>Policy Unit</b>			
1,353,600	1,450,600	-	1,450,600
208,800	296,400	(93,400)	203,000
283,700	519,500	(199,500)	320,000
<b>1,846,099</b>	<b>2,266,500</b>	<b>(292,900)</b>	<b>1,973,600</b>
<b>Statistics</b>			
450,100	622,200	-	622,200
<b>External Affairs, Economics and International Finance</b>			
1,335,300	1,681,500	(299,900)	1,381,600
<b>Law Drafting</b>			
861,200	869,800	-	869,800
<b>Legislation Advisory Panel</b>			
45,000	36,700	-	36,700
<b>4,537,700</b>	<b>5,476,700</b>	<b>(592,800)</b>	<b>4,883,900</b>
<b>Resources Division</b>			
<b>Information Services</b>			
461,300	1,899,900	(192,700)	1,707,200
1,243,900	4,101,200	(250,400)	3,850,800
1,641,000	2,321,700	(86,500)	2,235,200
<b>3,346,199</b>	<b>8,322,800</b>	<b>(529,600)</b>	<b>7,793,200</b>
<b>Human Resources</b>			
2,226,800	2,452,100	(172,800)	2,279,300
626,400	594,100	(12,100)	582,000
533,600	512,200	(7,300)	504,900
346,500	433,000	(3,000)	430,000
459,600	517,300	-	517,300
<b>4,192,900</b>	<b>4,508,700</b>	<b>(195,200)</b>	<b>4,313,500</b>
<b>PECRS Pre-1987 Debt</b>			
3,319,600	3,609,200	-	3,609,200
<b>Customer Service</b>			
447,300	277,400	-	277,400
<b>Corporate Resources - States-wide Savings</b>			
0	(480,000)	-	(480,000)
<b>11,306,000</b>	<b>16,238,101</b>	<b>(724,800)</b>	<b>15,513,300</b>
<b>15,843,700</b>	<b>21,714,800</b>	<b>(1,317,600)</b>	<b>20,397,200</b>

Note: Chief Executive's Office now includes Emergency Planning

# Chief Minister's Department

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
Network Hardware Replacement	-	150,000	150,000	150,000	150,000
Hardware Replacement - desktops and servers	-	350,000	350,000	350,000	350,000
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	-	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>

# Chief Minister's Department

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Policy Division</b>								
<b>Policy Unit</b>								
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.	% Departmental Key objectives and success criteria on track; Cost of emergency planning per head of population.	1, 2, 7	1,353,600	1,450,600	97,000	15.9	17.3	Net increase due to the internal transfer of staff from External Affairs, Economics and International Finance and the transfer of budget from Statistics. This is off-set by budget reductions to support the 2010 savings process.
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.	Number of unique visitors to gov.je; Number of people on the consultation register; Number of public responses to consultation documents.	1	208,800	203,000	(5,800)	4.6	5.0	Net decrease due to inflation on income.
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.	% points variance in population growth compared to States target; Average £ to process each licence, consent or qualification application.	1, 6	283,700	320,000	36,300	9.8	9.6	Budget transfer from Housing to fund share of Jubilee Wharf rent and charges
<b>Statistics</b>								
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.	% of statistical information released to pre-announced dates; Costs of the Statistics Unit per head of population.	1, 5	450,100	622,200	172,100	6.6	6.6	Additional allocation of £200,000 for the Census, off-set by rent & electricity budget re-allocated to Corporate budget in Chief Executive's Office
<b>External Affairs, Economics and International Finance</b>								
Co-ordinated economic strategy and policy-making; Improved economic policy development through sound and timely advice.	Cost of economic advice per head of population	1, 5	1,335,300	1,381,600	46,300	8.0	9.0	Net increase due to funding from Treasury & Resources towards funding the Fiscal Policy Panel; off-set by staff budget transferred to Chief Executive's Office
Jersey's international responsibilities fulfilled; Stronger constitutional position for Jersey; A favourable international image for Jersey; Beneficial relations with other countries and regional organisations developed.	Cost of International Relations per head of population	1, 3						

# Chief Minister's Department

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
Sustainability and growth in the Island's financial services sector; Consolidation of EU and key country relationships; Widespread understanding of Jersey's strategy and specific approach to international fiscal and regulatory issues.	Cost of International Finance Policy per head of population; Cost of Finance Industry support per head of population; GVA created by the Finance Industry.	1, 4						
<b>Law Drafting</b>								
Delivery of time-critical effective legislation through completion of the Legislation programme	Cost of Law Draftsman per head of population:	1, 2	861,200	869,800	8,600	6.6	6.6	
<b>Legislation Advisory Panel</b>								
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	45,000	36,700	(8,300)	-	-	Reduction in non-staff budget to support the 2010 savings process.
<b>Sub-total: Policy Division</b>			<b>4,537,700</b>	<b>4,883,900</b>	<b>346,200</b>	<b>51.5</b>	<b>54.1</b>	
<b>Resources Division</b>								
<b>Information Services</b>								
A robust, well-managed States networking and communications infrastructure; Security of States information and systems; Robust, well-managed corporate and departmental computing platforms and equipment; Provision of technical advice and guidance.	Cost of ISD (i.e. spend on ISD and equivalent including employee costs and overheads) as a % of States expenditure;	1, 2						
- Corporate Projects	Project benefits delivered successfully.	2	461,300	1,707,200	1,245,899	22.0	17.6	Variances due to inclusion of capital to revenue to comply with requirements of UK GAAP.
- Infrastructure	% of incidents resolved within agreed service levels; Availability of core IS systems;	2	1,243,900	3,850,800	2,606,900	27.0	26.0	
- Business Support Groups	User satisfaction.	1, 2	1,641,000	2,235,200	594,201	21.4	38.8	
<b>Human Resources</b>								
Provision of a comprehensive HR support service to managers and employees which supports the organisation in achieving its strategic aims and objectives;	Cost of the HR function as % of organisational running costs; Cost of HR function per employee;	1, 2, 7						

# Chief Minister's Department

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary	
Development, implementation, monitoring and evaluation of human resource policies, practices and procedures; Development and implementation of corporate training programmes to facilitate learning and development; Administration of PECRS; Negotiation and implementation of States Employment Board's annual pay policy for public sector workers; Develop and provide specialist support in respect of Employment Tribunals, minimising the need for Tribunals wherever possible. Resources are allocated as follows: - HR Business Partnering - HR Business Support - HR Learning and Development - Employee Relations - Pensions (other) - PECRS Pre-1987 Debt	Ratio of HR staff to fte employees;		2,226,800	2,279,300	52,500	30.0	37.4	Transfer of staff budget from ESC	
	Average elapsed time (working days) from a vacancy occurring to the acceptance of an offer for the same post;		626,400	582,000	(44,400)	22.0	13.4	Internal transfer of staff to Business Partnering	
	Cost of recruitment per vacancy; % of people still in post after 12 months service;		533,600	504,900	(28,700)		3.0	Variance due to re-allocation of budget	
	Leavers in the past year as % of overall total staff;		346,500	430,000	83,500	3.0	4.0	Internal transfer of staff from Business Partnering	
	% of public sector staff permanent and locally qualified		459,600	517,300	57,700	-	-	Re-allocation of budget to help fund Pre-1967 Pension Scheme	
			3,319,600	3,609,200	289,600	-	-	Additional funding to support increase in States contribution	
	<b>Customer Service</b>								
	Make it easier for the public to access services through a Customer Access Centre;	Customer Services Centre - % Customer Charter targets met;	2, 7	447,300	277,400	(169,900)	11.7	12.3	Savings proposed by conducting an organisational review of the department
	Provide an effective, measurable service for dealing with public feedback and complaints.								
	<b>Corporate Resources - States-wide Savings</b>								
			-	(480,000)	(480,000)	-	-	States-wide corporate savings to be achieved through initiatives led by Resources Directorate. Plans to be developed during 2010.	
<b>Sub-total: Resources Division</b>			11,306,000	15,513,300	4,207,300	137.1	152.5		
<b>Total</b>			15,843,700	20,397,200	4,553,500	188.6	206.6		



# Chief Minister's Department

## Reconciliation of Net Revenue Expenditure

	2010 £	2011 £	2012 £
<b>Prior year Net Revenue Expenditure</b>	<b>15,843,700</b>	<b>20,397,200</b>	<b>20,408,900</b>
2009 Effect of June Pay Freeze	(155,400)	-	-
<b>Revised Net Revenue Expenditure</b>	<b>15,688,300</b>	<b>20,397,200</b>	<b>20,408,900</b>
<b>Commitments in Base</b>			
Census	200,000	100,000	-
Overseas Aid Contribution	(11,400)	(29,600)	(30,000)
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	266,900	434,700	431,400
Non-staff Inflation	39,500	146,600	136,100
<b>Technical Adjustments</b>			
Census	-	-	(300,000)
<b>2010 Business Plan Process</b>			
Spending Priorities	200,000	-	-
PECRS Pre-1987 Debt	11,400	-	-
Overseas Aid Contribution			
Savings Proposals	(33,300)	-	-
Policy Division: Pro-rata savings	-	(50,000)	(50,000)
Policy Division: Further Savings	(189,200)	-	-
Resources Division: Pro-rata savings	(200,000)	(300,000)	(300,000)
Resources Division: Corporate savings (States-wide): HR Policies	(50,000)	(50,000)	(50,000)
Resources Division: Corporate savings (States-wide): Energy Consumption	(230,000)	(240,000)	(240,000)
Resources Division: Corporate savings (States-wide): Joint Fraud Office			
<b>Departmental Transfers</b>			
Technical Support Officer (1FTE) to Information Services from Home Affairs	42,000	-	-
Human Resources Post (1FTE) from Education, Sport and Culture	55,100	-	-
Fiscal Policy Panel Funding from Treasury & Resources	60,000	-	-
Postal budget to Population Office from Housing	6,700	-	-
Jubilee Wharf rent/electricity to Population Office from Housing	41,200	-	-
<b>Capital to Revenue Transfers</b>			
Information Services	4,500,000	-	-
<b>Net Revenue Expenditure</b>	<b>20,397,200</b>	<b>20,408,900</b>	<b>20,296,400</b>
<b>Manpower Numbers (FTE)</b>	<b>206.6</b>	<b>206.6</b>	<b>206.6</b>

## Financial Summary 2010 - 2012

The total budget for the Department has increased by £4.5 million (29%) since 2009, due to the transfer of £4.5 million to Information Services, which reflects the split of capital and revenue spend as per GAAP guidance. Total inter-departmental transfers in 2010 amount to £0.21 million, notable transfers include the transfer from Treasury and Resources towards funding the Fiscal Policy Panel and the transfer of the Jubilee Wharf rent and charges from the Housing Department relating to the Population Office.

To deliver the next Census, the Department has been allocated £200k in 2010 and £300k in 2011, which is then withdrawn in 2012, once the work is complete.

## Business Plan Process 2010 - 2012

The Business Plan process in 2010 includes £200,000 to fund the increase in States contributions to the PECRS Pre-1987 Debt. Pro-rata savings required by the Council of Ministers to fund States-wide cost pressures amounting to £222,500 will be made from specific areas, particularly Customer Service Centre where an organisational review will be conducted. The remaining savings are being made across the Department through increased efficiencies and some limited reductions in services.

# Chief Minister's Department

## Capital Allocations 2010 - 2014 For Information Only

BUCC30	Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
	<b>Initial Capital Allocations</b>					
CXC900	Network Hardware Replacement	-	150,000	150,000	150,000	150,000
CXC900	Hardware Replacement - desktops and servers	-	350,000	350,000	350,000	350,000
CXC900	Capital Running Costs	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
	<b>Total Initial Capital Allocations</b>	<b>4,500,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>
	<b>Less: Proposed Capital to Revenue Transfers</b>					
CCG150	Capital Running Costs	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
	<b>Total Proposed Capital to Revenue Transfers</b>	<b>4,500,000</b>	<b>4,500,000</b>	<b>4,500,000</b>	<b>4,500,000</b>	<b>4,500,000</b>
	<b>Proposed Capital Allocations</b>					
CXC900	Network Hardware Replacement	-	150,000	150,000	150,000	150,000
CXC900	Hardware Replacement - desktops and servers	-	350,000	350,000	350,000	350,000
	<b>Total Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>-</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>

## Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
None	-	-	-	-	-
	-	-	-	-	-

# Chief Minister's Department

Capital Expenditure 2010 - 2015+ For information Only

BUCc30	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
CXC900	Still under review - maximum shown	2,537,000	-	-	-
	<b>New Approvals 2010</b>				
	<b>New Approvals 2011</b>				
CXC900	Network Hardware Replacement	-	150,000	-	-
CXC900	Hardware Replacement - desktops and servers	-	350,000	-	-
	<b>New Approvals 2012</b>				
CXC900	Network Hardware Replacement	-	-	150,000	-
CXC900	Hardware Replacement - desktops and servers	-	-	350,000	-
	<b>New Approvals 2013</b>				
CXC900	Network Hardware Replacement	-	-	150,000	-
CXC900	Hardware Replacement - desktops and servers	-	-	350,000	-
	<b>New Approvals 2014</b>				
CXC900	Network Hardware Replacement	-	-	150,000	-
CXC900	Hardware Replacement - desktops and servers	-	-	350,000	-
	<b>Revenue Elements of Capital Projects</b>				
	<b>Unspent pre-2010 Approvals</b>				
	<b>New Approvals 2010</b>				
CCG150	Capital Running Costs	4,500,000	-	-	-
	<b>New Approvals 2011</b>				
CCG150	Capital Running Costs	-	4,500,000	-	-
	<b>New Approvals 2012</b>				
CCG150	Capital Running Costs	-	-	4,500,000	-
	<b>New Approvals 2013</b>				
CCG150	Capital Running Costs	-	-	4,500,000	-
	<b>New Approvals 2014</b>				
CCG150	Capital Running Costs	-	-	4,500,000	-
		<b>2,537,000</b>	<b>500,000</b>	<b>1,500,000</b>	<b>-</b>
		<b>2010</b>	<b>2011</b>	<b>2012-14</b>	<b>2015+</b>
		<b>Expenditure</b>	<b>Expenditure</b>	<b>Expenditure</b>	<b>Expenditure</b>
		<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
		<b>4,500,000</b>	<b>4,500,000</b>	<b>13,500,000</b>	<b>-</b>

# Overseas Aid Commission

An increase of 5% had been awarded on the existing Jersey Overseas Aid Commission's grant for 2010, which is in line with the proposal made in the 2009 review. However, this has been adjusted as part of the Council of Ministers' savings, affecting all departments, resulting in a final increase of 4.2% for 2010.

The Commission will be making further proposals for 2011 and 2012, with the aim of reaching the target set by the United Nations Millennium Development Goals, over a set period of time.

The largest part of the Commission's budget is allocated to grant aid with approximately 85% 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. £1,000,000 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.

# Overseas Aid

## Net Expenditure - Service Analysis

2009 Estimate		2010 Gross Revenue Expenditure	2010 Income	2010 Net Revenue Expenditure
£		£	£	£
7,731,200	Grant to the Overseas Aid Commission	8,055,000	-	8,055,000
<b>7,731,200</b>	<b>Net Revenue Expenditure</b>	<b>8,055,000</b>	-	<b>8,055,000</b>

## Capital Programme 2010 - 2014

	2010	2011	2012	2013	2014
	£	£	£	£	£
No schemes in proposed programme	-	-	-	-	-
	-	-	-	-	-

## Reconciliation of Net Revenue Expenditure

	2010	2011	2012
	£	£	£
<b>Prior year Net Revenue Expenditure</b>	<b>7,731,200</b>	<b>8,055,000</b>	<b>8,457,700</b>
<b>Commitments in Base Grant</b>	193,300	402,700	422,900
<b>Additional Expenditure Grant</b>	193,300	-	-
<b>2010 Business Plan Process Pro rata savings</b>	(62,800)	-	-
<b>Departmental Transfers</b>	-	-	-
<b>Net Revenue Expenditure</b>	<b>8,055,000</b>	<b>8,457,700</b>	<b>8,880,600</b>

# Overseas Aid

## Net Expenditure - Operating Cost Statement

2009	2010 Estimate
Net Revenue	
Expenditure	
(As per 2009 Business Plan)	
£	£
<hr/>	
	<b>Income</b>
-	Duties, Fees, Fines & Penalties
-	Sales of goods and services
-	Investment Income
-	Other Revenue
-	<b>Total Income</b>
	<b>Expenditure</b>
60,848	Staff Costs
16,352	Operating Expenses
7,654,000	Grants and Subsidies Payments
-	Depreciation/Capital Charges
-	Finance Costs
-	Financial Return
-	Pension Finance Costs
-	Asset Disposal (Gain)/Loss
<b>7,731,200</b>	<b>Total Expenditure</b>
	<b>8,055,000</b>
<hr/>	
<b>7,731,200</b>	<b>Net Revenue Expenditure</b>
	<b>8,055,000</b>

# Economic Development

# Economic Development

## Minister's Introduction

The aim of the Economic Development Department is to facilitate economy wide productivity improvements over the medium-term which will lead to sustainable economic growth, low inflation and diversification in the economy.

The Enterprise and Business Development Strategy will continue to be a key element in achieving our growth targets. The strategy has three aims:

- Increasing the rate of business start ups and growth;
- Developing international trade and inward investment;
- Encouraging commitment and investment into work related skills training.

The provision of a First Stop Shop for business in Jubilee Wharf continues to provide, a valuable service to both new and existing businesses, plus a first class entry point to the range of products and services made available by the Department to businesses. 2009 also saw the successful opening of the Jersey Business Incubator which provides a new focal point for start up companies and provides enhanced business support, networking and mentoring facilities within a bespoke unit, all at advantageous terms. This increased commitment by the Department comes at a time when economic conditions locally are beginning to show signs of slowdown, and new stimulus measures by the States are beginning to be rolled out, as a means of increasing demand for business services to counteract the slowdown in private sector purchasing and support employment in the Island.

With our limited land and labour, we have to manage all our resources effectively and our skills development strategy will continue to be a key element of our emphasis in 2010. Higher productivity across the **whole** economy is **the** priority and I see Economic Development's raison d'etre as improving productivity and skills. The Skills Executive (combining staff and financial resources from Economic Development, Education Sport & Culture and Social Security into a single entity with direct industry involvement) moves into its second year of operation and based upon its strong early track record and in-depth understanding of the requirements of local business, will continue to champion a more joined up approach to skills development and its interface with education.

One of the biggest challenges, if not **the** biggest in managing a successful Island economy is keeping inflation in check. Inflation is the thing that undermines all businesses and today it undermines efficiency and erodes our competitiveness. Inflation measured by RPI might turn out to be low during 2010 as a result of low interest rates and the impact of GST falling out of the annual comparison. However, this should not lead to complacency as underlying inflationary pressure is still a concern and will be even more so when the economy recovers. The new Anti-Inflation Strategy sets out how we ensure that we keep inflation under control going forward – through setting fiscal policy relative to our position in the economic cycle (in accordance with the advice of the FPP), supporting productivity growth across the economy and creating the conditions for competition to prevail. When recovery does return we cannot afford to see a repeat of past problems when strong economic growth has fed quickly into higher inflation and then into higher costs (e.g. wages and rents) sucking the economy into an inflationary cycle. It is important that the ground work starts now.

Sustaining a competitive global finance industry continues to be a major pillar in our economic development plan. Clearly the effects of the disruption to global markets have further to run, but Jersey is well placed to deal with these challenges with a well diversified range of financial services businesses, many of which are built on a sound annuity model with solid streams of recurring income.

Working with Jersey Finance and the Jersey Financial Services Commission we will seek to further enhance and build the reputation of our financial services industry to counter some of the negative reporting regarding off-shore centres and ensure a market leading position through significantly increased investment in promotion, product and service innovation. In particular we expect to consolidate the launch of Foundations, further enhance Trust laws and move to the next stage in the continuous upgrade of our funds offering. We will work to attract entrants across all sectors from new markets with the emphasis remaining on high quality, high value, low footprint business.

Our key objectives for the financial services industry are:-

- Development of new markets accompanied by rapid product and service innovation through carefully targeted investment
- Focused improvement of the skill base of our graduates and school leavers to ensure appropriate qualifications
- Investment in long term infrastructure, including premises, telecommunications, travel connections and housing

Competition is the healthy way of ensuring that efficiency improvements continue and that the pressure to keep prices and costs down remains strong and Economic Development will continue to support the JCRA.

Economic Development will continue to reap the benefits of the integration of Jersey Harbours and Jersey Airport to our department and visitors and residents will both be winners. We will work together with air and sea carriers to continue to develop new and existing routes.

Senator Alan Maclean  
Minister for Economic Development

# Economic Development

## Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £		2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
2,013,700	<b>Enterprise and Business Development</b>	1,984,800	(125,500)	1,859,300
	<b>Marketing</b>	4,351,200	(337,000)	4,014,200
4,211,000	Destination Marketing and Communication	695,400	-	695,400
742,400	Events	710,600	-	710,600
1,008,800	Joint Marketing	125,000	-	125,000
137,600	Research and Statistics	600,300	(190,000)	410,300
362,400	Visitor Services	<b>6,482,500</b>	<b>(527,000)</b>	<b>5,955,500</b>
	<b>Policy and Regulation</b>	464,500	-	464,500
594,600	Competition Law	552,900	(14,600)	538,300
564,700	Consumer Affairs / Trading Standards	2,251,500	-	2,251,500
1,992,600	Finance Sector	456,200	(229,500)	226,700
335,500	Gambling Legislation and Control	441,000	(10,000)	431,000
380,600	Regulation of Undertakings	248,600	-	248,600
290,700	Rural Sector	1,357,800	(467,000)	890,800
597,400	Policy Development	<b>5,772,500</b>	<b>(721,100)</b>	<b>5,051,400</b>
<b>4,756,100</b>				
	<b>Rural Support</b>	1,028,300	-	1,028,300
1,091,100	Single Area Payment	632,900	-	632,900
631,500	Quality Milk Payment	203,500	-	203,500
241,000	Dairy Service Support Payment	181,500	-	181,500
-	Provision of School Milk	342,600	-	342,600
515,000	Rural Initiative	175,300	(27,000)	148,300
237,100	General Support	<b>2,564,100</b>	<b>(27,000)</b>	<b>2,537,100</b>
<b>2,715,700</b>				
	<b>Skills</b>	491,600	(15,000)	476,600
474,900	Training and Workforce Development			
<b>16,422,600</b>	<b>Net Revenue Expenditure</b>	<b>17,295,500</b>	<b>(1,415,600)</b>	<b>15,879,900</b>

Note: Finance Industry Development moved to Policy Development (Finance Sector).

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
Airport - Below Ground Works	4,000,000	4,750,000	5,000,000	7,000,000	4,250,000
Harbours - Gorey Pier Restoration	-	-	2,966,000	-	-
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>4,000,000</b>	<b>4,750,000</b>	<b>7,966,000</b>	<b>7,000,000</b>	<b>4,250,000</b>

# Economic Development

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Enterprise and Business Development</b>								
Maximise business opportunities for Jersey companies from a combination of in-island collaboration and off-island opportunities.	Demonstrable increase in the number of opportunities identified for on-island and off-island collaborations.	1(i), 1(ii), 1(iii), 1(v), 1(vii)	2,013,700	1,859,300	(154,400)	10.6	12.1	Reduction due to pro-rata savings required by the Council of Ministers to fund States wide cost pressures. Will need to prioritise areas of work.
Align with business community, organisations and companies to better present a Jersey business proposition.	Increase in the level of collaborations with companies and organisations and improved alignment of Jersey Enterprise initiatives with business support needs.	1(ii), 1(iii), 1(iv), 1(v), 1(vii)						
Integrate and maximise opportunities from working with Jersey based and international intermediaries.	Identifiable increase in the number, scale and scope of interactions with in-island and offshore intermediaries, generating potential opportunities.	1(ii), 1(iii), 1(iv), 1(v), 1(vii)						
Deliver high quality business support products and services to Jersey companies and entrepreneurs, leading to future business and economic growth.	Demonstrable increase in the scale of business support provided, with over 1800 Jersey companies included on EDD Customer Relationship Management system by December 2009.	1(i), 1(ii), 1(iii), 1(v), 1(vii)						
Develop stronger, more effective links with the Jersey business community, to maximise opportunities for local residents.	Increase Jersey Enterprise profile within the local business community, leading to significant Enterprise Centre through-flow and opportunities created for local businesses / population.	1(i), 1(ii), 1(iii), 1(v), 1(vii)						
Establish and promote the 'Enterprise Agenda' in-island encouraging the establishment of future successful growth of companies.	Increased profile for Enterprise Agenda and the number of individuals/organisations engaged.	1(i), 1(ii), 1(iii), 1(v), 1(vii)						
Promote the Jersey Royal potato brand.	Volume and value of exports.	6(i),(ii),(iii),(iv)						
Develop and implement a marketing plan for Genuine Jersey products.	Volume and value of exports.	6(i),(ii),(iii),(iv)						
<b>Marketing</b>			<b>6,462,200</b>	<b>5,955,500</b>	<b>(506,700)</b>	<b>28.1</b>	<b>26.8</b>	
<b>Destination Marketing and Communication</b>								
Develop and implement a marketing and communications strategy across all market sectors.	Visitor value and numbers.	5(ii)	4,211,000	4,014,200	(196,800)	10.7	12.7	Increased investment to support Tourism during the current economic climate with a reduction in route development to match current industry support requirements

# Economic Development

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
Develop Jersey's potential as a conference and incentive destination.	Conference numbers.	5(ii)						
Develop Jersey.com and subordinate sites for maximum sales.	On line sales volumes.	5(ii)						
<b>Events</b> Fund and manage a series of events to encourage visits to Jersey and enhance visitor employment.	Visitor numbers and customer satisfaction.	5(ii)	742,400	695,400	(47,000)	3.3	2.5	Reduction due to pro-rata savings required by the Council of Ministers to fund States wide cost pressures. Will need to prioritise events to be supported.
<b>Joint Marketing</b> Encourage industry support and investment in Jersey by creating joint marketing initiatives.	Air and sea arrivals data and value of external revenue generated.	5(ii)	1,008,800	710,600	(298,200)	3.7	2.7	Reduction due to pro-rata savings required by the Council of Ministers to fund States wide cost pressures. Will need to prioritise areas of marketing.
<b>Research and Statistics</b> Ensure that robust research (and compilation of statistics) is carried out in order to inform the department and the industry on future planning.	Research projects delivered on time and within budget.	5	137,600	125,000	(12,600)	0.6	-	Reduction due to pro-rata savings required by the Council of Ministers to fund States wide cost pressures. Will need to prioritise areas of work.
<b>Visitor Services</b> 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.	Retail sales and customer satisfaction.	5(ii)	362,400	410,300	47,900	9.8	8.9	Decrease in income due to falling no of bookings and visitor numbers
<b>Policy and Regulation</b>			<b>4,756,100</b>	<b>5,051,400</b>	<b>295,300</b>	<b>28.8</b>	<b>31.1</b>	
<b>Competition Law</b> Promote competition and consumer interests through economic regulation and competition law.	Number of complaints received/number of complaints substantiated and outcome of remedial action.	7(ii),(iii)	594,600	464,500	(130,100)	0.1	0.2	The effectiveness of the JCRA has developed to the stage that they now require less resource to manage competition law policy
<b>Consumer Affairs / Trading Standards</b> Support a safe and fair trading environment by the enforcement of consumer protection laws. Provide a free confidential consumer advisory service and, where necessary assist in resolving disputes over goods and services.	Instances of non-compliance reduced  Carry out customer satisfaction surveys	7(i),(ii),(iii)  7(i),(ii),(iii)	564,700	538,300	(26,400)	6.5	5.9	

# Economic Development

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
Manage the Partnership Agreement with the Jersey Consumer Council.	Compliance with Treasury codes of direction	7(i),(ii),(iii)						
<b>Finance Sector</b> Provide funding for Jersey Finance Limited, as per the partnership agreement with the Department.  To support the finance industry, particularly through developing new legislation for the benefit of the industry.	Activities promoting the Island's Finance industry go ahead, and the reputation of the Island as an International Finance centre is maintained.  Number of pieces of legislation passed on time/industry feedback.	1(ii), 4(i),(ii),(iii),(iv)	1,992,600	2,251,500	258,900	1.1	2.0	Increased to fund demand in finance industry legislation.
<b>Gambling Legislation and Control</b> Regulation of sector, issuing of licences.	Customer satisfaction. Level of revenue.	1(i), 1(ii), 1(iii), 1(iv), 2(i), 7(ii), 7(iii)	335,500	226,700	(108,800)	2.6	2.4	The industry will be expected to contribute more equitably under 'user pays' principles to the true costs of regulation
<b>Regulation of Undertakings</b> To control the carrying on of undertakings and to regulate further development by licensing businesses To issue licences within 15 working days of receipt under normal conditions.	Adherence to States approved target of +150 inward migration (heads of household) over 3 years on average annualised basis. Average time taken to issue licences	1(ii), 7(iii)	360,600	431,000	50,400	5.2	6.0	It was felt appropriate to increase funding to enhance compliance activities, in particular, in the current economic climate. The other main cost drivers in the budget are the processing of applications and the processing of the 6 monthly Manpower Survey .
<b>Rural Sector</b> Strategic development for the Rural sector as a whole including the key sectors of Agriculture. Implementation of the Rural Economy Strategy.	Increased productivity with a target of 2% real economic growth in the Rural Economy in 2010 - 2011.	1(iv),(v), 6(i),(ii),(iii),(iv)	290,700	248,600	(42,100)	3.4	3.1	Reduction due to pro-rata savings required by the Council of Ministers to fund States wide cost pressures. Will target priority areas with available funds.
<b>Policy Development</b> Consider and evaluate various policy proposals.	Number of staff engaged, cost of service and proportion of department's staff and budget used.	1(i),(ii),(iv),(vi) and (ix), 4(i) and (iii), 7(ii) and 8(i).	597,400	890,800	293,400	9.9	11.5	Decrease in La Collette income due to transfer of asset to Jersey Property Holdings and growth in e-commerce area.
<b>Rural Support</b>			<b>2,715,700</b>	<b>2,537,100</b>	<b>(178,600)</b>	<b>3.7</b>	<b>2.7</b>	
<b>Single Area Payment</b> Part of Rural Economy Strategy.	Increase in GVA per vergée. Increased number of new businesses.	6(i),(ii),(iii),(iv)	1,091,100	1,028,300	(62,800)	0.4	0.4	Reduction due to pro-rata savings required by the Council of Ministers to fund States wide cost pressures. Will target priority areas with available funds.

# Economic Development

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Quality Milk Payment</b> Part of Rural Economy Strategy.	100% of herds to have a Farm Manure and Waste Management Plan. Reduced % of non-compliance with conditionality on previous year.	6(i),(ii),(iii),(iv)	631,500	632,900	1,400	0.1	0.1	
<b>Dairy Service Support Payment</b>	Provision of a Milk Recording, Artificial Insemination and Bull Proving services delivered to the dairy industry.	6(i),(ii),(iii),(iv)	241,000	203,500	(37,500)	-	0.1	Reduction due to pro-rata savings required by the Council of Ministers to fund States wide cost pressures. Will target priority areas with available funds.
<b>Provision of School Milk</b>	Payments made on time and within budget.	6(i),(ii),(iii),(iv)	-	181,500	181,500	-	0.1	Budget for the School Milk provision was re-instated in 2009
<b>Rural Initiative</b>	Number of new initiatives supported	6(i),(ii),(iii),(iv)	515,000	342,600	(172,400)	0.6	0.6	Reduction due to overall fall in applications compared to levels received at the beginning of the current Rural Economy Strategy.
<b>General Support</b>	Agricultural loans arrears lowered by 10% over previous year. Compensation payments made against validated claims.	6(i),(ii),(iii),(iv)	237,100	148,300	(88,800)	2.6	1.4	Reduction in estimate of compensation payments for 2010 and greater cost recovery from industry for services from the UK export officers.
<b>Skills</b>			<b>474,900</b>	<b>476,600</b>	<b>1,700</b>	<b>2.5</b>	<b>2.9</b>	
<b>Training and Workforce Development</b>	Delivery against Skills Jersey Business Plan targets	1(iv), 1(vii), 3(i)	474,900	476,600	1,700	2.5	2.9	
<b>Total</b>			<b>16,422,600</b>	<b>15,879,900</b>	<b>(542,700)</b>	<b>73.7</b>	<b>75.6</b>	



# Economic Development

## Reconciliation of Net Revenue Expenditure

	2010	2011	2012
	£	£	£
<b>Prior year Net Revenue Expenditure</b>	<b>16,422,600</b>	<b>15,879,900</b>	<b>16,008,800</b>
2009 Effect of June Pay Freeze	(44,800)	-	-
<b>Revised Net Revenue Expenditure</b>	<b>16,377,800</b>	<b>15,879,900</b>	<b>16,008,800</b>
<b>Commitments in Base</b>			
Overseas Aid Contribution	(11,900)	(23,000)	(23,700)
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	62,800	102,600	100,800
Non-staff Inflation	313,400	299,300	300,000
<b>Technical Adjustments</b>			
<b>2010 Business Plan Process</b>			
Spending Priorities	-	-	-
Overseas Aid Contribution	11,900	-	-
Savings Proposals	-	-	-
Tourism Marketing PPP	(250,000)	(250,000)	(500,000)
Development of Routes (EDD)	(500,000)	-	-
Pro-rata savings	(144,000)	-	-
Business Enterprise PPP	-	-	(650,000)
Rural Economy rationalise grants and services	-	-	(450,000)
Rural Economy further target	-	-	(300,000)
<b>Departmental Transfers</b>			
Jubilee Wharf rent/electricity from Housing Department	147,000	-	-
Skills Strategy to Education, Sport and Culture	(127,100)	-	-
<b>Capital to Revenue Transfers</b>			
	-	-	-
<b>Net Revenue Expenditure</b>	<b>15,879,900</b>	<b>16,008,800</b>	<b>14,485,900</b>
<b>Manpower Numbers (FTE)</b>	<b>75.6</b>	<b>75.6</b>	<b>75.6</b>

## Financial Summary 2010 - 2012

The Department's budget has decreased by £542,700 (3%) since 2009. The decrease is due to the savings proposals detailed in the Business Plan Process section below, which amount to £894,000 (5%), off-set by inflation of £313,400 (2%) and a budget transfer of £147,000 from Housing, relating to accommodation occupied by the Department in Jubilee Wharf and £127,100 to Education, Sport and Culture relating to Skills Strategy.

During financial years 2011 to 2012, the Department will make further savings of £2,150,000, to support States wide cost pressures and developments.

## Business Plan Process 2010-2012

To meet States wide cost pressures, during the 2010 Business Planning process, the Council of Ministers required Departments to review their budgets and service provision to identify potential savings. The Economic Development Department were required to find pro-rata savings of £144,000, which will be delivered through a combination of efficiencies and reducing service provision in low priority areas.

In addition to the pro-rata savings, the Department has identified several other areas where savings can be achieved.

By introducing a Public Private Partnership for Tourism it has been estimated that over the three years £1,000,000 can be saved, with ongoing savings after 2012 of £500,000 per annum.

Due to current industry requirements £500,000 less per annum can be invested in route development.

By introducing a Public Private Partnership for Enterprise and Development from 2012, £650,000 per annum can be saved.

Through making changes to ways in which grants and services are delivered within the Rural Economy from 2012, £750,000 per annum can be saved.

# Economic Development

## Capital Allocations 2010 - 2014 For Information Only

BUCC30 Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>					
NGA000 Airport - Below Ground Works Harbours - Gorey Pier Restoration	4,000,000	4,750,000	5,000,000 2,966,000	7,000,000	4,250,000
<b>Total Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>4,000,000</b>	<b>4,750,000</b>	<b>7,966,000</b>	<b>7,000,000</b>	<b>4,250,000</b>

## Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
None	-	-	-	-	-

# Economic Development

Capital Expenditure 2010 - 2015+ For information Only

BUCC30	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>	-	-	-	-
	<b>New Approvals 2010</b>				
NGA000	Airport - below ground works	4,000,000	-	-	-
	<b>New Approvals 2011</b>				
NGA000	Airport - below ground works	-	4,750,000	-	-
	<b>New Approvals 2012</b>				
NGA000	Airport - below ground works	-	-	5,000,000	-
	Harbours - Gorey Pier Restoration	-	-	2,966,000	-
	<b>New Approvals 2013</b>				
NGA000	Airport - below ground works	-	-	7,000,000	-
	<b>New Approvals 2014</b>				
NGA000	Airport - below ground works	-	-	4,250,000	-
	<b>Revenue Elements of Capital Projects</b>				
BUCC30		4,000,000	4,750,000	19,216,000	-
	<b>Unspent pre-2010 Approvals</b>				
	<b>New Approvals 2010</b>				
	<b>New Approvals 2011</b>				
	<b>New Approvals 2012</b>				
	<b>New Approvals 2013</b>				
	<b>New Approvals 2014</b>				

# Education, Sport and Culture

# Education, Sport and Culture

## Minister's Introduction

Over the past year, the economic, social and political context of the Island has changed dramatically. To cope with these changes and rise to the challenges of the future it is essential that our children, young people and adults have the opportunities they need to fulfil their aspirations and enjoy successful, independent lives.

My pledge, as Minister for Education, Sport and Culture is to ensure that all individuals have the opportunity to maximise their potential. The education system in Jersey is strong and there is much to be proud of. In these challenging times, however, we cannot afford to be complacent. Whilst many of our students reach a high level of academic achievement, we still need to develop our range of vocational training programs and apprenticeships so that individuals are properly prepared to successfully compete for employment opportunities.

In this time of economic uncertainty it is also important that opportunities are available for people to re-train and change career should that be necessary. Skills Jersey, in its first full year, has already begun to make real progress in this respect. We need to build on this success and ensure that the investment needed to sustain and develop this initiative is forthcoming.

Standards in our schools are high yet there are still young people who, for various reasons, struggle to achieve the levels they should. Early intervention is crucial to support these individuals particularly in relation to functional skills such as literacy and numeracy. These areas will remain a high priority for the department and we will monitor the success of our intervention strategies over the forthcoming years.

A key emphasis in this business plan is targeted support for vulnerable children and families. A number of projects have been included with that intention. These will be implemented in a climate of improved communication between key partners and greater accountability in terms of responding to the needs of vulnerable individuals and groups.

Social inclusion is again given high emphasis in this business plan. Every section of the department, the Youth Service, sport, the Library Service, schools, the Bridge and our cultural partners has a role to play in engaging and encouraging people to feel they are part of our community.

The new arrangements for supporting students in higher education have been in place for two years. During the Budget debate for 2008 a commitment was given by the then Treasury Minister to carry out a review in conjunction with the Minister for Education, Sport and Culture. The increasing cost of higher education can be a daunting prospect for parents. In 2010 we will review these arrangements to ensure they are equitable and fair.

Finally, the impact of culture on our everyday lives should not be underestimated. The Cultural Strategy approved by the States has been in place for three years but the necessary investment to drive it forward has not been there. In 2010 we will review the strategy to ensure that it sets a clear direction for the future that takes account of the resources available to make it achievable.

Deputy James Reed  
Minister for Education, Sport and Culture



# Education, Sport and Culture

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Schools and Colleges</b>								
<b>Pre School Education</b> Provide care and education to pre-school children at States and Private Nursery provisions.	Proportion of cohort in a States nursery; Cost per pupil; % 3-4 year olds with access to free early years education.	2	2,643,000	3,562,000	919,000	44.9	48.2	Full year effect of the introduction of the Nursery Education Fund from September 2009
<b>Primary Education (Non Fee Paying)</b> Provide compulsory education from reception to year 6 in primary non fee paying schools.	Number of classes over maximum class size; Average class size; Planned maximum class size; Cost per pupil; Average pupil teacher ratio; Attendance rates; Suspension rates.	2	23,070,100	23,277,300	207,200	400.1	408.8	
<b>Secondary Education (Non Fee Paying)</b> Provide compulsory education from Year 7 to year 11 in secondary non fee paying schools and post 16 at Haultieu. Implement revised programme of Citizenship within the curriculum.	Cost per pupil. GCSE 5+ passes at A* to C; Year 7 to year 11 in secondary non fee passes at A* to G; GCE A level % of passes at A to C; Mean points score; Post-16 participation rates (including work based learning); Whole school and 6th forms/post-16 pupil teacher ratio.	2	23,371,400	23,525,800	154,400	368.1	385.8	
<b>FP Education (Provided Schools)</b> Provide fee paying education for pupils at States run schools.	As above.	2	5,633,400	5,676,200	42,800	180.4	207.1	
<b>FP Education (Non -Provided Schools)</b> Facilitate fee paying education for pupils dependent on religious choice or ability to pay.	As above.	2	4,717,800	4,848,100	130,300	0.5	-	
<b>Special Educational Needs and Special Schools</b> Provide educational support for children with special educational needs.	Cost per pupil; % of records of need completed within 3 months; Expenditure per head of population.	2	8,040,400	7,969,900	(70,500)	142.4	147.0	Includes transfer of resources to Home Affairs department

# Education, Sport and Culture

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Instrumental Music Service</b> Provide tuition in a wide range of musical instruments including preparation for the Royal School of Music examinations; Maintain Island orchestras and classroom support.	Average cost per pupil.		721,700	738,700	17,000	12.2	13.2	
<b>Culture and Life Long Learning</b>								
<b>Further, Vocational, and Tertiary Education (Including Highlands College)</b> 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	Student examination results at all levels; Participation rates in adult learning; Average cost per student; Cost of Further Education per head of population.	1	8,848,100	8,870,000	21,900	182.8	156.7	
<b>Public Libraries</b> Cater for the educational, cultural, recreational and information needs of all members of the community.	Customer surveys - standards of service, participation and satisfaction; Cost per head of population.	3	1,677,000	1,688,600	11,600	33.0	28.6	
<b>Youth Service</b> Support and develop work with young people in their leisure time through a network of organisations	Proportion of 12-18 year olds engaged with activities; Cost per head of population 13-19; Youth Workers per head of 13-19 population.	5	1,484,600	1,495,200	10,600	31.0	35.6	
<b>Higher Education (Student Finance)</b> Provide grants for further and higher education (UK and home) and education allowances.	Average cost per student; % students graduating.	1	9,450,100	8,458,500	(991,600)	2.0	2.8	Reduction relates to Council of Ministers pro-rata savings allocation and effect of "fairer assessment system" savings 1 term effect.
<b>Careers Jersey</b> Provision of career advice and guidance, employer liaison and employment of the disabled	Number of students and adults using the service; cost per head of population.	1	305,300	671,600	366,300	6.9	12.9	Includes transfer of resources from Economic Development and Social Security departments.
<b>Day Care Services</b> Regulate and monitor all day care providers.	% day care providers registered.	5	194,600	199,700	5,100	3.5	3.5	
<b>Jersey Child Care Trust</b> Provide support for the development of high quality childcare.	Cost per head of population.		171,100	172,000	900	-	-	

# Education, Sport and Culture

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Heritage</b> Provide grant to the Jersey Heritage Trust.	Cost per head of population.	8	2,074,500	2,085,900	11,400	0.2	-	
<b>Culture</b> Provide support for cultural development including grants to various Arts organisations.	Indicators to be developed.	8	1,709,600	1,715,200	5,600	1.1	1.0	
<b>Sport and Leisure</b>								
<b>Sports Centres</b> Provide and maintain high quality indoor and outdoor sports centres and opportunities for participation.	% increase in participation in sport and leisure activities; % Centres with Quest accreditation; Number of Active members; Customer surveys -standards of service, participation and satisfaction; Average cost per user.	3	2,086,800	2,077,500	(9,300)	64.1	71.2	
<b>Playing Fields and School Sports</b> Maintain playing fields and sports facilities at Haute Vallee, Langford, FB Fields and other sports sites.	% achieve Quest accreditation; Numbers participating.	3	1,267,700	1,355,600	87,900	5.4	8.4	
<b>Sports Development</b> Increase participation and provide opportunities to improve at all levels of sport and recreation.	% increase in numbers attending holiday and after school activities; International events held.	3	553,100	594,900	41,800	5.2	15.3	Includes transfer of resources from the Health and Social Services department in respect of the exercise referral scheme.
<b>Grants and Advisory Council</b> Provide miscellaneous sports grants to support individuals and organisations.	Number attending off-island events; F festival and Events held.	3	250,000	316,000	66,000	0.1	0.1	
<b>Playschemes and Outdoor Education</b> Organise holiday activities and outdoor programmes.	Numbers attending; Cost per pupil.	3	242,300	217,800	(24,500)	2.8	3.2	
<b>Total</b>			<b>98,512,600</b>	<b>99,516,500</b>	<b>1,003,900</b>	<b>1486.7</b>	<b>1549.4</b>	

Note: The FTE figures reported in 2009 and previous years were based on a different method of calculation to those identified from HRIS for 2010. These changes do not reflect an alteration in the staff numbers, just their categorisation, unless otherwise indicated.



# Education, Sport and Culture

## Reconciliation of Net Revenue Expenditure

	2010		2011		2012	
	Total	£	Total	£	Total	£
<b>Prior year Net Revenue Expenditure</b>	<b>98,512,600</b>		<b>99,516,500</b>		<b>101,676,200</b>	
2009 Effect of June Pay Freeze	(976,900)		-		-	
<b>Revised Net Revenue Expenditure</b>	<b>97,535,700</b>		<b>99,516,500</b>		<b>101,676,200</b>	
<b>Commitments in Base</b>						
CoM Allocations	927,000		104,500		(59,400)	
Full Year Effect of Council Of Ministers revision to 2009 Business Plan	(70,800)		(144,200)		(150,500)	
Overseas Aid Contribution						
<b>Additional Expenditure</b>						
Provision for Annual Pay Awards	1,373,100		2,261,200		2,209,600	
Non-Staff Inflation	336,400		348,200		345,700	
<b>2010 Business Plan Process</b>						
Spending Priorities						
Skateboard Park ongoing maintenance	40,000		-		-	
Overseas Aid Contribution	70,800		-		-	
Savings Proposals						
Higher Education - Fairer system for all	(70,000)		(290,000)		(180,000)	
Sport and Leisure Division savings	(30,000)		(40,000)		(30,000)	
Council of Ministers pro-rated savings - Higher Education	(911,600)		-		-	
CAG recommendation - Reduce Fee Paying Provided Schools budget	-		(80,000)		(80,000)	
CAG recommendation - Secondary School demographics	-		-		(250,000)	
<b>Departmental Transfers</b>						
Education Officer 1 FTE to Home Affairs Department	(63,300)		-		-	
HR Officer 1 FTE to Chief Minister's Department	(55,100)		-		-	
Skills Strategy / Careers Jersey with Economic Development and Social Security	330,400		-		-	
Exercise Referral 9 FTE from Health and Social Services	103,900		-		-	
<b>Capital to Revenue Transfer</b>						
<b>Net Revenue Expenditure</b>	<b>99,516,500</b>		<b>101,676,200</b>		<b>103,481,600</b>	
<b>Manpower Numbers (FTE)</b>	<b>1549.4</b>		<b>1549.4</b>		<b>1549.4</b>	

## Financial Summary 2010 - 2012

The department has identified the key emerging issues for the future, that will be used as the basis for long term financial planning. A new funding formula has been established for Highlands College based on planned pupil numbers which will provide a basis for discussion of the strategic direction of the College both with the department and also with the newly established Skills Board. A further review has been initiated of the method of funding primary and secondary schools to take account of surplus capacity. The current arrangements for funding primary schools is unsustainable and in the secondary phase, whilst the fee-paying sector retains its pupil numbers, non-fee paying schools do not have the capacity to manage the pronounced impact of falling numbers. Resources will need to be identified to cover the period of review, during which a number of schools are unlikely to be able to maintain current levels of service without incurring a deficit.

There are a number of additional unfunded pressures, in particular the ongoing implementation of the department's ICT Strategy; possible additional costs arising from a review of higher education; the shortfall in resources identified by the arts and heritage organisations; meeting the needs of the increasing number of pupils who do not have English as a first language; and in the development of vocational programmes within the school curriculum for 14 to 16 year olds. The department will continue to review the method of delivering key services on an ongoing basis, to be able to meet an element of these pressures.

## Business Plan Process 2010 - 2012

Service growth to meet the full year effect of the introduction of Early Years Education has been allocated to the department for the period 2010 to 2012 totalling £972,100 as well as a sum of £40,000 to meet the ongoing cost of the operation of the Skateboard Park. The budget has been reduced by £1.96 million which reflects proposals to remove anomalies in the calculation of higher education grants in particular relating to a definition of household income; a reduction in the level of discretionary sports grants and sport development and a reduction in the grants to the fee-paying provided schools to reflect the cost of property maintenance. A major element of the total reduction is a pro-rata allocation of approximately £911,600 that will be met from funds that were originally allocated to the department for vocational and occupational training which has been used to support Higher Education in the short term.

A Procurement Board has been established to act as a communication channel between the department and Corporate Procurement, for disseminating best practice throughout the service and to facilitate specific savings initiatives. In addition, the department will work with the Chief Ministers Department in achieving savings on corporate initiatives such as those planned in the short term arising from a review of expenditure on transport, overtime levels and an audit of energy costs.

# Education, Sport and Culture

## Capital Allocations 2010 - 2014 For Information Only

BUCC30 Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>					
Minor Capital	100,000	100,000	100,000	100,000	100,000
Aquasplash Replacement Equipment					1,019,000
<b>Initial Capital Allocations</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>1,119,000</b>
<b>Less: Proposed Capital to Revenue Transfer</b>					
Aquasplash Replacement Equipment	-	-	-	-	1,019,000
<b>Total Proposed Capital to Revenue Transfer</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,019,000</b>
<b>Proposed Capital Allocations</b>					
Minor Capital	100,000	100,000	100,000	100,000	100,000
<b>Total Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

## Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
None	-	-	-	-	-
	-	-	-	-	-

# Education, Sport and Culture

Capital Expenditure 2010 - 2015+ For information Only

BUC C30	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
	<b>New Approvals 2010</b>				
	Minor Capital	100,000	-	-	-
	<b>New Approvals 2011</b>				
	Minor Capital	-	100,000	-	-
	<b>New Approvals 2012</b>				
	Minor Capital	-	-	100,000	-
	<b>New Approvals 2013</b>				
	Minor Capital	-	-	100,000	-
	<b>New Approvals 2014</b>				
	Minor Capital	-	-	100,000	-
		<b>100,000</b>	<b>100,000</b>	<b>300,000</b>	<b>-</b>
	<b>Revenue Elements of Capital Projects</b>				
	<b>Unspent pre-2010 Approvals</b>				
	<b>New Approvals 2010</b>				
		-	-	-	-
	<b>New Approvals 2011</b>				
		-	-	-	-
	<b>New Approvals 2012</b>				
		-	-	-	-
	<b>New Approvals 2013</b>				
		-	-	-	-
	<b>New Approvals 2014</b>				
	Aquasplash Replacement Equipment	-	-	1,019,000	-
		-	-	<b>1,019,000</b>	<b>-</b>

# Health and Social Services

# Health and Social Services

## Minister's Introduction

I am pleased to deliver the 2010 Business plan for Health and Social Services. This plan aims to provide a narrative of investments and improvements for 2010, a year which will provide financial challenges for all.

## Service Implications and Risks 2010/12

- My Department continues to monitor and manage the current pandemic swine flu outbreak whilst maintaining preparedness for the possibility of an avian flu pandemic. The planning and implementation for such tasks whilst maintaining “business as usual” should not be underestimated. The impact of the current outbreak will be evident during 2009 and 2010. It poses a significant threat to the operational activity of both the General Hospital and Community Services during this time.
- Providing health and social care for an ageing population remains a chief concern for all developed countries. In Jersey we are already witnessing the need for the further development of dementia care services, nursing and residential care services and respite facilities. Multi agency teams will continue to work hard in devising effective solutions to these needs, and indeed I was pleased to see the launch of the Carer's Strategy in June 2009.
- High quality health and social care cannot be effectively delivered without modern information systems. In 2010, HSSD will be implementing the Integrated Care Record (ICR) Strategy which will help streamline services, improving communication and hence efficiency. The first phase of the ICR project will cost £12M- resources made available in the States Capital Plan. Technical support for the programme has been funded over the implementation phase and beyond.
- Any organisation with “quality improvement” at its heart must be a “learning” organisation and therefore have provision for a governance agenda. HSSD will continue to develop further structure and rigor in risk management and incident reporting. In addition, the development of a local revalidation structure for General Practitioners on the island will be taken forward.
- 'Joined up' services and working together with our partners in the charitable and private sectors remains the best way of meeting the holistic needs of patients and clients. My Department relies heavily on the professionalism and commitment of these sectors - and will do so increasingly in the future as the health and social care agenda expands to meet increased demand, particularly that demand generated by the ageing of our population.

Key projects for 2010 are:

## New Directions- A Plan for Health and Wellbeing in the 21<sup>st</sup> Century

The New Directions strategy addresses 3 overriding policy aims which must be seen as inextricably linked if success is to be achieved.

The 3 policy aims are:

1. Promotion of high levels of health and well being. This is underpinned by “The Health for Life” Strategy, driven by the Public Health Department and tackles such problems as obesity, alcohol, drugs and smoking.

2. Management of chronic diseases such as diabetes, depression, chronic heart failure and respiratory diseases. This policy will be heavily reliant on more effective partnership working between the primary and secondary care sectors and officers will progress work on legislative and procedural changes to promote this.

3. To ensure that all people have a high quality of life, living in their own homes and to be able to maintain their own independence, for as long as possible. My Department will continue to work closely with the Social Security Department to bring forward options to fund and provide appropriate long term care.

Success of these policies relies on underpinning projects such as ICT investment, capital investment at the general hospital and in other caring institutions as well as new models of care particularly in relation to emergency medicine and the interface between primary and secondary care. Such initiatives are the focus of objectives laid down in this business plan.

### **The Williamson Implementation Plan**

This is a plan for the reconfiguration of Children's Services which if endorsed by the States Assembly will allow the development of high quality services for vulnerable children and their families in Jersey. Bringing about the benefits described in the plan will require accomplished change management skills and I have no doubt that staff at HSSD will approach the task with skill and enthusiasm. We look forward to realising a sustainable, fit for purpose service which embraces a modern approach to caring for all children and young people.

### **Recruitment and Retention of Skilled Health and Social Care Professionals**

It is widely accepted that the greatest risk to the provision of high quality health and social care is the general shortage of highly skilled health and social care professionals. This is certainly a problem in Jersey. Within the nursing and midwifery professions it is becoming increasingly difficult to recruit from other jurisdictions, particularly given the high cost of living and the unavailability of affordable accommodation. These local factors have to be placed alongside more general and international considerations such as the fact that more nurses and midwives are leaving the professions than are being trained to replace them. Many of these labour market considerations apply to doctors, to social workers and to the professions allied to medicine.

Whilst it is not possible to foresee the circumstances by which Jersey will ever be able to 'grow its own' health and social care professionals without reliance on recruitment from overseas, actions have been taken - and further actions will be taken in the future - to shift the balance so that more indigenous Islanders are able to take on these important roles. An example of a 'grow our own' initiative has been the Pre-Registration Training Programme (Nursing) which won the Training in Business Award for 2008.

Further initiatives in nursing include:

- A partnership with Education, Sport and Culture offering funding for school leavers wishing to train as nurses and stay on Island. The first initiative will take place in September 2009.
- Launch of the 'Insight Days' to attract young local people into nursing careers.
- Launch of a new programme to support work placement schemes.

Exploiting the insights and experience gained within the sphere of nursing and midwifery, my Department will be seeking to expand 'grow our own' initiatives into other professions, thereby protecting our services and affording diverse career opportunities to Islanders.

## **Financial Planning and Reprioritisation of Services**

Subject to States approval, my Department will receive significant investments which amongst other matters will compensate for the ending of the Reciprocal Health Agreement with the UK and enable services for vulnerable children and young families to be strengthened by the funding of the Williamson Implementation Plan. There will also be the creation of services to support victims and alleged victims of abuse.

Notwithstanding these significant developments, my Department continues to be subject to huge increases in the costs, of drugs and clinical supplies. Individual care packages and placements for challenging patients and clients, locum doctor and agency nurse fees, have also risen above the local inflation rate.

To assist the funding of these significant cost pressures, the Business Plan for 2010 has a programme of prioritising services in order that these cost pressures can be funded internally. A reprioritisation of services will concentrate investment to maintain core services such as nurse staffing, emergency medicine and A&E. In addition my Department will have to deliver through service reductions the cash releasing target which has been agreed by the Council of Ministers

**Deputy Anne Pryke**  
**Minister for Health and Social Services**

**Deputy Judith Martin and Deputy Edward Noel**  
**Assistant Ministers**

# Health and Social Services

## Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
<b>Public Health Services</b>			
691,600	227,700	(3,500)	224,200
872,100	1,089,900	(84,300)	1,005,600
1,144,400	1,444,800	(213,400)	1,231,400
1,169,100	743,100	(20,100)	723,000
<b>Medical Services</b>			
9,029,100	10,968,800	(950,700)	10,018,100
3,467,600	3,657,200	(121,400)	3,535,800
1,525,300	1,719,900	(82,100)	1,637,800
1,600,000	1,702,800	(32,000)	1,670,800
7,181,000	7,492,500	(143,100)	7,349,400
3,021,800	3,617,800	(36,500)	3,581,300
3,229,100	4,210,100	(281,300)	3,928,800
12,798,200	15,686,000	(3,832,900)	11,853,100
8,404,500	9,359,300	(309,600)	9,049,700
2,006,600	2,160,100	(172,300)	1,987,800
4,411,800	4,555,900	(99,600)	4,456,300
<b>Surgical Services</b>			
16,980,300	18,471,700	(368,700)	18,103,000
6,442,600	6,719,900	(279,600)	6,440,300
7,129,800	8,910,000	(1,550,600)	7,359,400
8,880,100	9,600,300	(157,600)	9,442,700
3,384,100	493,700	(2,409,100)	818,500
3,038,400	3,685,200	(71,400)	3,613,800
	4,705,000	(879,700)	3,825,300
<b>Mental Health Services</b>			
1,200,600	2,028,700	(391,700)	1,637,000
10,222,600	10,950,100	(399,600)	10,550,500
942,200	1,330,600	(12,700)	1,317,900
6,019,200	7,922,800	(1,310,300)	6,612,500
<b>Social Services</b>			
8,898,000	13,565,400	(262,700)	13,302,700
4,025,000	6,123,300	(68,400)	6,054,900
10,069,500	11,136,600	(297,400)	10,839,200
<b>Ambulance Services</b>			
4,583,600	4,879,300	(48,300)	4,831,000
738,000	311,800	(10,900)	300,900
<b>153,599,900</b>	<b>182,204,200</b>	<b>(14,901,500)</b>	<b>167,302,700</b>

# Health and Social Services

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
Capital Equipment	965,000	965,000	965,000	965,000	965,000
ICR Project	2,000,000	-	-	-	-
CT Scanner	1,260,000	-	-	-	-
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>4,225,000</b>	<b>965,000</b>	<b>965,000</b>	<b>965,000</b>	<b>965,000</b>

**Notes:**

Funding has been included in the proposed Capital Allocations for 2011 for Jersey Property Holdings for the Oncology Extension

# Health and Social Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Public Health Services</b>								
<b>Objectives:</b> To improve health outcomes by reducing the incidence of mortality, disease and injury in the population.	<ul style="list-style-type: none"> <li>&lt; Increased life expectancy at birth.</li> <li>&lt; Reduced mortality rates for people under 75 from: Heart Disease, Stroke and related diseases, Cancer &amp; Suicide.</li> <li>&lt; Reduced smoking rates for adults and children.</li> <li>&lt; Controlled overweight and obese rates for adults and children.</li> <li>&lt; Reduced alcohol Consumption</li> <li>&lt; Improved vaccination uptake rates for Diptheria and MMR.</li> <li>&lt; Production of an Air quality Strategy.</li> <li>&lt; Improved consumer experience as measured by independent surveys.</li> <li>&lt;New Directions agreed by the States in 2010 and implementation commenced.</li> <li>&lt; The Primary Care Law drafted by the end of 2010.</li> <li>&lt;Development of the Population Data Base</li> <li>&lt;Financial balance</li> <li>&lt; Staff developed to help them achieve their full potential</li> <li>&lt; Implementation of the Integrated Care Record Strategy</li> </ul>	1,2,3 and 4	691,600	224,200	(467,400)	11.1	11.1	
<b>Public Health Medicine</b>								
								Pay awards have increased the direct Public Health Medicine budget by £2k. The budget for Public Health Medicine before apportionment of overhead budgets amounts to £151k representing an increase of £2k. After apportionment of overhead the department has a budget allocation of £224k, representing a decrease in budget of £467k from 2009 due to a change in the basis of allocating overheads to the department.
<b>Clinical Public Health</b>			872,100	1,005,600	133,500	10.4	10.4	
								Pay awards have increased the direct Clinical Public Health budget by £8k, non pay inflation has increased the budget by £7k, and service prioritisation savings have reduced the budget by £85k. The budget for Clinical Public Health before apportionment of overhead budgets amounts to £702k, representing a decrease in direct budget of £70k. After apportionment of overhead the department has a budget allocation of £1m, representing an increase of £133k.
<b>Health Protection</b>			1,144,400	1,231,400	87,000	22.0	22.0	
								Pay awards have increased the direct Health Protection budget by £15k; non pay inflation has increased the budget by £3k, and service prioritisation savings have reduced the budget by £172k. The budget for Public Health before apportionment of overhead budgets amounts to £841k, representing a decrease of £153k from 2009. After apportionment of overhead the directorate has a budget allocation of £1.2m, representing an increase of £87k.
<b>Health Improvement</b>			1,169,100	723,000	(446,100)	13.7	13.7	
								Pay awards have increased the direct Health Improvement budget by £12k, non pay inflation has increased the budget by £5k, and service prioritisation savings have reduced the budget by £604k. The budget for Health Improvement before apportionment of overhead budgets amounts to £468k, representing a decrease of £587k. After apportionment of overhead the department has a budget allocation of £723k, representing a decrease of £446k.
<b>Total Public Health Services</b>			3,877,200	3,184,200	(693,000)	57.2	57.2	

# Health and Social Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary						
<b>Medical Services</b>														
<p><b>Objectives:</b> To provide prompt diagnosis, effective treatment and rehabilitation for medical patients.</p> <ul style="list-style-type: none"> <li>&lt; Minimised elective inpatient and outpatient waiting time to a maximum of 3 months.</li> <li>&lt; Minimised number of patients aged 65 or over whose transfer from the hospital back to the home or community setting is delayed for non medical reasons.</li> <li>&lt; Improved consumer experience as measured by independent surveys.</li> <li>&lt;New Directions agreed by the States in 2010 and implementation commenced.</li> <li>&lt; The Primary Care Law drafted by the end of 2010.</li> <li>&lt;Development of the Population Data Base</li> <li>&lt;Financial balance</li> <li>&lt; Staff developed to help them achieve their full potential</li> <li>&lt; Implementation of the Integrated Care Record Strategy</li> </ul>	1, 2, 3, 4 and 5	9,029,100	10,018,100	989,000	77.5	83.5								
<b>Medical Specialities</b>														
								Pay awards have increased the direct Medical Specialities budget by £81k, non pay inflation has increased the budget by £44k and service prioritisation savings have reduced the budget by £10k. As part of the planning process the department has been allocated an additional £447k commitment in base monies with a view to funding growth in drugs, supplies and age related illnesses (additional 2FTE), in addition to the management of chronic diseases (additional 3FTE) , funding the nursing staff establishment review (additional 1FTE), acute and UK specialist treatments in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. An additional £27k will be invested in the base services of the department if H&SS achieve its service prioritisation savings plans. The budget for Medical Specialities before apportionment of overhead amounts to £6.2m, representing an increase of £589k. After apportionment of overhead the department has a budget allocation of £10m, representing an increase of £1989k						
<b>Paediatrics</b>														
								Pay awards have increased the direct Paediatric budget by £40k, non pay inflation has increased the budget by £5k. As part of the planning process the directorate has been allocated an additional £22K commitment in base monies with a view to funding growth in drugs and supplies in addition to funding the nursing staff establishment review, acute and UK specialist treatments in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. An additional £11k will be invested in the base services of the department if H&SS achieve its service prioritisation savings plans. The budget for Paediatrics before apportionment of overhead amounts to £2m, representing an increase of £78k on 2009. After apportionment of overhead the department has a budget allocation of £3.5m, representing an increase of £68k.						
<b>Renal Services</b>														
								Pay awards have increased the direct Renal Services budget by £16k, non pay inflation has increased the budget by £6k and service prioritisation savings have reduced the budget by £8K. As part of the planning process the directorate has been allocated an additional £32k commitment in base monies with a view to funding growth in drugs and supplies in addition to funding the nursing staff establishment review and acute services in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. An additional £3k will be invested in the base services of the department if H&SS achieve its service prioritisation savings plans. The budget for Renal Services before apportionment of overhead amounts to £1.2m, representing an increase of £50k. After apportionment of overheads, the department has a budget allocation of £1.6m, representing an increase of £112k.						

# Health and Social Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Outpatient Services</b>			1,600,000	1,670,800	70,800	40.6	40.6	Pay awards have increased the direct Outpatient Services budget by £17k, non pay inflation has increased the budget by £1k and service prioritisation savings have reduced the budget by £40k. As part of the planning process the directorate has been allocated an additional £8k commitment in base monies with a view to funding growth in drugs and supplies in addition to funding the nursing staff establishment review and acute services in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The budget for Renal Services before apportionment of overheads amounts to £1m, representing a reduction in budget of £14k. After apportionment of overheads, the department has a budget allocation of £1.7m, representing an increase of £71k.
<b>Medical Wards</b>			7,181,000	7,349,400	168,400	177.2	179.2	Pay awards have increased the direct Medical Wards budget by £82k, non pay inflation has increased the budget by £3k. As part of the planning process the directorate has been allocated an additional £36k commitment in base monies with a view to funding growth in drugs and supplies in addition to funding the nursing staff establishment review (additional 2FTE) and acute services in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The budget for Medical Wards before apportionment of overheads amounts to £5.2m, representing an increase of £121k. After apportionment of overheads, the department has a budget allocation of £7.4m, representing an increase of £168k.
<b>Accident &amp; Emergency</b>			3,021,800	3,581,300	559,500	57.8	57.8	Pay awards have increased the direct Accident & Emergency budget by £55k, non pay inflation has increased the budget by £2k and service prioritisation savings have reduced the budget by £6K. As part of the planning process the directorate has been allocated an additional £12k commitment in base monies with a view to funding growth in drugs and supplies in addition to funding the nursing staff establishment review and acute services in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. An additional £14k will be invested in the base services of the department if H&SS achieve its service prioritisation savings plans. The budget for Accident & Emergency before apportionment of overheads amounts to £2.7m representing an increase of £79k. After apportionment of overheads, the department has a budget allocation of £3.6m, representing an increase of £59k.
<b>Assessment &amp; Rehabilitation for Older People</b>			3,229,100	3,928,800	699,700	41.0	41.0	Pay awards have increased the direct Assessment & Rehabilitation for Older People budget by £17k, non pay inflation has increased the budget by £11k and service prioritisation savings have reduced the budget by £15K. As part of the planning process the directorate has been allocated an additional £6k commitment in base monies with a view to funding the nursing staff establishment review in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The budget for Assessment & Rehabilitation for Older People before apportionment of overheads amounts to £1.7m representing an increase of £19k. After apportionment of overheads, the department has a budget allocation of £3.9m, representing an increase of £700k.

# Health and Social Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Continuing Care for Older People</b>			12,798,200	11,853,100	(945,100)	132.9	138.9	Pay awards have increased the direct Continuing Care for Older People budget by £45k, non pay inflation has increased the budget by £106k. As part of the planning process the department has been allocated an additional £265k commitment in base monies with a view to funding growth in drugs, supplies and long term care & support (additional 4 FTE), in addition to funding the nursing staff establishment review (additional 2 FTE) in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. An additional £66k will be invested in the base services of the department if H&SS achieve its service prioritisation savings plans. The budget for Continuing Care for Older People before apportionment of overhead amounts to £6.6m, representing an increase of £416k. After apportionment of overhead the department has a budget allocation of £11.8m, representing a decrease of £945k.
<b>Pathology</b>			8,404,500	9,049,700	645,200	96.5	96.5	Pay awards have increased the direct Pathology budget by £76k, non pay inflation has increased the budget by £45k and service prioritisation savings have reduced the budget by £24k. As part of the planning process the department has been allocated an additional £149k commitment in base monies with a view to funding growth in drugs and supplies in addition to funding the nursing staff establishment review and acute services in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. An additional £9k will be invested in the base services of the department if H&SS achieve its service prioritisation savings plans. The budget for Pathology before apportionment of overheads amounts to £7m representing an increase of £255k. After apportionment of overheads, the department has a budget allocation of £9m, representing an increase of £645k.
<b>Pharmacy</b>			2,006,600	1,987,800	(18,800)	39.4	39.4	Pay awards have increased the direct Pharmacy budget by £24k, non pay inflation has increased the budget by £2k and service prioritisation savings have reduced the budget by £103k. As part of the planning process the department has been allocated an additional £7k commitment in base monies with a view to funding growth in drugs and supplies in addition to funding acute services in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The budget for Pharmacy before apportionment of overheads amounts to £1.4m representing a decrease of £70k. After apportionment of overheads, the department has a budget allocation of £1.9m, representing a decrease of £19k.
<b>Therapy Services</b>			4,411,800	4,456,300	44,500	78.0	78.0	Pay awards have increased the direct Therapy Services budget by £48k, non pay inflation has increased the budget by £9k and service prioritisation savings have reduced the budget by £80k. As part of the planning process the department has been allocated an additional £23k commitment in base monies with a view to funding growth in drugs and supplies in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The budget for Therapy Services before apportionment of overheads amounts to £3.5m representing a net increase of £0k. After apportionment of overheads, the department has a budget allocation of £4.4m, representing an increase of £44k.
<b>Total Medical Services</b>			56,675,000	59,068,900	2,393,900	814.0	828.0	

# Health and Social Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Surgical Services</b>								
<p><b>Objectives:</b> To provide prompt diagnosis, effective treatment and rehabilitation for surgical patients.</p> <ul style="list-style-type: none"> <li>&lt; Minimised elective inpatient and outpatient waiting time to a maximum of 3 months.</li> <li>&lt; Improved consumer experience as measured by independent surveys.</li> <li>&lt; New Directions agreed by the States in 2010 and implementation commenced.</li> <li>&lt; The Primary Care Law drafted by the end of 2010.</li> <li>&lt; Development of the Population Data Base</li> <li>&lt; Financial balance</li> <li>&lt; Staff developed to help them achieve their full potential</li> <li>&lt; Implementation of the Integrated Care Record Strategy</li> </ul>	1, 2,3 and 4	16,980,300	18,103,000	1,122,700	161.7	165.7		
<b>Surgical Specialities</b>								
								Pay awards have increased the direct Surgical Specialities budget by £247k, non pay inflation has increased the budget by £50k and service prioritisation savings have reduced the budget by £34k. As part of the planning process the department has been allocated an additional £157K commitment in base monies with a view to funding growth in drugs, supplies and age related illnesses (additional 2 FTE), in addition to funding the nursing staff establishment review, acute (additional 2 FTE) and UK specialist treatments in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. An additional £99k will be invested in the base services of the department if H&SS achieve its service prioritisation savings plans. The budget for Surgical Specialities before apportionment of overhead amounts to £12.5m, representing an increase of £519k. After apportionment of overhead the department has a budget allocation of £18.1m, representing an increase of £1.1m
<b>Obstetrics and Gynaecology</b>								
			6,442,600	6,440,300	(2,300)	121.9	124.9	Pay awards have increased the direct Obstetrics and Gynaecology budget by £63k, non pay inflation has increased the budget by £4k and service prioritisation savings have reduced the budget by £17k. As part of the planning process the directorate has been allocated an additional £52K commitment in base monies with a view to funding growth in drugs and supplies in addition to funding the nursing staff establishment review (additional 1 FTE), acute (additional 2 FTE) and UK specialist treatments in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The budget for Obstetrics and Gynaecology before apportionment of overhead amounts to £4m, representing an increase of £102k on 2009. After apportionment of overhead the department has a budget allocation of £6.4m, representing a decrease of £2k.
<b>Theatres</b>								
			7,129,800	7,359,400	229,600	170.2	173.2	Pay awards have increased the direct Theatres budget by £85k, non pay inflation has increased the budget by £18k and service prioritisation savings have reduced the budget by £121k. As part of the planning process the directorate has been allocated an additional £101k commitment in base monies with a view to funding growth in drugs and supplies in addition to funding the nursing staff establishment review (additional 1 FTE) and acute (additional 2 FTE) services in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The budget for Theatres before apportionment of overheads amounts to £4.9m representing an increase of £83k. After apportionment of overheads, the department has a budget allocation of £7.3m, representing an increase of £230k.

# Health and Social Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Surgical Wards</b>			8,880,100	9,442,700	562,600	214.3	218.3	Pay awards have increased the direct Surgical Wards budget by £103k, non pay inflation has increased the budget by £6k. As part of the planning process the department has been allocated an additional £88k commitment in base monies with a view to funding growth in drugs and supplies in addition to funding the nursing staff establishment review (additional 2 FTE) and acute services (additional 2 FTE) in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The budget for Surgical Wards before apportionment of overheads amounts to £6.7m representing an increase of £197k. After apportionment of overheads, the department has a budget allocation of £9.4m, representing an increase of £562k.
<b>Private Patients Wards</b>			493,700	818,500	324,800	50.6	50.6	Pay awards have increased the direct Private Patients Wards budget by £25k, non pay inflation has increased the budget by £5k. As part of the planning process the department has been allocated an additional £21k commitment in base monies with a view to funding growth in drugs and supplies in addition to funding the nursing staff establishment review in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The income budget for Private Patients Wards before apportionment of overheads amounts to -£99k representing a decrease of £50k. After apportionment of overheads, the department has a budget allocation of £818k, representing an increase of £324k.
<b>Physiotherapy</b>			3,384,100	3,613,800	229,700	62.5	62.5	Pay awards have increased the direct Physiotherapy budget by £40k, non pay inflation has increased the budget by £3k and service prioritisation savings have reduced the budget by £28k. As part of the planning process the department has been allocated an additional £4k commitment in base monies with a view to funding growth in drugs and supplies in addition to funding acute services in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The budget for Physiotherapy before apportionment of overheads amounts to £2.5m representing an increase of £19k. After apportionment of overheads, the department has a budget allocation of £3.6m, representing an increase of £230k.
<b>Radiology and Diagnostic Imaging</b>			3,038,400	3,825,300	786,900	69.0	69.0	Pay awards have increased the direct Radiology and Diagnostic Imaging budget by £58k, non pay inflation has increased the budget by £9k and service prioritisation savings have reduced the budget by £8k. As part of the planning process the department has been allocated an additional £26k commitment in base monies with a view to funding growth in drugs and supplies in addition to funding the nursing staff establishment review, and acute services in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. An additional £10k will be invested in the base services of the department if H&SS achieve its service prioritisation savings plans The budget for Radiology and Diagnostic Imaging before apportionment of overheads amounts to £2.7m representing an increase of £95k. After apportionment of overheads, the department has a budget allocation of £3.8m, representing an increase of £786k.
<b>Total Surgical Services</b>			46,349,000	49,603,000	3,254,000	850.2	864.2	

# Health and Social Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Mental Health Services</b>								
<b>Objectives:</b> To provide accessible and high quality services based in the community whenever possible; and ensuring quality inpatient treatment and continuing care facilities for patients who require it.	<ul style="list-style-type: none"> <li>&lt; A range of services to enable victims of abuse to lead more empowered lives.</li> <li>&lt; Reduced mortality from suicide.</li> <li>&lt; Improved consumer experience as measured by independent surveys.</li> <li>&lt; Financial balance</li> <li>&lt; Staff developed to help them achieve their full potential</li> <li>&lt; Implementation of the Integrated Care Record Strategy</li> </ul>	1, 2, 4 and 5						
<b>Alcohol and Drugs Service</b>			1,200,600	1,637,000	436,400	18.6	18.6	Pay awards have increased the direct Alcohol and Drugs Service budget by £12k, non pay inflation has increased the budget by £8k. A part of the planning process the department has been allocated an additional £5k commitment in base monies with a view to funding the nursing staff establishment review in 2010, and £375k BASS funding. The commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The budget for Alcohol and Drugs Service before apportionment of overheads amounts to £1.3m representing an increase of £400k. After apportionment of overheads, the department has a budget allocation of £1.6m, representing an increase of £436k.
<b>Adult Mental Health Service</b>			10,222,600	10,550,500	327,900	145.6	148.6	Pay awards have increased the direct Adult Mental Health Service budget by £115k, non pay inflation has increased the budget by £22k and service prioritisation savings have reduced the budget by £325k. As part of the planning process the department has been allocated an additional £124k commitment in base monies with a view to funding the nursing staff establishment review (additional 2 FTE), UK specialist treatments, and clinical psychology (additional 1 FTE) in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. An additional £10k will be invested in the base services of the department if H&SS achieve its service prioritisation savings plans. The budget for Adult Mental Health Service before apportionment of overhead amounts to £7.5m, representing a decrease of £54k on 2009. After apportionment of overhead the department has a budget allocation of £10.5m, representing an increase of £328k.
<b>Child and Adolescent Mental Health Services</b>			942,200	1,317,900	375,700	13.1	19.1	Pay awards have increased the direct Child and Adolescent Mental Health Service budget by £12k, non pay inflation has increased the budget by £3k. As part of the planning process the department has been allocated an additional £234k commitment in base monies with a view to funding the nursing staff establishment review and clinical psychology (additional 3 FTE) in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. An additional £2k will be invested in the base services of the department if H&SS achieve its service prioritisation savings plans. HCAE funding (additional 3 FTE) amounting to £172k has been added to the department in order to establish a trauma team and supervise counsellors island wide. The budget for Child and Adolescent Mental Health Service before apportionment of overhead amounts to £1.1m, representing an increase of £423k on 2009. After apportionment of overhead the department has a budget allocation of £1.3m, representing an increase of £375k.

# Health and Social Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Elderly Mental Illness Services</b>			6,019,200	6,612,500	593,300	145.2	148.2	
			<p>Pay awards have increased the direct Elderly Mental Illness Service budget by £87k, non pay inflation has increased the budget by £6k. As part of the planning process the department has been allocated an additional £112k commitment in base monies with a view to funding the nursing staff establishment review (additional 3 FTE) in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. An additional £4k will be invested in the base services of the department if H&amp;SS achieve its service prioritisation savings plans. The budget for Elderly Mental Illness Service before apportionment of overheads amounts to £4.5m representing an increase of £208k. After apportionment of overheads, the department has a budget allocation of £6.6m, representing an increase of £593k.</p>					
<b>Total Mental Health Services</b>			18,384,600	20,117,900	1,733,300	322.5	334.5	
Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate	2010 Estimate	Increase / (Decrease)	2009	2010	Financial Summary
<b>Social Services</b>								
<p><b>Objectives:</b> 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.</p>	<p>Increased percentage of adult social work service users receiving a statement of their needs;</p> <p>&lt; Increased Adult Social Work service users receiving a formal review as a percentage of those receiving a service;</p> <p>&lt; Stability of placements for children under the care of the department;</p> <p>&lt; Increased proportion of children in care in family placements;</p> <p>&lt; Minimised number of children registered during the year on the Child Protection Register who had been previously registered;</p> <p>&lt; Minimised number of children de-registered who had been on the Register for longer than two years due to changed risk profile.</p> <p>&lt; Improved consumer experience as measured by independent surveys.</p> <p>&lt; Work with SSD in implementing a Carer's Strategy</p> <p>&lt; Implement recommendations of the Williamson Review following scrutiny review and endorsement by the States.</p> <p>&lt; Undertake policy and legislation initiatives to progress compliance with the United Nations Convention for the Rights of the Child.</p> <p>&lt; New Directions agreed by the States in 2010 and implementation commenced.</p> <p>&lt; The Primary Care Law drafted by the end of 2010.</p> <p>&lt; Development of the Population Data Base</p> <p>&lt; Financial balance</p> <p>&lt; Staff developed to help them achieve their full potential</p> <p>&lt; Implementation of the Integrated Care Record Strategy</p>	1, 2, 3, 4, 5 and 6						

# Health and Social Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Children's Services</b>			8,898,000	13,302,700	4,404,700	156.0	210.0	
			Pay awards have increased the direct Children's Services budget by £100k, non pay inflation has increased the budget by £25k and service prioritisation savings have reduced the budget by £472k. As part of the planning process Children's Services has been allocated an additional £3.9m (55FTE) in order to implement the recommendations of the Williamson Report, which is dependent upon Scrutiny Review and endorsement by the States, to fund high cost placements in the UK for vulnerable children, and other initiatives following the HCAE. The budget for Children's Services before apportionment of overheads amounts to £11.3m representing an increase of £3.6m. After apportionment of overheads, the department has a budget allocation of £13.3m, representing an increase of £4.4m.					
<b>Adults Social Services</b>			4,025,000	6,054,900	2,029,900	29.6	35.6	
			Pay awards have increased the direct Adults Social Services budget by £20k, non pay inflation has increased the budget by £31k and service prioritisation savings have reduced the budget by £163k. As part of the planning process the department has been allocated an additional £450k commitment in base monies with a view to funding growth in long term care & support (additional 6 FTE) in 2010. This commitment in base funding is dependent upon the financial out turn for 2009 and any unforeseen events that may occur in the remainder of 2009. The budget for Adults Social Services before apportionment of overhead amounts to £3.6m, representing an increase of £338k. After apportionment of overhead the department has a budget allocation of £6.1m, representing an increase of £2m.					
<b>Special Needs Services</b>			10,069,500	10,839,200	769,700	189.5	195.5	
			Pay awards have increased the direct Special Needs Services budget by £107k, non pay inflation has increased the budget by £31k and service prioritisation savings have reduced the budget by £231k. As part of the planning process the department has been allocated £200k commitment in base monies for long term residential care (additional FTE 6) of special needs clients. In addition Special Needs Services has identified spending priorities of £153k as a result of having to relocate clients from the Aviemore site post HCAE, and growth funding for complex care clients with Les Amis. The budget for Special Needs Services before apportionment of overheads amounts to £8.8m representing an increase of £260k. After apportionment of overheads, the department has a budget allocation of £10.8m, representing an increase of £770k.					
<b>Total Social Services</b>			22,992,500	30,196,800	7,204,300	374.1	441.1	
<b>Description of Service and Objectives</b>	<b>Performance Measure</b>	<b>Ref. key objectives</b>	<b>2009 Estimate</b>	<b>2010 Estimate</b>	<b>Increase / (Decrease)</b>	<b>2009</b>	<b>2010</b>	<b>Financial Summary</b>
<b>Ambulance Services</b>								
<b>Objectives:</b> To provide an Ambulance Service and related activities that are recognised as being in the best interest of the patients and community we serve.	<ul style="list-style-type: none"> <li>&lt; Based on the clinical outcomes of category A calls, agree a strategy to improve ambulance response times to the Island as a whole.</li> <li>&lt; Improved consumer experience as measured by independent surveys.</li> <li>&lt; Financial balance</li> <li>&lt; Staff developed to help them achieve their full potential</li> <li>&lt; Implementation of the Integrated Care Record Strategy</li> </ul>	2, 3, 4						

# Health and Social Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Ambulance</b>			4,583,600	4,831,000	247,400	64.4	64.4	
			Pay awards have increased the direct Ambulance Services budget by £43k, non pay inflation has increased the budget by £2k. The budget for Ambulance Services before apportionment of overheads amounts to £2.7m representing an increase of £45k on 2009. After apportionment of overheads, the department has a budget allocation of £4.8m, representing an increase of £247k.					
<b>Patient Transport</b>			738,000	300,900	(437,100)	18.2	18.2	
			Pay awards have increased the direct Patient Transport budget by £6k and service prioritisation savings have reduced the budget by £314k. The budget for Patient Transport before apportionment of overheads amounts to £80k, representing a decrease of £308k on 2009. After apportionment of overheads, the department has a budget allocation of £301k, representing a decrease of £437k.					
<b>Total Ambulance Services</b>			5,321,600	5,131,900	(189,700)	82.6	82.6	
<b>Total</b>			153,599,900	167,302,700	28,032,400	2,500.5	2,607.5	

# Health and Social Services

## Net Expenditure - Operating Cost Statement

2009 Net Revenue Expenditure (As per 2009 Business Plan)	2010 Estimate
£	£
<b>Income</b>	
(3,647)	(3,647)
(16,578,937)	(14,294,433)
(603,416)	-
<b>(17,186,000)</b>	<b>(603,420)</b>
	<b>(14,901,500)</b>
<b>Expenditure</b>	
1,381,877	1,391,358
121,657,124	123,901,059
38,523,600	47,625,242
9,221,099	9,284,326
-	-
2,200	2,215
-	-
-	-
-	-
-	-
<b>170,785,900</b>	<b>182,204,200</b>
<b>153,599,900</b>	<b>167,302,700</b>
<b>Net Revenue Expenditure</b>	<b>Net Revenue Expenditure</b>

# Health and Social Services

## Reconciliation of Net Revenue Expenditure

	2010	2011	2012
	£	£	£
<b>Prior year Net Revenue Expenditure</b>	<b>153,599,900</b>	<b>167,302,700</b>	<b>174,417,200</b>
2009 Effect of June Pay Freeze	(1,268,500)	-	-
<b>Revised Net Revenue Expenditure</b>	<b>152,331,400</b>	<b>167,302,700</b>	<b>174,417,200</b>
<b>Commitments in Base</b>			
<b>Health real growth of 2%</b>			
Drugs	300,000	400,000	600,000
Immediate Nursing Staff Review	500,000	400,000	-
Long term care and support	1,050,000	700,000	750,000
Medical & Surgical Supplies	336,800	300,000	500,000
Specialist UK Treatments	200,000	200,000	500,000
Immediate investment in acute services	300,000	400,000	500,000
Other	395,000	946,100	638,300
	<b>3,081,800</b>	<b>3,346,100</b>	<b>3,488,300</b>
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	2,078,400	3,392,400	3,378,000
Non-staff Inflation	708,000	956,000	1,002,900
	<b>2,786,400</b>	<b>4,348,400</b>	<b>4,380,900</b>
<b>2010 Business Plan Process</b>			
<b>Spending Priorities</b>			
Williamson implementation	2,800,000	200,000	300,000
Reciprocal Health	3,900,000	-	-
Reciprocal health Income target	(400,000)	-	-
UK placement for vulnerable children	800,000	-	-
Health base funding pressures	800,000	-	-
HCAE costs	1,400,000	(480,000)	(290,000)
Les Amis growth funding - complex care	85,000	-	-
Continue BASS funding	375,000	-	-
	<b>9,760,000</b>	<b>(280,000)</b>	<b>10,000</b>
<b>Savings Proposals</b>			
Impact of CoM pro rata savings			
Cease Smoking Cessation Services (user pays/GP's)	(400,000)	-	-
Cease Ambulance Day Service Transportation (user pays)	(263,700)	-	-
Close Blanche Pierre Nursery	(212,000)	-	-
Management redundancies	(200,000)	-	-
Close Gand Vaux Family Centre	(193,000)	-	-
Impose a cost ceiling on care packages	(119,300)	-	-
Savings identified by department			
GP co-op out of hours service	-	(100,000)	-
Implement access criteria for dental service (user pays)	-	(100,000)	-
Air Ambulance	-	(70,000)	-
HR Management	-	(30,000)	(70,000)
Equitable charging policies A&E	-	-	(75,000)
	<b>(1,388,000)</b>	<b>(300,000)</b>	<b>(145,000)</b>
<b>Departmental Transfers</b>			
Exercise referral to Education, Sport and Culture	(103,900)	-	-
	<b>(103,900)</b>	<b>-</b>	<b>-</b>

# Health and Social Services

## Reconciliation of Net Revenue Expenditure

	2010 £	2011 £	2012 £
<b>H&amp;SS Planned Investment in base*</b>			
Service pressures and priorities	1,300,000	-	-
Medical, Nursing and RCCO establishment			
Investments in base	500,000	500,000	500,000
Sustainable hospital	200,000	200,000	200,000
Medical manpower plan	-	1,200,000	-
Revenue Support for ICR Programme	-	-	-
	<b>2,000,000</b>	<b>1,900,000</b>	<b>700,000</b>
<b>H&amp;SS Savings to fund Investment in base*</b>			
Remaining sum on Implementation cost ceiling on care packages	(25,700)	-	-
Cease Maison Allo SLA	(130,000)	-	-
Implement NICE guidance on appropriate surgery (user pays)	(88,800)	-	-
Cease tier 1 psychological and therapy services	(120,000)	-	-
Methodone management via hospital pharmacy	(100,000)	-	-
Cease Funding of Exercise Referral Scheme (user pays)	-	-	-
Corporate service cuts	(100,000)	-	-
Redefine access criteria to Special Needs Day Services	(100,000)	-	-
Equitable charging policies A&E	(20,000)	-	-
Charges for path lab tests	(100,000)	(50,000)	-
Reduce OT assessments & loan of equipment	(80,000)	-	-
Cease ACET SLA	(80,000)	-	-
Reduce office cleaning	(60,000)	-	-
Cease in-patient Art & Occupational therapy services	(60,000)	-	-
Reorganisation of Brook SLA & H&SS advisory services	(60,000)	-	-
Review Junior Management posts Public Health	(54,500)	-	-
Charge for personal laundry	(50,000)	-	-
Cease Funding of Hospital Car Service (user pays)	(50,000)	-	-
Receptionist redundancies	(50,000)	-	-
Other Social Services service reprioritisations	(18,000)	-	-
Other Surgical Services reprioritisations	(100,000)	-	-
Other Mental Health Service reprioritisations	(145,000)	(20,000)	-
Other Estates & Managed Services reprioritisations	(150,000)	-	-
Other Medicine reprioritisations	(72,600)	(17,900)	-
Other Public Health Service reprioritisations	(162,400)	-	-
Other Ambulance Service reprioritisations	(23,000)	-	-
Invest to save Tevelka	-	(54,000)	-
Cease subsidised food in Staff Dining Room	-	(50,000)	-
Other unidentified service reprioritisations/income targets	-	(1,708,100)	(700,000)
	<b>(2,000,000)</b>	<b>(1,900,000)</b>	<b>(700,000)</b>
<b>Capital to Revenue Transfers</b>			
Revenue equipment per RAB	835,000	-	-
<b>Net Revenue Expenditure</b>	<b>167,302,700</b>	<b>174,417,200</b>	<b>182,151,400</b>
<b>Manpower Numbers (FTE)</b>	<b>2607.5</b>	<b>2653.5</b>	<b>2697.5</b>

\* See narrative in financial summary & business plan process

# Health and Social Services

## Financial Summary 2010 - 2012

### Commitments in Base

H&SS receive 2% growth in funding base, which is applied to cover growth in the demands on the service over and above inflation. These funds are allocated as follows:  
<Drugs - The H&SS budget for drugs increases as a result of rising costs of new drugs to comply with NICE guidelines, and increased usage of drugs.  
<Nursing Staff Review - A review was carried out in H&SS in 2008, and funding has been committed to ensure that the recommendations can be implemented in an efficient and effective manner over a 4 year period from 2008.

<Long Term Care & Support - The population in Jersey is ageing and with that H&SS are already experiencing exponential growth in associated age related illnesses and long term residential care. Jersey is expediting to experience peak over 65 demographics by 2036, and H&SS are prioritising growth monies accordingly.  
<Medical & Surgical Supplies - Growth in the usage of disposable medical & surgical supplies in order to assist in the reduction of hospital acquired infections, in addition to increased activity in prosthesis for hip and knee operations, relating to the aging population.

<Specialist UK Treatments - to support additional activity for complex conditions requiring specialist providers.

<Investment in acute services - To cover additional demand and new directives in medical staffing.

### 2010 Spending Priorities

In addition to funding commitments in base, H&SS have identified the following unavoidable additional costs in 2010:

<Williamson Implementation - The recommendations made in the Williamson Report (June 2008) have been costed at £3.5m over a 4 year implementation period. The Williamson report is to be debated in the States in September 2009.

<Reciprocal Health - Termination of the agreement with the UK has resulted in a loss of revenue funding of £3.9m per annum.

<UK Placement for Vulnerable Children - Delays to the implementation of the Williamson recommendations have resulted in the need to send vulnerable children to specialist UK placements.  
<HCAE costs - Recurrent and non-recurrent costs comprising legal and their associated admin costs, costs of excluded staff, operational costs of not being able to utilise Aviemore as planned prior to the investigation, psychological trauma support team, supporting JCLA established in the wake of the investigation.

<Les Amis growth funding - in order to manage H&SS demand for the nursing care element of special needs clients referred to their care.

<BASS Funding - Development of programmes in the Mental Health directorate under "Building a Safer Society".

### Savings Proposals

The Council of Ministers has applied a £1.388m cost saving on H&SS which the department has allocated according to its developed savings plan (see H&SS Savings to Fund Investment Base, below)

### Departmental Transfers

The reconciliation of net revenue identifies a transfer to Education, Sport & Culture of £103,900 with regard to the exercise referral scheme. The exercise referral scheme has been identified as one of the services that H&SS will cease to deliver under its service prioritisation programme (see H&SS Savings to Fund Investment Base, below), however, this decision was taken after the cash limits had been set and therefore this transfer still appears. Education Sport & Culture are aware of the decision to terminate this service and are not expecting the transfer of funding.

### H&SS Investment in Base

<Service pressures and priorities - Cost pressures in the financial base of H&SS in 2009 are bearing out in the business plan for 2010 to 2012. The pressures can be categorised as follows:

Nursing establishment in medical and special needs.

Medical establishment in medical and surgical directorates.

RCCO establishment in children's executive.

<Investments in base - In addition to growth in the existing base of H&SS, the service needs to adapt to changes demanded of it in healthcare, legal, professional, technical and environmental ways. H&SS has identified the following additional investments:

Sustainable hospital - An initiative to transform the way elective and emergency care is delivered in secondary care to improve the quality of care and aid effective discharge, in order to prepare for the "new directions" strategy which will redesign the health & social care system to deliver improved health & social well being for the island community as stipulated in the States strategic plan.

Medical manpower plan - to recruit and retain medical establishment in H&SS

Revenue Support for ICR programme - additional manpower requirements in 2011 will result in additional revenue costs for the ICR project.

### H&SS Savings to Fund Investment in base

In order to fund the additional investment in base identified above H&SS have developed a savings plan based upon a prioritisation of services across its directorates, identifying the 10 lowest priority services in each directorate. These have been ranked according to level of priority and are separately identified in the Reconciliation of Net Revenue Expenditure. Savings under £50k have not been separately identified, but are grouped under "other" directorate service re-prioritisations, and include: cessation of stair lift installations, full cost charging for lawyer copy documentation, user pays for holiday renal dialysis, transfer community contraception clinic to GP's, cease baby milk supplies to maternity, re-prioritise non-critical SLA's, reduce environmental health staffing, cease job scope, transfer all uncomplicated wounds from dressings clinic to FNHC, cease out of hours service in mortuary, paramedics pay own registration fees, staff pay own telephone rentals, Ambulance cease involvement in child awareness programmes, stop window cleaning, cease full time union rep, transfer PSA diagnostic services to GP's, reduce heating in hospital by 5°C, transfer phlebotomy service to GP's, user pays for ARU service, transfer children's continence clinic to GP's/school nurses, close & re-locate old mill house & 7 Pomona Road patients, reduce Winchester St SLA and relocate 5 patients, cease postnatal care to low risk patients, cease afternoon hydrotherapy sessions, transfer psychosexual counselling to GP's, user pays for antenatal classes, cease sports injuries clinics, Drugs & Alcohol service to direct opiate addiction patients to community pharmacies. At the current time the amounts of savings are indicative, as full costings have not yet been carried out. As part of the planning process for 2011, a further £1.6m savings will need to be identified in order to fund investment in H&SS base. It is anticipated that this will be generated through income generating initiatives, although service cuts cannot be excluded.

# Health and Social Services

## Capital Allocations 2010 - 2014 For Information Only

BUC30 Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>					
Capital Equipment	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
ICR Project	2,000,000	-	-	-	-
CT Scanner	1,260,000	-	-	-	-
<b>Total Initial Capital Allocations</b>	<b>5,060,000</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>1,800,000</b>
<b>Less: Proposed Capital to Revenue Transfers</b>					
Revenue Element Capital Equipment	835,000	835,000	835,000	835,000	835,000
<b>Total Proposed Capital to Revenue Transfers</b>	<b>835,000</b>	<b>835,000</b>	<b>835,000</b>	<b>835,000</b>	<b>835,000</b>
<b>Proposed Capital Allocations</b>					
Capital Equipment	965,000	965,000	965,000	965,000	965,000
ICR Project	2,000,000	-	-	-	-
CT Scanner	1,260,000	-	-	-	-
<b>Total Proposed Capital Allocation (net of capital to revenue elements)</b>	<b>4,225,000</b>	<b>965,000</b>	<b>965,000</b>	<b>965,000</b>	<b>965,000</b>

## Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
Sale of H&SS property	-	1,000,000	-	-	-
	-	<b>1,000,000</b>	-	-	-

# Health and Social Services

Capital Expenditure 2010 - 2015+ For information Only

BUCC30	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
	A&E Radiology Extension (Part2)	800,000	200,000	-	-
	ICR Project	3,000,000	500,000	-	-
	Upgrade Phase 2 General Hospital Tube System Upgrade	100,000	-	-	-
	Central Laundry New Batch Washer	104,000	-	-	-
	Minor Capital	500,000	-	-	-
	PSA Oxygenators	700,000	-	-	-
		20,000	-	-	-
	<b>New Approvals 2010</b>				
	Capital Equipment	579,000	386,000	-	-
	ICR Project	1,300,000	500,000	200,000	-
	CT Scanner	1,134,000	126,000	-	-
	<b>New Approvals 2011</b>				
	Capital Equipment	-	579,000	386,000	-
	<b>New Approvals 2012</b>				
	Capital Equipment	-	-	579,000	386,000
	<b>New Approvals 2013</b>				
	Capital Equipment	-	-	579,000	386,000
	<b>New Approvals 2014</b>				
	Capital Equipment	-	-	579,000	386,000
		<b>8,237,000</b>	<b>2,291,000</b>	<b>2,323,000</b>	<b>1,158,000</b>
BUCC30	Revenue Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
	<b>New Approvals 2010</b>				
	Capital Equipment	835,000	-	-	-
	<b>New Approvals 2011</b>				
	Capital Equipment	-	835,000	-	-
	<b>New Approvals 2012</b>				
	Capital Equipment	-	-	835,000	-
	<b>New Approvals 2013</b>				
	Capital Equipment	-	-	835,000	-
	<b>New Approvals 2014</b>				
	Capital Equipment	-	-	835,000	-
		<b>835,000</b>	<b>835,000</b>	<b>2,505,000</b>	<b>-</b>

# Home Affairs

# Home Affairs

## Minister's Introduction

The Department's key objectives for 2010 have been reviewed in order to reflect the commonality of purpose throughout the component parts which are Home Affairs.

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
- HM Prison
- Building a Safer Society
- Jersey Field Squadron
- Superintendent Registrar

The key projects and issues for the Department in 2010 are as follows:

### Home Affairs Executive

Due to slippage in the implementation of any discrimination legislation, funding of £250,000 has been removed from the Department's cash limit in 2010.

Further funding of £70,000 has been agreed to help fund the financial implications of the Sex Offenders (Jersey) Law in 2010, this amount will supplement funding agreed in 2009 and will be utilised to help meet additional costs within the Probation Service and Children's Service. This additional sum will not be sufficient to cover the full anticipated costs of these other departments for the years after 2010.

### States of Jersey Police

The Police workforce is one of the principal assets upon which the States will depend to deliver its strategic priority of protecting the public and keeping our community safe. During 2010 the key priorities will be to:

- address increasing pressure on the capacity of the Service. Areas such as child protection and financial crime investigation are seeing significant and sustained increases in demand with no corresponding increase in establishment. Reinforcing these critical business areas from within means other areas of policing will suffer despite public demand for sustained levels of service across a broad range of activity;
- tackle an accumulating deficit in the Service's capability to deliver protective services due to the high turnover of experienced officers reaching retirement age and insufficient investment in the training of an increasingly young and inexperienced workforce;
- implement organisational change to make optimum use of existing resources.

### 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 Prevention. Emergency Response refers to the operational preparedness and capability to respond to fires and other emergency incidents quickly, safely and effectively. Fire Protection refers to the specialist technical and legislative activities which help to secure a safe built environment that protects people and property should a fire occur. Community Prevention refers to community safety education, awareness and partnership activities which help to prevent fire and other emergency incidents occurring.

The Service is facing considerable funding pressures in 2010 in order to manage increases in staff costs due to the wide range of salary scale linked to the length of service for firefighters. As a result, each shift is currently undermanned by one officer and funding for critical areas of non-staff expenditure such as training and the replacement of equipment is severely limited.

#### Customs and Immigration Service

The Goods and Services Tax (GST) was introduced on 6 May 2008 and a Post Implementation Review commissioned by the States, was undertaken by HM Revenue and Customs the following December. The review recommends that the staff complement within the GST team, (for both Income Tax and Customs and Immigration), is reviewed against current and projected workloads. Resourcing GST has affected resources in other areas of the Service; this issue will be included in the GST staffing review. The States 2009 Annual Business Plan noted that this funding pressure was accepted by the Council of Ministers but that a source of funds had not been identified. This remains the situation for 2010 when the Service will face ongoing funding pressures. Furthermore these pressures have resulted in each shift being undermanned by one officer.

Due to delays with the procurement process in the UK the second generation of biometric passports (holding fingerprint data) will not now be introduced until late 2010, early 2011. The Service, in partnership with the authorities of the other Crown Dependencies, remains in discussion with the Identity and Passport Service (IPS) and the Foreign and Commonwealth Office (FCO) to assess what technical solutions will best suit the requirements for the continued issuance of British passports in the Islands.

#### HM Prison

In 2009 the States Employment Board reached a settlement with the Prison Officers' Association for the introduction of paid meal breaks giving an average net working week of 37 hours with effect from 1 June 2009. The full year cost of this initiative is £560,000 which has been added to the Prison budget. The effect of this decision increases the base budget of the Prison and if matched with the ability to recruit the appropriate staff, will allow the overall performance of the Prison to reach acceptable international standards in the coming years.

#### Jersey Field Squadron

The Jersey Field Squadron will continue to maintain Jersey's defence contribution to the UK. As this element of the budget is outside the control of the Department amendments to the Inter-Governmental Agreement continue to be discussed with the Ministry of Defence to seek to achieve more financial certainty.

Other service areas will continue to meet the Department's objectives during 2010.

Ian Le Marquand  
Minister for Home Affairs

# Home Affairs

## Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
<b>Home Affairs</b>			
71,700 Explosives Officer / Explosives Licensing	73,500	-	73,500
266,500 Statutory and Legislative Provisions	86,500	-	86,500
98,000 Vetting and Barring Office	98,000	-	98,000
150,000 Communications Data (Police and Customs)	125,000	-	125,000
<b>Police</b>			
11,154,100 Response and Reassurance Policing	11,233,800	(45,200)	11,188,600
4,423,000 Specialist Crime Investigation	4,059,500	(15,500)	4,044,000
928,200 Manage Offenders through Custody	1,291,900	(5,300)	1,286,600
1,653,600 Supporting the Criminal Justice System	1,878,200	(61,600)	1,816,600
1,986,400 Manage Intelligence	1,598,500	(4,500)	1,594,000
1,440,100 Financial Crime Investigation	1,548,500	(6,200)	1,542,300
1,429,000 National Security Policing	1,464,600	(6,200)	1,458,400
<b>Fire and Rescue</b>			
4,106,200 Emergency Response	4,163,500	(10,000)	4,153,500
422,000 Fire Protection	417,500	-	417,500
255,500 Community Prevention	288,100	(35,300)	252,800
<b>Customs and Immigration</b>			
894,200 Revenue Collection	875,600		875,600
4,216,000 Enforcement	4,245,900	(5,000)	4,240,900
225,500 External Obligations	1,189,500	(885,000)	304,500
<b>HM Prison</b>			
7,343,800 Residential Accommodation	7,306,800	-	7,306,800
930,700 Prisoner Activity	1,484,400	(330,000)	1,154,400
1,895,300 Operations and Administration	2,345,900	(100,000)	2,245,900
346,100 Building a Safer Society	481,000	-	481,000
<b>Jersey Field Squadron</b>			
1,140,200 UK Defence	1,083,200	-	1,083,200
30,000 Uniformed Youth Organisations	40,000	-	40,000
48,200 IMLO and Careers Office	47,300	-	47,300
132,400 Superintendent Registrar	245,200	(95,000)	150,200
<b>45,586,700 Net Revenue Expenditure</b>	<b>47,671,900</b>	<b>(1,604,800)</b>	<b>46,067,100</b>

# Home Affairs

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
Minor Capital	200,000	200,000	200,000	200,000	200,000
TETRA Radio Replacement	4,450,000	-	-	-	-
Police Vehicle Replacement Programme (from revenue)	90,000	90,000	90,000	90,000	90,000
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>4,740,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>

**Notes:**

Funding has been included in the Proposed Capital Expenditure Allocations for 2011 for Jersey Property Holdings for the Prison Masterplan Phase 1a

Funding has been included in the Proposed Capital Expenditure Allocations for 2012 for Jersey Property Holdings for the Police Relocation - Sinking Fund

# Home Affairs

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Home Affairs</b>								
<b>Explosives Officer / Explosives Licensing</b> Bomb disposal and explosives licensing contracted out.		1	71,700	73,500	1,800	-	-	
<b>Statutory and Legislative Provisions</b> Police Complaints Authority and new Legislation		1	266,500	86,500	(180,000)	1.0	1.0	Discrimination Legislation delayed and funding withdrawn for 2010. Additional funding for Sex Offenders (Jersey) Law.
<b>Vetting and Barring Office</b> Joint initiative to be established with the Education, Sport and Culture and Health and Social Services Departments to enable access to the UK Criminal Records Bureau.		3	98,000	98,000	-	3.0	3.0	
<b>Communications Data (Police and Customs)</b> Revenue costs associated with the Regulation of Investigatory Powers (Jersey) Law.		2	150,000	125,000	(25,000)	-	-	Operational savings identified
<b>Police</b>								
<b>Response and Reassurance Policing</b> 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 investigation Provide public liaison, information and advice. Record details of offences and offenders on police systems.	Recorded crimes per '000 population. % of recorded crime resulting in detection. % of crimes where an offender is brought to justice. Number of prosecution cases per investigating officer. Number of domestic burglaries per '000 households. % of burglaries resulting in detection. Number of recorded assaults per '000 population. % of assaults resulting in detection. Number of serious assaults in public places per 1,000 population. % of population living in urban/semi-urban parishes who perceive their local neighbourhood to be safe.	2(a)	11,154,100	11,188,600	34,500	166.8	167.3	The Annual Policing Plan is reviewed in the latter part of the year and resources are reallocated to reflect Police priorities which may vary from year to year.

# Home Affairs

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Specialist Crime Investigation</b> 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.	% of population living in rural parishes who perceive their local neighbourhood to be safe.	2(a)	4,423,000	4,044,000	(379,000)	63.7	63.7	Budget has been re-distributed to meet operational requirements.
	Number of fatal or serious injury RTCs per '000 population.							
<b>Manage Offenders through Custody</b> Provide an independent check that a detained persons' rights have been observed at the time of arrest, provide for their welfare whilst in detention and facilitate in accordance with their human rights.	Number of speeding offences reported for prosecution.	2(a)	928,200	1,286,600	358,400	12.1	12.1	Budget has been re-distributed to meet operational requirements.
	Number of drink-drive prosecutions.							
<b>Supporting the Criminal Justice System</b> 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.	% of drink-drivers caught as a result of RTCs.							
	Street value of Police drugs seizures.							
<b>Supporting the Criminal Justice System</b> 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.	Value of criminal assets restrained as a result of JFCU investigations.	2(a)	1,653,600	1,816,600	163,000	33.6	33.6	Budget has been re-distributed to meet operational requirements.
	% of crime victims who were totally or very satisfied with Police call handling service.							
<b>Manage Intelligence</b> Develop sources of intelligence and collate and analyse information to inform operational policing and ensure compliance with Regulation of Investigatory Powers legislation.	% of emergency responses attended within target response times.							
	% of crime victims who were totally or very satisfied with service from attending officers.							
<b>Financial Crime Investigation</b> Enforce local legislation and comply with internationally agreed standards designed to prevent laundering of money associated with crime, drugs and terrorism.	% of crime victims who were totally or very satisfied with the feedback they received on the progress of their investigation.	2(a)	1,986,400	1,594,000	(392,400)	30.9	30.9	Budget has been re-distributed to meet operational requirements.
	Number of complaints per 100 officers.							
<b>National Security Policing</b> 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.	% of population who think States of Jersey Police do a good job of policing Jersey.	2(a)	1,440,100	1,542,300	102,200	21.6	21.6	Budget has been re-distributed to meet operational requirements.
		2(a)	1,429,000	1,458,400	29,400	20.5	20.5	

# Home Affairs

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Fire and Rescue</b>								
<b>Emergency Response</b> 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.	<p>Number of primary fires per 10,000 population.</p> <p>Number of accidental dwelling fires per 10,000 population.</p> <p>Number of deaths per 100,000 population.</p> <p>Number of injuries per 100,000 population.</p> <p>Number of emergency special services per 10,000</p> <p>Number of deliberate fires per 10,000.</p> <p>% of times when emergency response to dwelling fires are in accordance with FRS Policy.</p> <p>Number of Tactical plans issued or reviewed.</p>	2(b)	4,106,200	4,153,500	47,300	68.0	68.0	
<b>Fire Protection</b> 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.	<p>Number of statutory fire safety inspection completed.</p> <p>Number of fire certificates issued or amended.</p> <p>Number of licensing inspections completed.</p> <p>Number of Petroleum licenses issues.</p> <p>Number of building regulations consultations completed.</p> <p>Number of fire prohibition notices issued.</p> <p>Number of emergency special services attended.</p>	2(b)	422,000	417,500	(4,500)	6.5	6.5	

# Home Affairs

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<p><b>Community Prevention</b> 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.</p>	<p>Number of Home Fire Safety Checks completed.</p> <p>Number of smoke alarms fitted.</p> <p>Percentage of Home Fire Safety Checks completed in 12 days.</p> <p>% of dwelling fires attended in dwellings where a smoke alarm had been fitted and actuated.</p> <p>% of dwelling fires attended in dwellings where a smoke alarm had been fitted but not actuated.</p> <p>% of dwelling fires attended in dwellings where a smoke alarm had not been fitted.</p> <p>Total number of attendees on Fire Safety Awareness Courses.</p>	3	255,500	252,800	(2,700)	4.0	4.0	
<b>Customs and Immigration</b>								
<p><b>Revenue Collection</b> Maintain the efficient and effective collection and management of the Customs and Excise revenues.</p>	<p>Imports receipts, based upon previous years' levels are within acceptable levels of tolerance.</p>	2(c)	894,200	875,600	(18,600)	12.2	12.2	
<p><b>Enforcement</b> Detect, deter and investigate the smuggling of prohibited, restricted and dutiable goods. Maintain effective immigration controls on behalf of the Island and the UK.</p>	<p>% of commercial foreign arrivals subject to control.</p> <p>Number of smuggling attempts detected.</p> <p>Number of illegal immigrants detected in the island.</p> <p>Heroin street process in relation to uk average.</p> <p>Successful investigations of commercial drugs importations.</p> <p>Total quantity of class a drugs seized.</p>	2(c)	4,216,000	4,240,900	24,900	59.0	59.0	

# Home Affairs

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>External Obligations</b> 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.	Passports are issued within 15 working days.	2(c)	225,500	304,500	79,000	12.3	12.3	
<b>HM Prison</b>								
<b>Residential Accommodation</b> provide accommodation, facilities and care for prisoners.		2(d)	7,343,800	7,306,800	(37,000)	125.0	122.0	Budget has been re-distributed and service areas now more adequately reflect the business. Additional funding has been agreed for new shift pattern.
<b>Prisoner Activity</b> Prisoner regimes.		2(d)	930,700	1,154,400	223,700	11.5	14.5	Budget has been re-distributed and service areas now more adequately reflect the business. Additional funding has been agreed for new shift pattern.
<b>Operations and Administration</b> operational and administrative support.	Number of prisoners escaping. % of prisoners breaching whilst on temporary release.	2(d)	1,895,300	2,245,900	350,600	37.6	40.6	Budget has been re-distributed and service areas now more adequately reflect the business. Additional funding has been agreed for new shift pattern.
<b>Building a Safer Society</b>								
Provides a multi-agency, multi project approach to reducing the harm associated with criminal and anti-social behaviour.		3	346,100	481,000	134,900	2.5	2.5	Funding previously provided from the DTCF has been included in the Department's cash limit.
<b>Jersey Field Squadron</b>								
<b>UK Defence</b> A trained unit capable of contributing to the UK Defence Policy.	% of manning and training in accordance with MOD chain of command policy.	4	1,140,200	1,083,200	(57,000)	4.5	4.5	Operational savings identified.
<b>Uninformed Youth Organisations</b> Provide grants to CCT, ATC and Sea Cadets.		4	30,000	40,000	10,000	-	-	Provision for additional grant
<b>IMLO and Careers Office</b> Provide MILO with office space which is also utilised by UK service recruiting agents.		4	48,200	47,300	(900)	1.0	1.0	
<b>Superintendent Registrar</b>								
Performance of marriage ceremonies, Registration of all births, deaths and marriages in the Island, Provide family history research facilities.		5	132,400	150,200	17,800	3.5	3.5	
<b>Total</b>			<b>45,586,700</b>	<b>46,067,100</b>	<b>480,400</b>	<b>700.8</b>	<b>704.3</b>	



# Home Affairs

## Reconciliation of Net Revenue Expenditure

	2010 £	2011 £	2012 £
<b>Prior Year Net Revenue Expenditure</b>	<b>45,586,700</b>	<b>46,067,100</b>	<b>47,304,600</b>
2009 Effect of June Pay Freeze	(418,400)	-	-
<b>Revised Net Revenue Expenditure</b>	<b>45,168,300</b>	<b>46,067,100</b>	<b>47,304,600</b>
<b>Commitments in Base</b>			
Overseas Aid Contribution	(32,800)	(66,700)	(70,000)
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	611,900	1,006,200	984,800
Non-Staff Inflation	191,300	198,000	203,800
<b>Technical Adjustments</b>			
<b>2010 Business Plan Process</b>			
Growth	-	-	-
BaSS - Instatement of DTCF Budget Allocations	125,000	-	-
HM Prison - Paid Meal Breaks	560,000	-	-
Sex Offenders Legislation	70,000	-	-
Overseas Aid Contribution	32,800	-	-
Savings Proposals	(250,000)	100,000	-
Discrimination Legislation	(25,000)	-	-
Police / Customs - Communications Data	(150,200)	-	-
States of Jersey Police	(138,000)	-	-
HM Prison - Residential Accommodation	(70,000)	-	-
Jersey Field Squadron - UK Defence	-	-	(150,000)
CAG Savings - Fire & Rescue Service / Superintendent Registrar	-	-	-
<b>Departmental Transfers</b>			
Caesar Support IT (Customs and Immigration) from Treasury and Resources	42,500	-	-
Education Post (HM Prison) from Education, Sport and Culture	63,300	-	-
ISD Post (HM Prison) to Chief Minister's	(42,000)	-	-
<b>Capital to Revenue Transfers</b>			
Police Vehicle Replacement Programme	(90,000)	-	-
<b>Net Revenue Expenditure</b>	<b>46,067,100</b>	<b>47,304,600</b>	<b>48,273,200</b>
<b>Manpower Numbers (FTE)</b>	<b>704.3</b>	<b>704.3</b>	<b>704.3</b>

# Home Affairs

## Financial Summary 2010 - 2012

Home Affairs services are, by their nature, significantly demand - led and therefore changes in circumstances and conditions require an immediate reprioritisation of resources. Production of plans, such as the Annual Policing Plan and the Fire and Rescue Service's Integrated Risk Management Plan, ensure that the Services contribute to the States overall objectives and plan their resources as pro-actively as possible based on *best practice* and *custom and practice*. During the period 2010 - 2012 there will undoubtedly be changes in priorities which will need to be managed within individual service areas. In addition to changing priorities there are a number of funding issues that will need to be addressed during the period 2010 - 2012 including:

- base funding pressures within the Fire and Rescue Service and Customs and Immigration Service which, if not addressed before 2011, will have a serious impact on the delivery of statutory services;
- the impact of future pay settlements over and above the amount included in cash limits;
- the cost of implementing any recommendations following the International Monetary Fund inspection of financial crime investigation and international co-operation;
- the increased revenue costs of new prison and police buildings;

In addition, with over 80% of the budget attributable to staff costs, the continuous identification and achievement of significant savings is more difficult given States manpower policies.

## Business Plan Process 2010 - 2012

With regard to the savings required by the Council of Ministers the Minister was not prepared to make pro rata savings where there would be an impact on front line services. Discussions were held with Service Heads and the impact of a number of savings considered. Operational savings will be made within the States of Jersey Police, HM Prison and the Jersey Field Squadron which will impact on service delivery. In addition, the implementation of discrimination legislation will be further delayed with funding of £250,000 removed from the department's cash limit in 2010 with a view to reinstating part funding of £100,000 in 2011.

The additional funding agreed for 2010 includes the cost of the settlement made between the States Employment Board and the Prison Officers' Association for the introduction of paid meal breaks. The settlement also included a 'no impairment of service' clause which will assist in the management of the Prison.

Further funding of £70,000 has been agreed to help fund the financial implications of the Sex Offenders (Jersey) Law in 2010, this amount will supplement funding agreed in 2009 and will be utilised to help meet additional costs within the Probation Service and Children's Service.

Currently funding is provided from the DTCF to fund part of the BaSS project within the Home Affairs and Health and Social Services Departments. Funding is only guaranteed to 2009 when an updated Strategy will be presented to the States for endorsement. The States have recently re-affirmed their support for this multi - agency project approach through support of Jersey's first Criminal Justice Policy. The Council of Ministers has agreed additional funding of £500,000 for 2010 to be split between the Home Affairs Department (£125,000) and the Health and Social Services Department (£375,000). The actual allocation to individual projects in 2010 will be approved by the Community Safety Partnership.

# Home Affairs

## Capital Allocations 2010 - 2014 For Information Only

BUC30 Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>					
Minor Capital	200,000	200,000	200,000	200,000	200,000
TETRA	4,450,000	-	-	-	-
<b>Total Initial Capital Allocations</b>	<b>4,650,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Less: Proposed Capital to Revenue Transfers</b>					
Police Vehicle Replacement Programme	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
<b>Total Proposed Capital to Revenue Transfers</b>	<b>(90,000)</b>	<b>(90,000)</b>	<b>(90,000)</b>	<b>(90,000)</b>	<b>(90,000)</b>
<b>Proposed Capital Allocations</b>					
Minor Capital	200,000	200,000	200,000	200,000	200,000
TETRA	4,450,000	-	-	-	-
Police Vehicle Replacement Programme	90,000	90,000	90,000	90,000	90,000
<b>Total Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>4,740,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>

## Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
None	-	-	-	-	-
	-	-	-	-	-

# Home Affairs

Capital Expenditure 2010 - 2015+ For information Only

BUCC30	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
	Jersey Fire and Rescue Service	52,000	-	-	-
	HMP La Moye	108,000	-	-	-
	States of Jersey Police	42,000	-	-	-
	Home Affairs Executive	44,000	-	-	-
	<b>New Approvals 2010</b>				
	Minor Capital	200,000	-	-	-
	TETRA	2,970,000	1,480,000	-	-
	Police Vehicle Replacement Programme	90,000	-	-	-
	<b>New Approvals 2011</b>				
	Minor Capital	-	200,000	-	-
	Police Vehicle Replacement Programme	-	90,000	-	-
	<b>New Approvals 2012</b>				
	Minor Capital	-	-	200,000	-
	Police Vehicle Replacement Programme	-	-	90,000	-
	<b>New Approvals 2013</b>				
	Minor Capital	-	-	200,000	-
	Police Vehicle Replacement Programme	-	-	90,000	-
	<b>New Approvals 2014</b>				
	Minor Capital	-	-	200,000	-
	Police Vehicle Replacement Programme	-	-	90,000	-
		<b>3,506,000</b>	<b>1,770,000</b>	<b>870,000</b>	-
<b>BUCC30</b>	<b>Revenue Elements of Capital Projects</b>	<b>2010 Expenditure Estimate £</b>	<b>2011 Expenditure Estimate £</b>	<b>2012-14 Expenditure Estimate £</b>	<b>2015+ Expenditure Estimate £</b>
	<b>Unspent pre-2010 Approvals</b>				
	<b>New Approvals 2010</b>	-	-	-	-
	<b>New Approvals 2011</b>	-	-	-	-
	<b>New Approvals 2012</b>	-	-	-	-
	<b>New Approvals 2013</b>	-	-	-	-
	<b>New Approvals 2014</b>	-	-	-	-

# 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 2010 are as follows:

### 1. The Social Housing Property Plan

The Social Housing Property Plan was adopted by the States Assembly on 17th July 2007. It represented a significant milestone in achieving a number of the States strategic aims, not least the aim to increase the level of home ownership in the Island through the sale of States Rental Homes to States tenants over a period of 10 years, through an innovative shared equity scheme.

The programme of sales will continue in 2010, albeit at a slower rate if the on-going difficulties in obtaining suitable finance from lenders continue. As receipts from these sales are used to fund the on-going refurbishment of the States owned social rental stock, the slow down in sales would have posed a significant problem if it were not for the targeted funding of £17 million from the Fiscal Stimulus programme that has allowed the Department to continue with its refurbishment programme unabated and indeed bring forward some backlog maintenance works.

A detailed and costed forward capital programme has been designed to bring the stock up to the decent homes standard and will increasingly seek to incorporate sustainability principles aimed at minimising the impact of the homes on our environment.

### 2. A Fundamental Review of Social Housing (The Whitehead Review)

The Review of Social Housing undertaken by Professor Christine Whitehead from the Centre for Housing and Planning Research at the University of Cambridge is an independent, in depth study of social housing provision in the Island. Although this review was originally due to be published in late 2008, recent changes in the Island's economic climate have required the review to be updated. The findings will now be published for consultation in September 2009 with a debate on the recommendations anticipated in early 2010.

Professor Whitehead's review will consider a wide range of issues relating to the provision of Social Housing in Jersey, but specifically to:

- a) Consider methods for delivering appropriate regulation applicable to and agreed by all local social housing providers;
- b) Review rent levels and structures, including a mechanism for regular rent reviews;
- c) Define a new minimum 'Jersey Standard' for all social rented accommodation;
- d) Recommend changes to the management and operation of the States owned social rental stock.

### **3. An Excellent Relationship between the Department and its Tenants**

The relationship between the Housing Department and its Tenants is vitally important and significant work in this area has led to the establishment of a Tenants Forum. Collaborative working with the Forum has already led to improvements in the management of issues such as anti-social behaviour and capital refurbishment projects. Building on these successes the Department is increasingly committed to tenants having a powerful and meaningful voice in the determination of policy and the provision of housing services. Tenant participation initiatives will continue in 2010 with the milestone of the first Tenants' Conference being held in the Spring.

### **4. Working Together**

The Housing Department is working ever closer with colleagues at the Planning Department, Treasury & Resources, Population Office and the Law Officers' Department. Indeed such initiatives as the Housing Needs Survey, Jersey Homebuy Scheme and rezoning of land for life-long homes would not have been possible without such a collaborative approach. Looking forward our ability to achieve the aims set out in the new States Strategic Plan, particularly Aim 14 'Adequately House the Population' on which the Housing Department will lead, makes these collaborative working relationships increasingly important to our overall success.

Senator T. J. Le Main  
Minister for Housing



# Housing

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Estate Services</b>								
<b>Maintenance</b> - 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 & cyclical maintenance, as well as external decorations and reactive repairs. Also includes the management and control of all ongoing and new capital improvement schemes. From 2008 onwards this has primarily involved the project management of the Department's Property Plan	% of response repairs ytd carried out on a fixed price basis	1	5,105,500	5,164,200	58,700	10.2	11.3	Whilst the increase in the maintenance service area represents only 1% change year on year, the maintenance of the department's stock will be driven forward with funds from the fiscal stimulus programme.
<b>Operations</b> - Efficient and effective provision of key Tenant services including: provision of utilities and car parking	Recovery of utility costs from tenants	1	1,967,100	1,700,100	(267,000)	4.3	2.3	The stabilisation of global oil prices has led to a reduction in cost of heating fuel. In addition changes have been made to the absorption of overheads across the department's service areas. These changes have led to the reduction in costs applied to operations.
<b>Cleaning</b> - Routine facility management and the cleaning and servicing of the common areas of housing estates. This is undertaken by a team of caretakers and supported with the use of a small number of specialist contractors.	Staff are transferred to TTS	1	996,700	963,000	(33,700)	-	-	The cleaning of the estates is now managed via a service contract with TTS. Costs not directly related to cleaning have been reallocated to more appropriate cost centres following review. This has led to a reduction overall of this service area.
<b>Tenant Services</b>								
<b>Assisted Living</b> - Coordination of the Supported Housing Group and the direct provision of assisted living services, including management of the Cottage Homes complexes. The provision of medical adaptations for States Tenants.	Number of new clients in period	1	361,800	457,900	96,100	4.5	4.5	There has been an increase in the level and diversity of demand placed on the Medical Adaptations budget as the service offered by this team expands. This has been recognised by an increase in budget for direct costs of £100k.
<b>Tenant Participation</b> - Engaging Tenants in the management of their homes.	Number of clients no longer requiring support in period	4	246,000	237,200	(8,800)	3.4	2.3	A change in the manner in which overheads are apportioned across the department has led to an increase in the FTE figure for TP. Direct FTE remains at 2 however.

<b>Lettings &amp; Sales</b> - 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.	% of tenants involved in consultation with the Department	4	1,689,900	2,082,000	392,100	6.8	10.1	The increase in allocated costs results from the expansion of the service area to include a dedicated team to promote sales of houses to States tenants. In addition changes in the allocation of salary overheads following reorganisation of the Department has increased direct costs.
	Average number of days for which a standard void (vacant) property is empty	5						
	% of available stock which is void (vacant) ytd	5						
	% of Void Properties created as a result of Full Occupancy Policy	5						
	Average level of the States Rental Waiting List during the period	5						
	Average waiting time for a States Rental Property	5						
<b>Finance Services</b>								
<b>Rent and Fee Collection</b> - 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	Rent arrears equates to 1.6% of gross rental income	5	(32,729,200)	(33,891,200)	(1,162,000)	10.2	12.9	A rent increase is assumed in October 2009 and 2010 which will contribute an additional £1.6m in rental income. Increases in expenditure have been identified principally in relation to the amortisation of the value of the bonds relating to Les Cloches which reduce in value from 25% to 10% over a 15 year period, and increases in direct staff costs (formerly treated as a departmental overhead).
	% decrease in level of rent arrears	5						
	% of tenants have rent arrears which equates to more than 5 weeks rent	5						
<b>Total</b>			<b>(22,362,200)</b>	<b>(23,286,800)</b>	<b>(924,600)</b>	<b>39.4</b>	<b>43.4</b>	

# Housing

## Net Expenditure - Operating Cost Statement

2009 Net Revenue Expenditure (As per 2009 Business Plan)	2010 Estimate	£
		<b>Income</b>
-	-	Duties, Fees, Fines & Penalties
(35,905,500)	(37,545,800)	Sales of goods and services
-	-	Investment Income
(10,000)	(30,000)	Other Revenue
<b>(35,915,500)</b>	<b>(37,575,800)</b>	<b>Total Income</b>
		<b>Expenditure</b>
2,766,900	2,491,600	Staff Costs
10,765,200	11,708,000	Operating Expenses
20,400	20,000	Grants and Subsidies Payments
-	-	Depreciation/Capital Charges
800	69,400	Finance Costs
-	-	Financial Return
-	-	Pension Finance Costs
-	-	Asset Disposal (Gain)/Loss
<b>13,553,300</b>	<b>14,289,000</b>	<b>Total Expenditure</b>
<b>(22,362,200)</b>	<b>(23,286,800)</b>	<b>Net Revenue Expenditure</b>

# Housing

## Reconciliation of Net Revenue Expenditure

	2010 £	2011 £	2012 £
<b>Prior year Net Revenue Expenditure</b>			
2009 Effect of June Pay Freeze	(22,362,200)	(23,286,800)	(23,953,600)
	(31,900)	-	-
<b>Revised Net Revenue Expenditure</b>	<b>(22,394,100)</b>	<b>(23,286,800)</b>	<b>(23,953,600)</b>
<b>Commitments in Base</b>			
Overseas Aid Contribution	(16,200)	(33,700)	(35,500)
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	44,600	72,600	71,700
Non-staff Inflation	218,300	216,200	219,600
Rent Increase	(850,600)	(871,900)	(939,200)
<b>Technical Adjustments</b>			
<b>2010 Business Plan Process</b>			
Growth	-	-	-
Overseas Aid Contribution	16,200	-	-
Savings Proposals	(110,100)	-	-
Payment by Direct Debit	-	(30,000)	(30,000)
Fair Rent Review	-	-	(1,000,000)
Management of Maintenance Services	-	(20,000)	(100,000)
<b>Departmental Transfers</b>			
Jubilee Wharf rental and service charges to Chief Minister's Department	(38,200)	-	-
Jubilee Wharf rental and service charges to Economic Development Department	(136,000)	-	-
Jubilee Wharf electricity charges to Chief Minister's Department	(3,000)	-	-
Jubilee Wharf electricity charges to Economic Development Department	(11,000)	-	-
Postage budget to Chief Minister's Department	(6,700)	-	-
<b>Capital to Revenue Transfers</b>			
Social Housing Programme - Maintenance Backlog	-	-	2,885,000
<b>Net Revenue Expenditure</b>	<b>(23,286,800)</b>	<b>(23,953,600)</b>	<b>(22,882,000)</b>
<b>Manpower Numbers (FTE)</b>	<b>43.4</b>	<b>43.4</b>	<b>43.4</b>

## Financial Summary 2010 - 2012

The delivery of the Social Housing Property Plan as agreed by the States in July 2007 will continue to be the focus of the Housing Department's activities over the next three years. In the coming years the Department will concentrate its resources in the following two areas:

- increasing the pace of the planned maintenance backlog programme with the help of funding from the Fiscal Stimulus programme to bring the Social Rented stock up to the Decent Homes standard;
- increasing the emphasis on selling homes to tenants in order to fund the above programme.

In order to achieve the above programme in the years ahead, the Department has budgeted within its net revenue expenditure to increase its manpower numbers by four F.T.E.'s. Three F.T.E.'s are required to meet the targets for the sales of properties and to ensure that the appropriate governance surrounds the process, whilst the other F.T.E. is required to implement the findings of the Review of Social Housing in Jersey undertaken by Professor Christine Whitehead.

## Business Plan Process 2010 - 2012

The Department has been required to make pro-rata savings in 2010 of £110,100. This has been achieved largely by reducing the inflation provisions on maintenance budgets. The Department will in 2011 and 2012 look to achieve savings through requiring tenants to pay their rent by Direct Debit wherever possible, thereby reducing commission charges, reviewing how the Department delivers its maintenance services and fundamentally reviewing the rental levels of all its properties.

# Housing

## Capital Allocations 2010 - 2014 For Information Only

BUCC30	Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>						
H0000C1103	Social Housing Programme	2,500,000	2,750,000	3,000,000	3,000,000	-
	Social Housing Programme - funded from Capital Receipts	10,000,000	14,000,000	20,000,000	25,000,000	25,000,000
	<b>Total Initial Capital Allocations</b>	<b>12,500,000</b>	<b>16,750,000</b>	<b>23,000,000</b>	<b>28,000,000</b>	<b>25,000,000</b>
<b>Less: Proposed Capital to Revenue Transfers</b>						
H0000C1103	Social Housing Programme - Maintenance Backlog	-	-	2,885,000	1,815,000	705,000
	<b>Total Proposed Capital to Revenue Transfers</b>	<b>-</b>	<b>-</b>	<b>2,885,000</b>	<b>1,815,000</b>	<b>705,000</b>
<b>Proposed Capital Allocations</b>						
	Social Housing Programme	2,500,000	2,750,000	115,000	1,185,000	-
	Social Housing Programme - funded from Capital Receipts	10,000,000	14,000,000	20,000,000	25,000,000	24,295,000
	<b>Total Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>12,500,000</b>	<b>16,750,000</b>	<b>20,115,000</b>	<b>26,185,000</b>	<b>24,295,000</b>

## Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
Proceeds from Property Sales	10,000,000	14,000,000	20,000,000	25,000,000	25,000,000
	<b>£10,000,000</b>	<b>£14,000,000</b>	<b>£20,000,000</b>	<b>£25,000,000</b>	<b>£25,000,000</b>



# Planning and Environment

# Planning and Environment

## Minister's Introduction

The main areas of operation for the Planning and Environment Department are:

Planning and Building Services, comprising

- Policy, Projects and the Historic Environment
- Development Control
- Building Control

Environment, comprising

- Environmental Management and Rural Economy
- Environmental Policy and Awareness
- Environmental Protection
- Fisheries and Marine Resources
- Meteorology
- Veterinary Services

Corporate activities, comprising

- Management of staff and resources
- Mapping
- IT and web
- Business planning and performance management

The key projects and issues for the Department in 2010 are as follows:

### Planning and Building Division

#### Development Control

During 2010 the Development Control section will focus on bedding down the service improvements introduced in 2009. This will include an increased focus on customer excellence and on ensuring that planning applications are determined within target and in accordance with the Department's Customer Charter.

#### Policy, Projects and the Historic Environment

In mid-2010 a revised Island Plan will be presented to the States following a formal *Examination in Public*. The Plan will facilitate development opportunities to meet the Island's economic and social needs whilst seeking to safeguard and protect its natural and historic environment over the next 10 years.

In addition, work will continue on the realisation of the Esplanade Quarter Masterplan, the implementation of the St Helier Development and Regeneration Strategy, raising the standards of architectural design. Work will also continue to deliver the review of the historic environment protection regime to ensure the better protection, management and awareness of the value of Jersey's heritage assets.

#### Building Control

During 2010 the building control section will work to strengthen building regulations in order to improve energy efficiency and reduce carbon emission. In addition, it will continue to strive to improve building standards through regular site inspections of works in progress.

## **Environment Division**

### **Environmental Management and Rural Economy (EMRE)**

During 2010 the ongoing implementation of the Rural Economy Strategy, the Countryside Renewal Scheme and the Biodiversity Strategy, in conjunction with the provision of specialist advice and research, will allow EMRE to continue to facilitate delivery of a diverse working countryside.

In addition, EMRE will continue to manage some 600 hectares of land for conservation purposes and deliver a monitoring regime which will help improve the outlook for our Island habitats and species.

### **Environmental Policy and Awareness**

The Environmental Policy and Awareness team facilitates the development and delivery of new and emerging areas of environmental policy across the range of States activities. 2010 will see a focus on:

- delivering an integrated Energy policy in order to secure an affordable and sustainable energy supply. This will include: setting energy and carbon reduction targets; assessing the potential of tidal power and other potential sources of sustainable energy; delivering an Energy Efficiency Programme which helps tackle fuel poverty by insulating the homes of low-income and vulnerable families and establishing the Jersey Energy Trust in order to create a set change in consumer behaviour and reduce carbon emissions
- supporting development of an Air Quality Strategy in order to protect the environment and people from the effects of air pollution
- initiating development of a Climate Change Adaptation and Mitigation strategy to support States Departments and others to manage the effects of climate change
- supporting delivery of environmental education through the ECO-ACTIVE campaign.

### **Environmental Protection**

During 2010 the Environmental Protection team will continue to deliver a robust regulation regime including:

- continued assessment of water abstraction licenses and implementation of the Water Resources (Jersey) Law 2007
- issuing and monitoring of waste licenses and industry regulation including export control
- ongoing regulation of water pollution
- Agricultural Inspectorate duties

### **Fisheries and Marine Resources**

The Fisheries and Marine Resources team will continue to regulate and support commercial and leisure fisheries and aquaculture industries. This will include ensuring that fisheries measures keep in line with changes in EU regulations, amendments under the Granville Bay Treaty and FEPA regulations.

In addition, we will work to ensure the sustainable management of over 800 square miles of Jersey waters through the development of the Integrated Coastal Zone Management Strategy and other initiatives.

### **Meteorology**

During 2010 Jersey Met will continue to provide a reliable weather service that meets the needs of all Channel Island communities and that accords with ISO9001

standards. In addition, it will undertake a review of potential options and models for the future provision of local weather services.

### **Veterinary Services**

The States Vet Service aims to ensure high standards of animal health and welfare, both for the benefit of the animals themselves and to protect society from the impact of animal diseases. During 2010, the States Vet will continue welfare inspections and related activities, export and import controls, and food hygiene monitoring in the abattoir and shellfish production areas. Work will continue on notifiable animal disease contingency planning and a major review of Animal and Fish Health legislation.

### **Corporate**

Corporate activities are delivered across both divisions of the Department and aim to ensure maximum efficiency in the use of departmental resources. Activities will include:

- developing a departmental IT strategy to ensure business efficiency including maximising use of web; reviewing management of Jersey Map and geo-spatial information and maximising integration and use of existing business systems
- ensuring delivery of services in accordance with Department's Customer Charter
- ensure all appropriate control frameworks are in place for example business continuity and risk management

### **Senator F.E. Cohen**

Minister for Planning and Environment

# Planning and Environment

## Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
	<b>Planning and Building Division</b>		
758,600	1,904,600	(1,280,100)	624,500
166,200	1,247,000	(1,194,900)	52,100
631,200	643,400	-	643,400
166,700	164,000	-	164,000
22,200	149,500	(116,400)	33,100
	<b>Environmental Division</b>		
1,723,800	1,612,200	(22,000)	1,590,200
1,294,000	1,312,500	-	1,312,500
1,003,600	1,152,300	(212,900)	939,400
443,200	538,000	(17,400)	520,600
258,700	292,800	(29,000)	263,800
672,900	1,390,900	(710,100)	680,800
<b>7,141,100</b>	<b>10,407,200</b>	<b>(3,582,800)</b>	<b>6,824,400</b>

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
Minor Capital	100,000	100,000	100,000	100,000	100,000
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

# Planning and Environment

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Planning and Building Division</b>								
<b>Development Control</b> To determine planning applications that ensure effective, innovative and intelligent use of land having regard to all material considerations and primarily, the Island Plan.	Percentage planning applications determined in agreed timeframes.	2 (ii)	758,600	624,500	(134,100)	35.2	35.3	The decrease in net expenditure for both development and building control is mainly due to the increase in fees to facilitate the achievement of the Council of Ministers' savings proposals. For 2010, fees will be increased by 15% for planning applications and 5% for building control which will increase the cost recovery of these areas. Additional savings have been achieved through reduction in the historic buildings grant scheme. Small savings in expenditure have been achieved by limitation of the growth planned in 2009 for 9 additional posts following the economic outlook and the downturn in commercial developments.
<b>Building Control</b> 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.	Implementation of new building byelaws that improve energy efficiency.	1 (ii), 2 (iii)	166,200	52,100	(114,100)	19.6	18.4	
<b>Policy and Projects</b> 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.	Revised Island Plan progressed against milestones.	1 (v), 2 (ii) (iv) (v), 3 (i)	631,200	643,400	12,200	6.3	7.0	
<b>Historic Buildings</b> To effectively regulate and promote the sustainable conservation and management of the Island's historic built environment.	Review of registration regime progressed against milestones.	2 (iii)	166,700	164,000	(2,700)	2.4	2.5	
<b>Mapping</b> 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.	Review of management of Jersey Digital Map.	4 (i)	22,200	33,100	10,900	-	-	

# Planning and Environment

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Environmental Division</b>								
<b>Environmental Management and Rural Economy</b> Protect and improve the environment. Support a strong and environmentally sustainable Island economy which includes a diverse and adaptable countryside.	Progress against implementation of Rural Strategy.  Response times to incidences of notifiable pests and diseases detected on import.	2 (ii)	1,723,800	1,590,200	(133,600)	20.3	18.2	The decrease is due to the reduction in the countryside renewal grant scheme, as part of the 2010 corporate savings pressures.
<b>Environmental Policy and Awareness</b> Protect and improve the environment. Devise policies which effectively protect the environment and promote sustainable use of natural resources.	Progress against implementation of Energy Policy.  Progress in development of Air Quality strategy and Climate Change Strategy.	1 (i) , (iii)	1,294,000	1,312,500	18,500	2.6	5.7	Increase in posts relates to a secondment of employees for the energy initiatives.

# Planning and Environment

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Environmental Protection</b> Protect and improve the environment. Deliver an effective environmental protection regime for the Island.	Monitoring for Bathing Water standard compliance. Progress of Waste Management (Jersey) Law 2005 against milestones. Progress of Water Resources (Jersey) Law 2007 against milestones.	2 (iii)	1,003,600	939,400	(64,200)	15.6	15.3	The introduction of water licences will produce income of around £110,000 partially offset by small increases in expenses.
<b>Fisheries and Marine Resources</b> Protect and improve the environment. Support a diverse, modern and adaptable fishing industry.	New fisheries measures to keep in line with EU legislative requirements and amendments under Granville Bay Treaty.	2 (ii)	443,200	520,600	77,400	6.5	7.3	Additional spend relates to an extra post for a Marine & Coastal Officer has been appointed to Fisheries to oversee the application of the Integrated Coastal Zone Management Strategy.
<b>States Veterinary Officer</b> Ensure high standards of animal health and animal welfare.	Development of notifiable animal disease contingency plans.	3 (i)	258,700	263,800	5,100	2.5	2.7	
<b>Meteorology</b> To provide accurate, timely, reliable and, where appropriate, specialised weather services to meet the needs of the Channel Islands communities.	Accuracy of weather forecast. Review options for provision of service.	4 (iii)	672,900	680,800	7,900	17.8	16.4	
<b>Total</b>			<b>7,141,100</b>	<b>6,824,400</b>	<b>(316,700)</b>	<b>128.8</b>	<b>128.8</b>	



# Planning and Environment

## Reconciliation of Net Revenue Expenditure

	2010 £	2011 £	2012 £
<b>Prior year Net Revenue Expenditure</b>			
2009 Effect of June Pay Freeze	7,141,100	6,824,400	6,870,500
	(77,400)	-	-
<b>Revised Net Revenue Expenditure</b>	<b>7,063,700</b>	<b>6,824,400</b>	<b>6,870,500</b>
<b>Commitments in Base</b>			
Original Environmental Initiatives Proposals	1,000,000	500,000	150,000
Overseas Aid Contribution	(5,100)	(10,000)	(13,200)
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	108,400	179,100	174,200
Non-staff Inflation	(13,700)	(23,000)	(35,900)
Provision for Benefit Uprating	-	-	-
<b>Technical Adjustments</b>			
Adjustment in Environment Initiatives to level of proposed taxes	(1,000,000)	(500,000)	(150,000)
<b>2010 Business Plan Process</b>			
Spending Priorities			
Overseas Aid Contribution	5,100	-	-
Savings Proposals			
Increase in Building and Development Control Fees	(50,000)	(50,000)	(150,000)
Reduction in Grant Schemes and Visitor Centres	(200,000)	(50,000)	(50,000)
CAG Efficiency Savings	(25,000)	-	-
Allocation of Pro-rata Savings	(89,000)	-	-
<b>Departmental Transfers</b>			
Property Maintenance from Treasury and Resources (P/H)	30,000	-	-
<b>Capital to Revenue Transfers</b>			
	-	-	-
<b>Net Revenue Expenditure</b>	<b>6,824,400</b>	<b>6,870,500</b>	<b>6,795,600</b>
<b>Manpower Numbers (FTE)</b>	<b>128.8</b>	<b>128.8</b>	<b>128.8</b>

## Financial Summary 2010 - 2012

In 2009, the department commenced a far-reaching improvement plan for the Planning and Building Services division which will continue into 2010. This has generated improved process efficiencies within the department together with higher standards of customer service. The 2010 budget for the department shows a decrease of £0.32 million from 2009 arising from a combination of further increases in planning and building fees and reduction in grant schemes to meet the savings pressures agreed by the Council of Ministers offset in part by provision of annual pay awards. Other challenges for 2010 include the implementation of key strategies, namely the Rural Economy Strategy, the Biodiversity Strategy, Air Quality Strategy, Energy Policy and the Climate Change Adaptation and Mitigation strategy.

The transfer to Jersey Property Holdings relates to the net transfer of the budget and responsibility for both the rental income and the maintenance from buildings. The 2011 and 2012 budgets have been increased by inflation but further savings have been identified in both years to reduce the overall position.

## Business Plan Process 2010 - 2012

The resource allocation process for 2010 resulted in a total net reduction of £364,000 (5%). The resultant effect of this will be that fees will increase for planning applications by 15% and building applications by 5%. In addition, the visitor centres will be closed and the Countryside Renewal Grant Scheme will be reduced by around 30%. Additional pro rata savings will need to be achieved through a critical evaluation of services together with innovation and may result in further fee increases.

A programme of efficiency savings will be largely driven by the Assistant Chief Executive Officer over the next 3 years. In addition, the department will consider the most effective means to deliver the £25,000 organisational savings identified by the Comptroller and Auditor General's review.

The technical adjustment relates to an adjustment to the environmental initiatives approved in 2008 to be consistent with the future tax revenues.

# Planning and Environment

## Capital Allocations 2010 - 2014 For Information Only

BUCC30 Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>					
Minor Capital	100,000	100,000	100,000	100,000	100,000
<b>Total Proposed Capital Allocations (net capital to revenue transfers)</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

## Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
None	-	-	-	-	-
	-	-	-	-	-

# Planning and Environment

Capital Expenditure 2010 - 2015+ For information Only

BUCC30	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
	Weather Radar La Moye	100,000	165,000	-	-
	Central Environmental Management	-	204,192	-	-
	<b>New Approvals 2010</b>				
	Minor Capital	100,000	-	-	-
	<b>New Approvals 2011</b>				
	Minor Capital	-	100,000	-	-
	<b>New Approvals 2012</b>				
	Minor Capital	-	-	100,000	-
	<b>New Approvals 2013</b>				
	Minor Capital	-	-	100,000	-
	<b>New Approvals 2014</b>				
	Minor Capital	-	-	100,000	-
	<b>Revenue Elements of Capital Projects</b>				
		200,000	469,192	300,000	-
BUCC30	<b>Revenue Elements of Capital Projects</b>				
	<b>Unspent pre-2010 Approvals</b>				
	New Approvals 2010	-	-	-	-
	New Approvals 2011	-	-	-	-
	New Approvals 2012	-	-	-	-
	New Approvals 2013	-	-	-	-
	New Approvals 2014	-	-	-	-

# Social Security

# Social Security

## Minister's Introduction

The core objectives for the Social Security Department are to:

- Support people to achieve and maintain an acceptable standard of living.
- Plan for an ageing population
- Help employers and employees to work well together for their mutual benefit and the economy of the Island.
- Deliver benefits and high quality services, now and in the future.

In addition to the provision of on-going benefits and services, the key initiatives and issues for the Department in 2010 are:

### 1. Income Support

Following the introduction of Income Support in early 2008, the Department will commence a full review of the scheme in 2010. This will be coordinated with the analysis of the results of the Income Distribution Survey currently being undertaken by the Statistics Unit. An improved communication strategy will also be fully implemented in 2010.

### 2. Supplementation

Following a review of the method of calculating the States contribution to supplementation costs, a revised calculation will be introduced in 2010 to eliminate the uncertainty in the future costs of the States contribution.

### 3. Social Security Review

The Department will commence work on a major review of the Social Insurance Scheme. This will include consideration of the system of funding for social insurance and a review of the assessment methods used to determine incapacity benefits.

### 4. Social Policy Framework

Working with other departments and voluntary organisations, Social Security will contribute to the development of improved communications and specific pathways to ensure that individuals in the community have easy access to appropriate support and assistance.

### 5. Skills and Supported Work

The Department will work together with its partners in the Skills Executive to enhance the opportunities of all the Island community to participate in the workforce. This will include additional training schemes funded by the economic stimulus package, in response to the current economic downturn.

### 6. Ageing Population

The ongoing consultation programme, widening the understanding of the consequences and opportunities presented by the ageing society and receiving feedback in respect of the options for addressing the issues, will form the

cornerstone of further consultation and proposals in respect of pension and other income provision beyond current retirement age. To ensure the long term sustainability of the Social Security Fund, changes to pension age, the level of contributions made and the level of pensions paid will be reviewed.

## **7. Long-term Care Scheme**

The cost of long term care is increasingly an issue for people facing the prospect of requiring such care. Those with insufficient income or assets can currently expect support from within the Income Support Scheme, yet the increasing size of such a burden upon the taxpayer, combined with an increasing demand for a mechanism by which those faced with funding their own care can make adequate provision for that care, has led to a growing momentum for a funding scheme for long-term care which shares the costs more fairly. Following a public consultation exercise, the Department will bring forward proposals for consideration by the States.

## **8. Employment Reform**

2010 will see the consolidation of the current phase of employment legislation with the implementation of a statutory insolvency scheme, the bedding down of the redundancy legislation already approved by the States, and the introduction of legislation protecting employees in business transfer and merger situations.

Legislation will also be prepared for the first stage of introducing rights in respect of parental leave, flexible working and family friendly initiatives further to the recommendations of the Employment Forum.

Deputy I. Gorst  
Minister for Social Security

# Social Security

## Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
68,101,800	67,277,600	-	67,277,600
467,500	479,200	-	479,200
2,446,300	2,761,000	(5,500)	2,755,500
552,400	567,200	(1,000)	566,200
2,687,700	2,754,900	-	2,754,900
223,500	229,100	-	229,100
131,100	134,400	-	134,400
107,800	107,800	-	107,800
534,600	534,600	-	534,600
18,000	18,000	-	18,000
1,803,200	1,848,300	-	1,848,300
248,200	254,400	-	254,400
410,000	810,000	-	810,000
79,334,000	93,828,700	-	93,828,700
<b>157,066,100</b>	<b>171,605,200</b>	<b>(6,500)</b>	<b>171,598,700</b>

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
No schemes in the proposed programme	-	-	-	-	-
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Social Security

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Supplementation</b>								
States Supplementation to Social Security Fund	% of contributors receiving supplementation	1 (i)(vi)	68,101,800	67,277,600	(824,200)	-	-	Net reduction after annual uprating and savings identified through a change in the method of calculation by removing the link between the in-year costs and the Contributions made to the Social Security Fund.
<b>Employment Services</b>								
Health and Safety at work	% of incidents responded to within 5 working days	3 (i)	467,500	479,200	11,700	5.8	5.8	
Employment Services (including Jersey Employment Trust)	Number of interviews and computer based sessions	1 (v), 2 (i)(ii)(iii) & 4 (iii)	2,446,300	2,755,500	309,200	11.4	13.4	Increased by a further allocation of £313,000 under an amendment to the lodged 2009 Business Plan for the purpose of providing inclusive Vocational Day Services and Employment for People with a Learning Disability and People on the Autistic Spectrum. Also includes an additional allocation of £10,000 for Jersey Employment Trust deferred from 2009 by the Council of Ministers. The increase in fee during 2010 is a result of additional staff to deal with increasing number of clients in Workzone due to the shrinkage in the workplace caused by the downturn in the economy.
Employment Relations	Number of enquiries to JACS, % of enquiries referred to JACS and resolved.	3 (i)	552,400	566,200	13,800	1.2	1.2	
<b>Benefits</b>								
Invalid Care Allowance	No of individuals receiving Invalid Care Allowance; average turnaround time	1 (ii)	2,687,700	2,754,900	67,200	0.6	0.6	
Child Care Support Scheme	No of individuals receiving support; average turnaround time	1 (ii)	223,500	229,100	5,600	0.2	0.2	
Dental Benefit Scheme	No of individuals receiving dental benefit; admin cost as % of benefit	1 (ii)	131,100	134,400	3,300	0.1	0.1	

# Social Security

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
Social Fund	No of individuals assisted through home adaptations	1 (ii)	107,800	107,800	-	0.2	0.2	
Jersey 65+ Health Plan	No of individuals enrolled in 65+ Health Plan	1 (ii)	534,600	534,600	-	0.2	0.2	
Non Contributory Death Grants	No of Grants; average turnaround time for applications	1 (ii)	18,000	18,000	-	0.1	0.1	
Christmas Bonus	No of individuals receiving Christmas Bonus; average turnaround time	1 (ii)	1,803,200	1,848,300	45,100	0.4	0.4	
TV Licence 75+	No of individuals receiving TV Licence benefit; average turnaround time for applications	1 (ii)	248,200	254,400	6,200	0.4	0.4	
GST Bonus Scheme		1 (ii)	410,000	810,000	400,000	-	-	Increase following the States approval of P138/2008 which proposed an additional benefit to help those affected by higher food and fuel prices.
<b>Income Support</b>								
Income Support	No of households receiving benefit; average turnaround time for applications. Administration cost as % of benefit.	1 (ii)	79,334,000	93,828,700	14,494,700	33.2	36.2	Increase following the States approval of P138/2008 which proposed additional benefit to help those affected by higher food and fuel prices. Also includes an additional allocation of £13.6million, of which £4.6million is for benefit uprating; demographic and cost pressures upon residential care and £9.0million allocated under the automatic stabilising program to provide additional funds required as a result of the economic downturn. A reduction for the phased withdrawal of £2.2million in transitional protection also commences. As the economy shrinks, the impact of increased claims for income support will lead to an increase in staff required during 2010.
<b>Total</b>			<b>157,066,100</b>	<b>171,598,700</b>	<b>14,532,603</b>	<b>53.8</b>	<b>58.8</b>	

# Social Security

## Net Expenditure - Operating Cost Statement

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Estimate £
<b>Income</b>	
-	-
(6,000)	(5,500)
-	-
(4,000)	(1,000)
<b>(10,000)</b>	<b>(6,500)</b>
<b>Expenditure</b>	
151,176,700	165,249,800
2,899,600	2,909,100
1,017,000	1,186,100
1,982,800	2,260,200
-	-
-	-
-	-
-	-
-	-
<b>157,076,100</b>	<b>171,605,200</b>
<b>157,066,100</b>	<b>171,598,700</b>
<b>Net Revenue Expenditure</b>	<b>Net Revenue Expenditure</b>

# Social Security

## Reconciliation of Net Revenue Expenditure

	2010 £	2011 £	2012 £
<b>Prior year Net Revenue Expenditure</b>	<b>157,066,100</b>	<b>171,598,700</b>	<b>182,384,700</b>
2009 Effect of June Pay Freeze	(23,600)	-	-
Supplementation	(460,000)	-	-
Income Support	(42,000)	-	-
Other Benefits	25,300	-	-
<b>Revised Net Revenue Expenditure</b>	<b>156,565,800</b>	<b>171,598,700</b>	<b>182,384,700</b>
<b>Commitments in Base</b>			
Supplementation One off Base Adjustment 2009	(4,500,000)	-	-
Vocational Day Services	313,000	-	-
Income Support Transitional Protection for Claimants	(2,170,210)	(2,449,896)	(1,722,800)
Income Support Winter Fuel Allowance	6,210	4,896	-
Income Support Growth in Residential Care Costs	1,500,000	1,500,000	-
Jersey Employment Trust	10,000	-	-
Other Inflation Adjustments	(217,700)	(80,300)	-
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	33,100	76,900	75,100
Non-staff Inflation	198,600	86,000	88,100
Provision for Benefits	3,196,400	3,393,300	2,606,300
Supplementation - Uprating	3,235,800	5,405,100	(3,329,000)
<b>Technical Adjustments</b>			
Benefit Proposal agreed as part of P138/2008	3,541,000	-	-
Automatic Stabiliser Fund for Income Support Benefits	9,000,000	2,200,000	(3,500,000)
<b>2010 Business Plan Process</b>			
Spending Priorities			
Supplementation - reinstate 2009 base pressure	4,500,000	-	-
Income Support - Residential Care	265,000	150,000	150,000
Increase Social Inclusion & Reduce Social Deprivation	-	1,000,000	-
Savings Proposals			
Supplementation - adjustment for new calculation	(3,600,000)	-	-
Other Savings	(75,000)	-	-
Management of Benefit Fraud	-	(500,000)	-
Payment Mechanisms	-	-	(12,000)
<b>Departmental Transfers</b>			
Skills Strategy to Education, Sport and Culture	(203,300)	-	-
<b>Capital to Revenue Transfers</b>			
	-	-	-
<b>Net Revenue Expenditure</b>	<b>171,598,700</b>	<b>182,384,700</b>	<b>176,740,400</b>
<b>Manpower Numbers (FTE)</b>	<b>58.8</b>	<b>58.8</b>	<b>58.8</b>

# Social Security

## Financial Summary 2010 - 2012

The total budget for the Department has increased by £14.5million (9.3%) net from 2009. The increase consists of pay and non-pay inflation, uprating of income support and other benefits, together with growth funding to meet demographic pressures on residential care costs and additional allocations awarded as part of the 2010 Business Plan Process.

In total, excluding inflation and benefit uprating, an additional £17.3million has been provided, however this includes £9 million allocated under the automatic stabiliser initiative to fund additional costs incurred by the Department as a result of the economic downturn. This will be released once actual costs have been evidenced. Offset against these additional funds in 2010 are saving reductions of £3.7million identified through proposals by the Department which include changing the method of calculating States Supplementation through the removal of the link between the in-year cost and the contribution made to the Social Security Fund. Further savings of £512,000 have been identified during 2011 and 2012 through the management of benefit fraud and improving payment processes. 2010 also sees the first year of the phased reduction in transitional protection to claimants under the Income Support Scheme, which commenced in January 2008.

Budgets for 2011 are to increase by 6.3% but decrease by 3.1% in 2012. With the exception of increases for inflation and uprating of income support and other benefits for both years, offset by the continuation of the phased reduction of transitional protection to Income Support claimants, 2011 sees additional funding of £1.2million, of which £1million has been made available to fund initiatives to increase social inclusion and reduce social deprivation. In 2012 the funds made available under the automatic stabiliser initiative in 2010 will start to be withdrawn as the economy starts to recover.

The forecasts used to determine the level of funding required in the 2010 Business Plan, to match the costs incurred as part of the economic downturn, are based on 2009 data and therefore are less reliable when used to calculate future years.

## Business Plan Process 2010 - 2012

Other than adjustments to the baseline as a result of previous year agreed commitments, additional resources have been made available during 2010 of £17.3million. This consists of £12.5million for benefit, of which £9million is directed to income support to fund additional costs as result of the economic downturn. A further £6.1million has been made available as part of the Business Plan Process, of which £4.5million is for supplementation in 2010 to re-instate the reduction made as part of the previous commitments in the baseline. £1million has been awarded to increase social inclusion and reduce social deprivation in 2011 and £565,000 to meet the increase costs of residential care, of which £265,000 is in 2010 and the remaining balance divided between 2011 and 2012.

The Department continues to support the States drive to make efficiency savings. As part of this process a total of £4.19million in savings has been identified over the next three years. This includes £3.7million in 2010, of which £3.6 million relates to supplementation as a result of changing the method of calculation by altering the link between its cost and the States contribution to the Social Security Fund. The balance of £75,000 is to support the in-year savings of £4million identified across the States by the Comptroller and Auditor General with further reductions made in the baseline for 2011 and 2012 of £500,000 and £12,000 respectively, found through the management of benefit fraud and for improvements in the processing of payments.

# Transport and Technical Services

# Transport and Technical Services

## Minister's Introduction

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

- Waste Management
- Transport
- Municipal Services

The key projects and issues for the Department in 2010 are as follows:

### 1. Waste Management

The construction of the new Energy from Waste (EFW) plant started at the beginning of 2009 and continues throughout 2010, with completion in 2011. This complex and demanding project will again be a key focus for the Department. TTS will continue to make safety, both for the site and the environment, one of its top priorities. At the same time, TTS will be doing all that is necessary to keep the old plant at Bellozanne operational.

Funding is a serious problem for the waste management area and will need to be properly addressed in 2010. It was clearly identified in the Waste Strategy approved in 2005, that an additional £450,000 would be required to fund the increased recycling required. This funding was made available for 2009 only but not confirmed on an ongoing basis. This has limited the type of projects which can be undertaken and has not addressed the ongoing support for the expansion of recycling. Priority will be given to segregating the most harmful elements of the waste stream in 2010. Without the necessary funding, some recycling streams may have to be curtailed.

The In-Vessel Compost Project was reviewed in 2009. A staged approach to improving odour management at the La Collette site has now been agreed in principle with the relevant regulators. This will involve the introduction of odour control processes and a phased enclosure of the elements of the composting process to steadily decrease odour generation.

TTS will be bringing its Liquid Waste Strategy to the States in late 2010. This policy encompasses proposals for the way forward for both the transportation system (eg sewer network) for liquid waste and the sewage treatment process.

Budgets have been increasingly limited for the repair and replacement of the sewer network infrastructure which in some areas dates back to Victorian times. There has been no funding available for sewer extensions since 2005. In recent years, the Department has prioritised its resources into undertaking surface water separation projects, which not only replace old sewer systems but also separate out the surface water (rain water) which does not require treatment, from the foul water which does, thus saving the resources used in unnecessary treatment.

The sewage treatment works, which has been in operation for over 50 years is in need of urgent upgrade.

In developing the new Liquid Waste Strategy, the Department has done a thorough audit of the status of its infrastructure and will be in a position to make robust, cost effective proposals for the management of the Island's liquid waste for the next 20 years. It will be essential to identify a long term funding route for implementing this policy.

The liquid waste system is a high user of electricity. In order to minimise costs, TTS plans to have an energy audit undertaken which it expects will identify where long term efficiencies can be made.

## **2. Transport**

Subject to the approval of the States, the reworked Sustainable Transport Policy will start to be implemented in 2010 according to the agreed programme. Areas such as the provision of buses, car parking and, most importantly, congestion and safeguarding the environment will be addressed.

Although some areas of the Policy cover day to day routine business, there will also be the need for initiatives to bring about change and improvement. TTS does not have the funding for these initiatives and needs to secure resources in order for the Sustainable Transport Policy to have an impact.

## **3. Municipal Services**

The maintenance of the highways network has been one of the areas that has suffered from resources being diverted to support the Bellozanne incinerator when it has experienced breakdowns. Delays in undertaking required maintenance lead to deterioration in the condition of the roads and this in turn can lead to higher cost. It is imperative that this situation is not allowed to persist and an ongoing mechanism for funding be found.

The Department will continue with its programme of Sea Defence maintenance and will also be monitoring the latest climate change predictions to analyse the ramifications it will have on the infrastructure, to ensure the Island makes provision for the future.

The Parks and Gardens section has experienced service cuts in recent years and has had to reduce its levels of service which has resulted in an increased level of complaints. However, the public has still expressed a high degree of satisfaction with the main parks according to the JASS research. The Department will continue to try to keep standards as high as possible within the given budgets.

The same can be said of the Cleaning Section who also face the challenge of providing a service to an acceptable level for the public within given budgets.

Connétable Mike Jackson

Minister for Transport and Technical Services

# Transport and Technical Services

## Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
	<b>Waste</b>		
4,407,600	5,380,900	(296,700)	5,084,200
2,356,500	4,173,400	(1,541,000)	2,632,400
3,196,100	6,776,500	(2,777,300)	3,999,200
1,604,300	1,904,800	(145,700)	1,759,100
-	2,363,000	(2,363,000)	-
	<b>Municipal Services</b>		
3,202,400	3,430,900	(154,800)	3,276,100
(1,655,400)	-	-	-
942,800	1,404,200	(30,300)	1,373,900
2,058,600	3,993,300	(1,942,400)	2,050,900
2,397,700	3,905,300	(1,505,000)	2,400,300
	<b>Transport</b>		
5,292,300	8,532,800	(3,416,800)	5,116,000
(98,000)	897,400	(979,900)	(82,500)
<b>23,704,900</b>	<b>42,762,500</b>	<b>(15,152,900)</b>	<b>27,609,600</b>

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
Infrastructure Rolling Vote	2,520,000	2,750,000	2,750,000	2,750,000	2,750,000
Refurbish Sludge Digesters / Sewage Treatment Works Tanks	-	1,000,000	-	-	-
Refurbish Clinical Waste Incinerator	-	-	-	1,000,000	-
Sewage Treatment Works - Secondary Treatment Upgrade	-	-	-	7,000,000	7,429,000
<b>Proposed Capital Allocation (net of capital to revenue transfers)</b>	<b>2,520,000</b>	<b>3,750,000</b>	<b>2,750,000</b>	<b>10,750,000</b>	<b>10,179,000</b>

The Council of Ministers have removed the 2010 capital budget of £1,452,000 for the Permanent Re-Use and Recycling Centre on the basis that it will be funded through environmental taxes

# Transport and Technical Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Waste Management</b>								
<b>Liquid Waste</b> Treat and dispose of liquid waste to minimise the impact on the environment.	Sewage effluent quality within consent. Cost of treating a cubic metre of sewage.	2	4,407,600	5,084,200	676,600	45.7	46.5	The increase shown includes a transfer of £595,000 from the capital allocation to revenue as part of the GAAP adjustments. This is because it is envisaged this will be used on maintenance of capital assets.  The Department faces significant funding pressures within Liquid Waste due to the unreliability of the Sewage Treatment Works.  The Department has put forward a capital bid in 2013 to replace the existing secondary treatment works with a more traditional system with proven capabilities.
<b>Energy from Waste</b> Dispose of residual solid waste and ensure continued operation, including power generation, of the current Energy from Waste Plant until the replacement is operational.	Cost per tonne of disposal/handling of residual waste.	1	2,356,500	2,632,400	275,900	49.4	50.2	The increase shown includes a transfer of £347,000 from the capital allocation to revenue as part of the GAAP adjustments. This is because it is envisaged this will be used on maintenance of capital assets.  Increase in expected income receipts from own generated electricity which is sold to the JEC.
<b>Solid Waste</b> Provide effective recycling and processing for the Island's solid waste.	% recycled and composted. Unit cost of recycling commodities. Tonnage of soil improver sold. Tonnage of scrap metal sold.	1,8	3,196,100	3,999,200	803,100	58.3	60.8	The increase shown includes a transfer of £875,000 from the capital allocation to revenue as part of the GAAP adjustments. This is because it is envisaged this will be used on maintenance of capital assets.  The reduction is due to the additional income from the introduction of green waste charges of £60,000, arising from the Council of Ministers savings proposals.

# Transport and Technical Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Drainage</b> Ensure the integrity of the infrastructure to move waste water and effluent.	Number of pollution incidents caused by failure of infrastructure.  % of properties connected to main drains.	2	1,604,300	1,759,100	154,800	48.2	50.4	The increase shown includes a transfer of £150,000 from the capital allocation to revenue as part of the GAAP adjustments. This is because it is envisaged this will be used on maintenance of capital assets.
<b>Jersey Harbours</b> Provide cleaning, municipal and engineering maintenance to Jersey Harbours.			-	-	-	44.0	53.0	The difference in staff numbers relates to the different treatment of seasonals in 2010. See note below.
<b>Municipal Services</b>								
<b>Highways and Infrastructure Maintenance</b> Maintain the highway network and infrastructure to maximise the lifespan of the asset.	Reactive maintenance as a % of budget.  % of highway maintenance undertaken annually against recommended life cycle requirements.  Cost per linear metre of lane resurfaced.	3	3,202,400	3,276,100	73,700	36.2	35.3	The increase shown includes a transfer of £60,000 from the capital allocation to revenue as part of the GAAP adjustments. This is because it is envisaged this will be used on maintenance of capital assets.
<b>Buildings</b> Rental income received from Jersey Car Parking.			(1,655,400)	-	1,655,400	-	-	This income is now being received direct to Treasury and Resources as an agreed financial return from Jersey Car Parking. The cash limit has been increased by this amount.
<b>Coastal and Footpath Maintenance</b> Maintain the integrity and upkeep the Island's sea defences, ancient monuments and footpaths.	Number of sea defence breaches.  Customer satisfaction with condition of pavements.	6	942,800	1,373,900	431,100	31.4	31.1	The increase shown includes a transfer of £400,000 from the capital allocation to revenue as part of the GAAP adjustments. This is because it is envisaged this will be used on maintenance of capital assets. Balance relates to increased costs of services.
<b>Cleaning</b> Maintain cleanliness of roads, beaches, promenades, footpaths and toilets.	Feedback on cleanliness of municipal areas.  Cost of beach cleaning.  Cost of cleaning roads and footpaths per metre.	6	2,058,600	2,050,900	(7,700)	99.2	99.0	

# Transport and Technical Services

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Parks and Gardens</b> Maintain parks, gardens, open spaces and sports grounds to as high a standard as budgets will allow.	Cost of Parks and Gardens. Customer satisfaction with Parks and Gardens. Cost of Howard Davis Park.	6	2,397,700	2,400,300	2,600	85.8	93.5	The difference in staff numbers relates to the different treatment of seasonals in 2010. See note below.
<b>Transport</b>								
<b>Transport Policy and Buses</b> Provide island-wide transport systems and policy which meet the needs of the community.	Share of trips made by private car. Number of bus passengers. Cost of subsidy per bus passenger. Road Usage. Number of road accidents. Number of excess charge/penalty notices issued per Parking control Officer.	4	5,292,300	5,116,000	(176,300)	9.4	10.0	The reduction in net expenditure is due to the increase in bus fares as a result of the Council of Minister savings of 10p per fare. This would give an additional £250,000 which is partly offset by anticipated spend on the preliminary work needed for the new bus contract.
<b>Driver and Vehicle Standards</b> Ensure all road users are safe and comply with legislation.	% of vehicles in road checks issued with defect notices and number of vehicles impounded. Number of driving and theory tests taken. Test failure rate.	7	(98,000)	(82,500)	15,500	17.2	17.1	
<b>Total</b>			<b>23,704,900</b>	<b>27,609,600</b>	<b>3,904,700</b>	<b>524.8</b>	<b>546.9</b>	<b>Difference mainly relates to inclusion of 19 seasonal staff in 2010.</b>

Note: The budgeted FTE's for 2009 do not include the 17 seasonal posts allocated to the department.  
The budgeted FTE's for 2010 include the 19 seasonal staff posts allocated to the department.



# Transport and Technical Services

## Reconciliation of Net Revenue Expenditure

	2010 £	2011 £	2012 £
<b>Prior Year Net Revenue Expenditure</b>	<b>23,704,900</b>	<b>27,609,600</b>	<b>29,038,400</b>
2009 Effect of June Pay Freeze	(229,700)	-	-
<b>Revised Net Revenue Expenditure</b>	<b>23,475,200</b>	<b>27,609,600</b>	<b>29,038,400</b>
<b>Commitments in Base</b>			
Original Environmental Initiatives Proposals	752,000	748,000	-
Overseas Aid Contribution	(17,000)	(36,500)	(38,700)
Town Park Costs	-	340,600	-
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	321,900	529,200	521,700
Non-staff Inflation	69,600	172,500	144,900
<b>Technical Adjustments</b>			
Adjustment in Environment Initiatives to level of proposed taxes	(752,000)	(748,000)	-
Transfer of car park trading return to General Revenues	1,700,000	-	-
<b>2010 Business Plan Process</b>			
Spending Priorities			
Overseas Aid Contribution	17,000	-	-
Bellozanne Infrastructure Maintenance	-	200,000	300,000
Highways and Sea Defences Maintenance	-	-	1,800,000
Savings Proposals			
Increase in Bus Fares	(250,000)	-	-
Balance of Allocation of Pro-rata Savings	(73,100)	-	-
Introduction of Green Waste Charge	(60,000)	-	-
Public Services Efficiencies	-	(200,000)	(550,000)
<b>Departmental Transfers</b>			
Toner Procurement to Treasury and Resources (P/H)	(1,000)	-	-
<b>Capital to Revenue Transfers</b>			
Bellozanne EFW Maintenance	347,000	(347,000)	-
Equipment, Maintenance, Minor Capital	350,000	-	-
Infrastructure Rolling Vote	1,730,000	20,000	-
Inert Waste Disposal Site Infill	-	750,000	(750,000)
<b>Net Revenue Expenditure</b>	<b>27,609,600</b>	<b>29,038,400</b>	<b>30,466,300</b>
<b>Manpower Numbers (FTE)</b>	<b>546.9</b>	<b>546.9</b>	<b>546.9</b>

# Transport and Technical Services

## Financial Summary 2010 - 2012

Sustainability of services in a climate of ever increasing savings pressures is the Department's key financial challenge over the next 3 years. As a result there will need to be a critical evaluation of services provided over the next 3 years together with innovative thinking to yield the savings identified. Major challenges include the implementation of the Solid Waste Strategy, the Liquid Waste Strategy, the Sustainable Transport Policy and the Town Park – in addition to maintaining the Island's key infrastructure of roads, sewers and sea defences.

The significant financial pressures facing the Department continue to be:

The increasing maintenance costs of the incinerator as it comes to the end of its useful life which results in having to stockpile and bale refuse for storage and disposal until the new plant is completed.

Additional revenue funds required to meet the departments proposed recycling targets subject to the introduction of Environmental taxes.

The unreliability of the Sewerage Treatment Works as the existing treatment works comes to the end of its useful life pending the completion and implementation of the Liquid Waste Strategy.

Continued lack of funds to ensure adequate safeguarding of the Island's infrastructure network of roads, drainage and sea defences.

The cash limit for 2010 has been increased by £1.7 million due to a change in treatment of the financial return previously received from Jersey Car Parking which is being made direct to General Revenues in 2010.

## Business Plan Process 2010 - 2012

The department has been tasked in achieving significant savings in 2010 and onwards. As a department where half the costs are labour there is limited savings to be achieved through reviews of the effectiveness and efficiency of operations. Therefore, consideration will need to be given to both the increase in and introduction of new fees and charges together with a critical examination of the services provided.

For 2010 the savings will be achieved through increasing all bus fares by 10p to generate £250,000, the increase in clinical waste charges by 20% to achieve improved cost recovery and introduction of a new green waste charge.

The Department will work with the Deputy Chief Executive to identify and implement further areas of corporate savings over the next 3 years.

# Transport and Technical Services

Capital Allocations 2010 - 2014 For Information Only

BUCC30	Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>						
Q0000C2690	Refurbish Sludge Digesters / Sewage Treatment Works Tanks	-	1,000,000	-	-	-
Q0000C7003	Refurbish Clinical Waste Incinerator	-	-	-	1,000,000	-
Q0000C7004	Sewage Treatment Works - Secondary Treatment Upgrade	-	-	-	7,000,000	7,429,000
Q0000C7002	Infrastructure Rolling Vote	2,520,000	2,750,000	2,750,000	2,750,000	2,750,000
	Inert Waste Disposal Site Infill	-	750,000	-	-	-
	Bellozanne EFW Maintenance	347,000	-	-	-	-
	Equipment, Maintenance, Minor Capital	350,000	350,000	350,000	350,000	350,000
	Infrastructure Rolling Vote	1,730,000	1,750,000	1,750,000	1,750,000	1,750,000
	<b>Total Initial Capital Allocations</b>	<b>4,947,000</b>	<b>6,600,000</b>	<b>4,850,000</b>	<b>12,850,000</b>	<b>12,279,000</b>
<b>Less Proposed Capital to Revenue Transfer</b>						
	Inert Waste Disposal Site Infill	-	750,000	-	-	-
	Bellozanne EFW Maintenance	347,000	-	-	-	-
	Equipment, Maintenance, Minor Capital	350,000	350,000	350,000	350,000	350,000
	Infrastructure Rolling Vote	1,730,000	1,750,000	1,750,000	1,750,000	1,750,000
	<b>Total Proposed Capital to Revenue Transfer</b>	<b>2,427,000</b>	<b>2,850,000</b>	<b>2,100,000</b>	<b>2,100,000</b>	<b>2,100,000</b>
<b>Proposed Capital Allocation</b>						
Q0000C2690	Refurbish Sludge Digesters / Sewage Treatment Works Tanks	-	1,000,000	-	-	-
Q0000C7003	Refurbish Clinical Waste Incinerator	-	-	-	1,000,000	-
Q0000C7004	Sewage Treatment Works - Secondary Treatment Upgrade	-	-	-	7,000,000	7,429,000
Q0000C7002	Infrastructure Rolling Vote	2,520,000	2,750,000	2,750,000	2,750,000	2,750,000
	<b>Total Proposed Capital Allocation (net of capital to revenue transfers)</b>	<b>2,520,000</b>	<b>3,750,000</b>	<b>2,750,000</b>	<b>10,750,000</b>	<b>10,179,000</b>

Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
None	-	-	-	-	-
	-	-	-	-	-

# Transport and Technical Services

Capital Expenditure 2010 - 2015+ For information Only

BUCC30	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
Q0000C2632	Solid Waste Treatment La Collette	-	226,000	-	-
Q0000C2645	Gas Engine - Bellozanne	30,000	-	-	-
Q0000C2666	Sewage Treatment Works	287,000	-	-	-
Q0000C2677	La Collette 11 Infr & Landscape	-	759,000	-	-
Q0000C2679	La Collette Roads & Services	265,000	-	-	-
Q0000C2682	In-Vessel Composting	-	3,707,000	-	-
Q0000C2690	Sludge Phase 1 Thickner	774,000	-	-	-
Q0000C2692	Town Park	1,264,000	-	-	-
Q0000C2695	EFW Plant La Collette	20,000,000	15,038,000	-	-
Q0000C2696	Sludge Thickner Phase II	2,974,000	-	-	-
Q0000C7001	Fire Fighting System	3,115,000	-	-	-
Q0000C7002	Infrastructure Maintenance	2,175,000	-	-	-
	<b>New Approvals 2010</b>				
Q0000C7002	Infrastructure Rolling Vote	2,520,000	-	-	-
	<b>New Approvals 2011</b>				
Q0000C2690	Refurbish Sludge Digesters / Sewage Treatment Works Tanks	-	1,000,000	-	-
Q0000C7002	Infrastructure Rolling Vote	-	2,750,000	-	-
	<b>New Approvals 2012</b>				
Q0000C7002	Infrastructure Rolling Vote	-	-	2,750,000	-
	<b>New Approvals 2013</b>				
Q0000C7002	Infrastructure Rolling Vote	-	-	2,750,000	-
Q0000C7003	Refurbish Clinical Waste Incinerator	-	-	1,000,000	-
Q0000C7004	Sewage Treatment Works - Secondary Treatment Upgrade	-	-	7,000,000	-
	<b>New Approvals 2014</b>				
Q0000C7002	Infrastructure Rolling Vote	-	-	2,750,000	-
Q0000C7004	Sewage Treatment Works - Secondary Treatment Upgrade	-	-	7,429,000	-
		<b>33,404,000</b>	<b>23,480,000</b>	<b>23,679,000</b>	<b>-</b>

# Transport and Technical Services

Capital Expenditure 2010 - 2015+ For information Only

BUCC30	Revenue Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
Q0000C2693	Solid Waste Incinerator 2008	436,000	200,000	-	-
Q0000C2681	Waste - Minor Capital	100,000	-	-	-
	<b>New Approvals 2010</b>				
	Bellezanne EFW Maintenance	347,000	-	-	-
	Equipment, Maintenance, Minor Capital	350,000	-	-	-
	Infrastructure Rolling Vote	1,730,000	-	-	-
	<b>New Approvals 2011</b>				
	Inert Waste Disposal Site Infill	-	750,000	-	-
	Equipment, Maintenance, Minor Capital	-	350,000	-	-
	Infrastructure Rolling Vote	-	1,750,000	-	-
	<b>New Approvals 2012</b>				
	Equipment, Maintenance, Minor Capital	-	-	350,000	-
	Infrastructure Rolling Vote	-	-	1,750,000	-
	<b>New Approvals 2013</b>				
	Equipment, Maintenance, Minor Capital	-	-	350,000	-
	Infrastructure Rolling Vote	-	-	1,750,000	-
	<b>New Approvals 2014</b>				
	Equipment, Maintenance, Minor Capital	-	-	350,000	-
	Infrastructure Rolling Vote	-	-	1,750,000	-
		<b>2,963,000</b>	<b>3,050,000</b>	<b>6,300,000</b>	<b>-</b>

# Treasury and Resources

# Treasury and Resources

## Minister's Introduction

The Treasury and Resources Department takes the lead for all taxation policy, for planning States income and expenditure, for ensuring the most efficient and effective use of all States assets including investments and property, and for the allocation and monitoring of public sector manpower.

The aim of the Department is:

**To support the delivery of the States' strategic objectives by maintaining sound, sustainable public finances; effectively managing the financial and property assets of the States; and by providing integrated efficient resource support services.**

**In particular the Treasury and Resources Department will lead the development of financial management throughout the States with the aim of Jersey achieving world class standards for small jurisdictions. The Treasury and Resources department will also develop a fiscal strategy to address the £60m potential structural deficit, and integrate the delivery of all central support functions to improve the quality of service and achieve significant efficiencies.**

The Department consists of:

- Treasury
- Income Tax
- Property Holdings
- Corporate Systems
- Procurement

The corporate support facilities of Human Resources, Information Services and Customer Services have been brought together with Corporate Purchasing, Property Services and Corporate Systems in a new Resources department under the leadership of the new Deputy Chief Executive. At present the budgets remain within the existing structure, with Procurement, Property Holdings and Corporate Systems within Treasury and Resources and Human Resources and Information Services within the Chief Minister's Department. The creation of the Resources department provides a vehicle to drive significant cross-cutting efficiencies through close collaborative working of the key providers of resources to all States departments.

## Treasury

The States' Strategic Plan begins implementation in 2010. The Department will be contributing to a number of its priorities. It will lead on Priority 4, 'to ensure sustainable public finances', and play a key role in Priority 3 'reforming the public service', to improve efficiency, and priority 1 'supporting the Island community through the economic downturn'.

In addition to carrying out its core functions and critical to the delivery of the Strategic Plan, Treasury will progress the following key initiatives during 2010:

- Financial management: Commence implementation of the strategy to improve the financial management function across the States.
- Investments: Proactively manage all States' investments, including utilities, to maximise the States' long term return.
- Resources: Integrate the delivery of improved support services of human resources, property, ICT, finance and procurement, whilst generating significant efficiency savings.
- Fiscal Strategy: Develop a fiscal strategy to address a potential £60m structural deficit, and future funding requirements of health, an ageing population, and the maintenance of essential infrastructure.

## Income Tax

In 2010 Income Tax will continue to service and assess the 75,000 personal and corporate taxpayers from whom the Income Tax Office collected £499 million in 2008.

Additional resources are being invested in the Investigations section to support the enforcement of the payment of taxes.

The Department is in its third year of successfully implementing the requirements of the European Union Savings Directive which collected £35 million for distribution to member countries in 2008. The bi-lateral agreements include a provision for 25% of the retention tax to be retained by the Island, and in 2008 this raised some £9.4 million revenue for the States.

In addition to ensuring delivery of “business as usual” Income Tax will progress the following key initiatives during 2010, to ensure the effective administration and implementation of several new tax initiatives:

- Tax Information Exchange Agreements (TIEA): as of the end of June 2009, these have been signed with 14 countries world-wide, including Australia, France, Germany, Norway, Sweden, the United States of America and the United Kingdom. More are expected to be signed by the end of 2009 and throughout 2010. This is a major work stream and is essential to ensuring that Jersey’s international reputation as a co-operative and tax transparent jurisdiction is maintained.
- Goods and Services Tax: a post implementation review on the first year of operation of the Goods and Services Tax has been undertaken and its recommendations will be implemented.
- ‘20 means 20’: the phased abolition of tax allowances for those on higher incomes, will continue.
- ‘0/10%’ corporate tax regime: the Department will continue to work with professionals and other interested parties to explain the new provisions.

## Property Holdings

In 2010, Property Holdings will continue to progress and build upon the initiatives which commenced in 2009 and that contribute to its prime objectives, which are:

- To provide fit for purpose and affordable accommodation for all States Departments;
- Property which is safe, legally compliant and both functionally and environmentally supportive of each Department it houses, thereby indirectly supporting the delivery of improved services to the Public;
- To ensure that in all its transactions it seeks to maintain, and where possible enhance the value of the Public assets it manages; to minimise property operating costs; and to deliver a commercial return on all property disposals.

The key activities contained within this plan are:

- Development of an Office Accommodation Plan which; delivers greater workplace efficiency; creates space which is cheaper to run and more environmentally sustainable; supports new ways of working and improves cross departmental collaboration; releases brownfield sites for redevelopment and generates significant disposal proceeds
- The establishment of the principles and strategic direction for the future acquisition, tenure, management, development and disposal of all States property assets in the form of an overarching Property Policy document
- The development of a rolling five year Portfolio Plan to identify on a property by property basis the future occupation, investment and disposal plans for all States premises;
- The disposal of surplus properties to meet a capital proceeds target of £20m over the next five years. in particular the redevelopment of the former Jersey College for Girls site;

- To agree with departments the provision of adequate budgets to ensure all States property is maintained to appropriate standards.

Over the last two years Property Holdings has completed both valuation and condition surveys of the States property portfolio, and commenced the installation of a fully integrated property management system to establish a robust data base from which to make informed decisions for future change.

Analysis of the estate has clearly demonstrated that Property Holdings is structurally underfunded. A significant backlog of deferred maintenance work has accumulated over a number of years and the current annual maintenance budget has been prioritised to address statutory compliance works. The high priority 'backlog' maintenance items will be start to be addressed in 2009 using funds from the fiscal stimulus budget and continue in 2010 funded by a further capital allocation. However, the value of outstanding works will still exceed £80m and a serious commitment is required to downsize the estate and reallocate annual maintenance funds to prevent a further accumulation of deferred works. This is in line with the need to reduce general property operating costs, improve asset utilisation and release value through disposal.

### **Corporate Systems**

During 2010 the Corporate Systems Team will be continuing to support and maintain the live system and undertaking a variety of small projects including improved functionality, management information, and processing improvements.

### **Procurement**

Corporate Procurement will continue to provide professional procurement advice to all States' departments, with the objective of delivering improved, cost-effective and efficient public services for the people of Jersey.

In 2010 the Department will focus on implementing a procurement strategy and plan, which include the following key activities:

- Single corporate procurement function: implement effective strategies, policies and procedures to support a corporate approach
- Cash and efficiency savings: focus on large corporate initiatives that will deliver maximum benefit to the States
- Procurement skills: educate to improve procurement skills at operational level.
- E-sourcing system and supplier portal: support the implementation of these systems across departments.
- Supplier management: promulgate best practice and work with Economic Development to develop the capacity of local suppliers.
- Planning and performance management: implement criteria in respect of States' procurement activities.

Senator Philip Ozouf  
Minister for Treasury and Resources

# Treasury and Resources

## Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
<b>Treasury Division</b>			
<b>States Treasury</b>			
1,173,800	2,054,800	(285,600)	1,769,200
390,000	451,000	(52,700)	398,300
177,600	363,000	(161,800)	201,200
1,353,100	1,556,500	(373,300)	1,183,200
628,600	592,200	(33,000)	559,200
<b>3,723,100</b>	<b>5,017,500</b>	<b>(906,400)</b>	<b>4,111,100</b>
<b>Income Tax Department</b>			
3,273,100	3,175,900	-	3,175,900
908,300	896,000	-	896,000
297,600	258,500	-	258,500
-	137,000	-	137,000
203,200	386,400	-	386,400
338,600	739,400	(119,000)	620,400
734,300	511,800	-	511,800
<b>5,755,100</b>	<b>6,105,000</b>	<b>(119,000)</b>	<b>5,986,000</b>
<b>9,478,200</b>	<b>11,122,500</b>	<b>(1,025,400)</b>	<b>10,097,100</b>
<b>Resources Division</b>			
<b>Property Holdings</b>			
59,600	1,504,600	(1,321,200)	183,400
337,100	684,700	(228,000)	456,700
2,824,200	11,606,600	(4,230,200)	7,376,400
<b>3,220,900</b>	<b>13,795,900</b>	<b>(5,779,400)</b>	<b>8,016,500</b>
<b>1,366,300</b>	1,611,200	(121,000)	1,490,200
<b>563,600</b>	650,300	(75,000)	575,300
<b>5,150,800</b>	<b>16,057,400</b>	<b>(5,975,400)</b>	<b>10,082,000</b>
<b>Non-Departmental</b>			
<b>2,724,500</b>	2,745,700	(10,500)	2,735,200
<b>17,353,500</b>	<b>29,925,600</b>	<b>(7,011,300)</b>	<b>22,914,300</b>
<b>Non-Cash Limit Items</b>			
43,720,000	34,500,000	-	34,500,000
<b>61,073,500</b>	<b>64,425,600</b>	<b>(7,011,300)</b>	<b>57,414,300</b>

# Treasury and Resources

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
JD Edwards system upgrade	750,000	-	-	-	-
HD farm building & incinerator works	924,000	-	-	-	-
Grainville - phase 4a	4,728,000	-	-	-	-
Prison - Phase 1a	-	9,249,000	-	-	-
Oncology extension	-	2,664,000	-	-	-
Police relocation	-	-	2,000,000	-	-
St Martin's School	-	-	7,732,000	-	-
FB fields running track replacement	-	-	-	535,000	-
Les Quennevais artificial pitch replacement	-	-	-	613,000	-
Les Quennevais school refurbishment/extension	-	-	-	-	7,627,000
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>6,402,000</b>	<b>11,913,000</b>	<b>9,732,000</b>	<b>1,148,000</b>	<b>7,627,000</b>

# Treasury and Resources

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Treasury Division</b>			9,478,200	10,097,100	618,900	170.0	188.1	
<b>Treasury</b>			3,723,100	4,111,100	388,000	75.0	86.1	
<b>Corporate Financial Strategy</b> Preparation and production of States Annual Budget, Annual Business Plan and States Annual Accounts. Facilitating revenue and capital resource allocation. Setting the financial control framework. Provision of expert financial advice and support service	Accounts and Business Plan produced on time. Implementation of action plan to improve States Financial Management. Implementation of action plan to ensure that States 2009 accounts are GAAP compliant.	1(i,iv), 3(i,ii,iii,v), 4(i,ii,iii,iv)	1,173,800	1,769,200	595,400	14.0	18.4	Increase mainly due to 4 new posts: Head Financial Management, 2 Strategic Investment posts & the Tax Strategist. See note below Table for further explanation regarding FTE movement.
<b>Decision Support</b> Provide a management accounting service to the Chief Ministers, Treasury and Resources, Economic Development and Non Ministerial Departments.	Statutory accounts, budgets and quarterly reports provided on time.	1(i), 3(i,ii,iii,v,vi)	390,000	398,300	8,300	7.0	8.4	See note below Table for explanation regarding FTE movement.
<b>Investments</b> Secure the maximum return from the safe investment of all public funds.	Performance of funds against benchmarks.	4(iii)	177,600	201,200	23,600	4.0	5.1	See note below Table for explanation regarding FTE movement.
<b>Financial Services</b> Payroll, transaction processing, credit control and cashing services for all States Departments.	Amount of Jersey currency in circulation compared to previous years. Costs per payslip compared to last year. Amount of value and volume of 90 day debt compared to same period last year.	5(i,ii,iii,iv,vi)	1,353,100	1,183,200	(169,900)	42.0	42.2	During 2009 several members of the Financial Services Team were transferred into a new section, which is treated as a Treasury overhead and therefore apportioned across all Treasury budgets. In addition, budget was transferred to Systems to support an additional post. The budget has therefore reduced between the two years. See note below Table for further explanation regarding FTE
<b>Internal Audit</b> Internal audit is to provide independent objective assurance and consulting services designed to add value and improve the organisation's operations. It helps the organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and corporate governance process.	To encourage and advise all departments on incorporating a risk assessment within their business planning process. Positive feedback from Accounting Officers, finance directors and the Audit Committee on quality of work from the provider.	3(ii,vi)	628,600	559,200	(69,400)	2.0	2.4	Efficiencies made through audit services tendering process, towards pro-rata savings target allocated to Treasury. See note below Table for further explanation regarding FTE movement.
<b>Pensions</b> Administration of the States Pension Schemes.	Reduction in the total cost per Pension scheme member.	5(v)	-	-	-	6.0	9.6	Cost of service is fully recharged to the pension scheme. See note below Table for further information regarding FTE movement.

# Treasury and Resources

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Income Tax</b>			<b>5,755,100</b>	<b>5,986,000</b>	<b>230,900</b>	<b>95.0</b>	<b>102.0</b>	
<b>Personal Tax Assessing</b> Assess and collect tax revenues from over 72,000 personal taxpayers.	All assessments completed on time and target tax collection figure met.	2(i)	3,273,100	3,175,900	(97,200)	56.0	56.0	Reduced overhead costs. See note below Table for explanation.
<b>Company Assessing</b> Assess and collect tax revenues from over 3,000 corporate taxpayers.	All assessments completed on time and target tax collection figure met.	2(iii)	908,300	896,000	(12,300)	14.0	14.0	Reduced overhead costs. See note below Table for explanation.
<b>Policy Development</b> Progress the implementation of the States Fiscal Strategy.	Shareholder taxation provisions agreed by States Assembly for full implementation in 2009.	1(i)	297,600	258,500	(39,100)	3.0	3.0	Reduced overhead costs. See note below Table for explanation.
<b>International Tax Treaties</b> Efficient and effective administration of TIEA with OECD countries.	Number of TIEAs in place according to planned requests with agreed timescales.	2(ii)	-	137,000	137,000	-	1.0	Additional post to support International Tax Treaties & financial management within Income Tax & a share of overhead costs.
<b>Investigations and Compliance</b> Continue compliance activities in areas such as tax evasion, attempts to convert income into capital and the claiming of expenses in business accounts.	Target amount collected from investigations and compliance work.	2(i)	203,200	386,400	183,200	3.0	6.0	2 additional investigation posts, including share of overhead costs. See note below Table for further explanation regarding FTE movement.
<b>Tax Collection and Arrears.</b>	Target amount of tax and arrears collected	2(i)	338,600	620,400	281,800	9.0	15.0	Increased overhead costs. See note below Table for further explanation regarding increased overhead costs & FTE movement.
<b>Goods and Services Tax</b> Prepare and implement the Goods and Services Tax in 2008.	GST implementation in 2009 and post implementation review.	2(ii)	734,300	511,800	(222,500)	10.0	7.0	Transfer of 3 FTE to Customs re GST - funding transfer was reflected in 2009 Business Plan. £42k transferred to Home Affairs for system support. Reduction in contract staff & system development costs as GST has now been implemented.
<b>Resources Division</b>			<b>5,150,800</b>	<b>10,082,000</b>	<b>4,931,200</b>	<b>71.8</b>	<b>81.4</b>	
<b>Property Holdings</b>			<b>3,220,900</b>	<b>8,016,500</b>	<b>4,795,600</b>	<b>52.8</b>	<b>52.5</b>	
<b>Architects</b> Architecture, building and engineering services	1. Provide professional services to States departments that benchmark positively against private sector providers in terms of customer satisfaction and value.	2 (ii) (iii)	59,600	183,400	123,800	23.0	22.5	Potential reduction in income due to reductions in the capital programme building works

# Treasury and Resources

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
Property strategy and capital management	<ol style="list-style-type: none"> <li>Development of a financial structure which supports an effective integrated property function.</li> <li>Achieve the approved property sales to meet the 2009 capital receipts target.</li> <li>Monitor expenditure against allocated budgets.</li> <li>Commence implementation of the States Office Strategy as part of the Property Portfolio Plan.</li> </ol>	<ol style="list-style-type: none"> <li>(i) (ii), 4 (ii)</li> <li>(iii)</li> <li>(i)</li> <li>(i) (ii)</li> </ol>	337,100	456,700	119,600	6.5	7.5	Transfer of 1 FTE senior surveyor post from Property Services plus expenditure associated with the States Office Strategy
<b>Property Services and Maintenance</b> Property management and advice plus maintenance of the estate.	<ol style="list-style-type: none"> <li>Create a single corporate property administration function</li> <li>Implement an integrated property management system accessible to all sections of Property Holdings.</li> <li>Develop and implement an action plan in response to the findings of the Condition Survey</li> </ol>	<ol style="list-style-type: none"> <li>(i) (iii) (iv) (v)</li> <li>(ii)</li> <li>(i)</li> </ol>	2,824,200	7,376,400	4,552,200	23.3	22.5	Increased maintenance expenditure to comply with Health and Safety regulations. Reflects £4m backlog maintenance budget transferred in from capital vote (to meet requirements of GAAP).
<b>Corporate Systems</b>			<b>1,366,300</b>	<b>1,490,200</b>	<b>123,900</b>	<b>15.0</b>	<b>19.3</b>	
<b>Systems</b> Provision, maintenance and development of States resource management and control systems. Advice to Departments on all financial, HR, payroll, assets and procurement systems.	System hours available against hours 'promised' (%) Implement E-procurement tools	3(i), 6(iv)	1,366,300	1,490,200	123,900	15.0	19.3	During 2009 an additional post was budgeted through a transfer of funds from Financial Services. See note below Table for explanation regarding FTE movement.
<b>Procurement</b>			<b>563,600</b>	<b>575,300</b>	<b>11,700</b>	<b>4.0</b>	<b>9.6</b>	
<b>Procurement</b> Development of Procurement Strategy	Achievement of Procurement Savings. Procurement policies and procedure in place. E-procurement tools available.	6	563,600	575,300	11,700	4.0	9.6	4 additional posts were established to strengthen the Procurement function. However, whilst the additional budget was reflected in the 2009 Business Plan, the FTEs were not. See note below Table for further explanation regarding FTE movement.

# Treasury and Resources

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Non-Departmental</b>			<b>2,724,500</b>	<b>2,735,200</b>	<b>10,700</b>	<b>-</b>	<b>-</b>	
Insurance	Provide optimum insurance cover for the States' needs.	3(ii)	2,724,500	2,735,200	10,700	-	-	
<b>Sub Total Treasury and Resources Departments</b>			<b>17,353,500</b>	<b>22,914,300</b>	<b>5,560,800</b>	<b>241.8</b>	<b>269.5</b>	
<b>Non-Cash Limit Item:</b> Repayment of Interest on Capital Debt			43,720,000	34,500,000	(8,220,000)	-	-	The 2009 estimated budget was too high. The 2008 actual expenditure was £39m. A significant number of projects have ended and are therefore now fully capital serviced, hence an estimated reduction from the 2008 level of £4m.
<b>Total Treasury and Resources Departments</b>			<b>61,073,500</b>	<b>57,414,300</b>	<b>(2,659,200)</b>	<b>241.8</b>	<b>269.5</b>	

Notes:

Variance in FTEs between 2009 and 2010

The FTEs reflected in the 2009 Business Plan (and above) did not reflect approved manpower numbers. For 2010 the figures are correct and in accordance with approved manpower numbers.

Any real increases or decreases in establishment are explained in the table above.

Income Tax: overhead apportionment

The apportionment of Income Tax overheads across their service lines has been updated in 2010, to reflect the areas where central staff and system development will be focussed.



# Treasury and Resources

## Reconciliation of Net Revenue Expenditure

	2010 £	2011 £	2012 £
<b>Prior year Net Revenue Expenditure</b>	<b>17,353,500</b>	<b>22,914,300</b>	<b>24,082,900</b>
2009 Effect of June Pay Freeze	(145,600)	-	-
<b>Revised Net Revenue Expenditure</b>	<b>17,207,900</b>	<b>22,914,300</b>	<b>24,082,900</b>
<b>Commitments in Base</b>			
Provision for Stateswide unfunded pressures	1,000,000	-	-
Lost revenue implications of Town Park projec	-	341,500	-
Overseas Aid Contribution	(12,500)	(27,400)	(31,000)
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	200,200	327,600	320,100
Non-staff Inflation	146,000	286,900	283,900
<b>Technical Adjustments</b>			
<b>2010 Business Plan Process</b>			
Growth	-	-	-
Property Maintenance (JPH)	750,000	1,250,000	1,000,000
Additional staff costs Treasury	630,000	-	100,000
Additional staff costs Income Tax	220,000	(10,000)	-
Overseas Aid Contribution	12,500	-	-
Savings Proposals			
Remove provision for Stateswide unfunded pressures	(1,000,000)	-	-
Payment mechanism efficiencies	-	-	(15,000)
Pro rata savings allocation	(104,800)	-	-
<b>Departmental Transfers</b>			
Fiscal Policy Panel Funding to Chief Minister's Department	(60,000)	-	-
Property Maintenance & Assoc. Budgets to Planning and Environment	(30,000)	-	-
Caesar Support IT System Maintenance to Home Affairs	(42,500)	-	-
Toner Procurement from Transport & Technical Services	1,000	-	-
Jurats Expenses to Bailiffs Chambers	(3,500)	-	-
<b>Capital to Revenue Transfers</b>			
Property Holdings: backlog maintenance programme	4,000,000	(1,000,000)	500,000
<b>Net Revenue Expenditure (excluding Non Cash Limit Items)</b>	<b>22,914,300</b>	<b>24,082,900</b>	<b>26,240,900</b>
<b>Manpower Numbers (FTE)</b>	<b>269.5</b>	<b>269.5</b>	<b>269.5</b>

## Financial Summary 2010 - 2012

In 2010 the Department's budget has increased by £5.6million (32%). Of this increase £4million (23%) relates to a transfer from the capital vote to revenue, to reflect the true nature of the expenditure. £750,000 (4%) growth has been allocated to Property Holdings for maintenance pressures and £850,000 (5%) for additional posts in the Treasury division.

In 2011 and 2012, in addition to inflation, Property Holdings will receive further growth funding of £1.25million and £1million respectively, for property maintenance. Treasury will receive a further £100,000 for additional posts in 2012.

## Business Plan Process 2010 - 2012

During the 2010 Business Plan Process, the Department was allocated £1.6million additional resources, £750,000 of which was for property maintenance and £850,000 for additional posts in the Treasury division to support Strategic Investment, Financial Management, Income Tax, Tax and Fiscal policy and the implementation of GAAP.

The Department was also required to find pro-rata savings of £104,800, which will be delivered through efficiencies in the audit programme and provision of States-wide insurance cover.

# Treasury and Resources

Capital Allocations 2010 - 2014 For Information Only

BUC30	Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>						
F0000C0072	JD Edwards system upgrade	750,000				
TBA	HD Farm Building and Incinerator Works	924,000				
F0000C3317	Grainville School Phase 4a	4,728,000				
F0000C3318/9	Prison Improvement Works - Phase 4	9,249,000				
J0000C3305	Oncology Extension and Refurbishment	2,664,000				
F0000C3315	St Martin's School Replacement		7,732,000			
F0000C0198/9	Police Station Relocation - Tranche 4		2,000,000			
TBA	FB Fields Running Track Replacement				535,000	
TBA	Les Quennevais Artificial Pitch Replacement				613,000	
TBA	Les Quennevais School Extension and Refurbishment	4,000,000	3,000,000	3,500,000	5,000,000	7,627,000
	Backlog Maintenance Programme					4,500,000
<b>Total Initial Capital Allocations</b>		<b>10,402,000</b>	<b>14,913,000</b>	<b>13,232,000</b>	<b>6,148,000</b>	<b>12,127,000</b>
<b>Less: Proposed Capital to Revenue Transfers</b>						
	Backlog Maintenance Programme	4,000,000	3,000,000	3,500,000	5,000,000	4,500,000
<b>Total Proposed Capital to Revenue Transfers</b>		<b>4,000,000</b>	<b>3,000,000</b>	<b>3,500,000</b>	<b>5,000,000</b>	<b>4,500,000</b>
<b>Proposed Capital Allocations</b>						
F0000C0072	JD Edwards system upgrade	750,000				
TBA	HD Farm Building and Incinerator Works	924,000				
F0000C3317	Grainville School Phase 4a	4,728,000				
F0000C3318/9	Prison Improvement Works - Phase 4	9,249,000				
J0000C3305	Oncology Extension and Refurbishment	2,664,000				
F0000C3315	St Martin's School Replacement		7,732,000			
F0000C0198/9	Police Station Relocation - Tranche 4		2,000,000			
TBA	FB Fields Running Track Replacement				535,000	
TBA	Les Quennevais Artificial Pitch Replacement				613,000	
TBA	Les Quennevais School Extension and Refurbishment					7,627,000
<b>Total Proposed Capital Allocations (net of capital to revenue transfers)</b>		<b>6,402,000</b>	<b>11,913,000</b>	<b>9,732,000</b>	<b>1,148,000</b>	<b>7,627,000</b>

Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
<b>Forecast Capital Receipts From Disposals</b>	<b>17,619,000</b>	<b>10,000,000</b>	<b>1,920,000</b>	<b>-</b>	<b>-</b>

# Treasury and Resources

Capital Expenditure 2010 - 2015+ For information Only

BUCC30	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
F0000C3316	Mont A L'Abbe Phase 2	2,735,630	327,260	-	-
F0000C2596	Grouville School (land purchase)	108,389	-	-	-
F0000C3315	St Martin's School (planning and design) (Note 1)	66,000	100,000	-	-
F0000C1248	Sea Cadet Relocation	-	-	407,263	-
F0000C0198/9	Police Relocation	507,000	6,436,000	8,145,094	-
F0000C3317	Graimville Phase 4 (planning and design) (Note 1)	197,142	-	-	-
F0000C3322	JCG Drama Studio Extension	329,956	-	-	-
F0000C3323	Victoria College Drama/8th Form Building	419,000	-	-	-
F0000C3325	Integrated Property System	35,000	-	-	-
F0000C0072	JDE upgrade & development	650,000	-	-	-
F0000C0072	FISS Phase III	50,000	-	-	-
	<b>New Approvals 2010</b>				
TBA	HD Farm Building and Incinerator Works	924,000	-	-	-
F0000C0072	JD Edwards system upgrade	750,000	-	-	-
F0000C3317	Graimville School Phase 4a (Note 1)	1,306,715	3,191,684	32,459	-
	<b>New Approvals 2011</b>				
F0000C3318/9	Prison Improvement Works - Phase 4	-	9,212,766	36,234	-
J0000C3305	Oncology Extension and Refurbishment	-	2,538,236	125,764	-
	<b>New Approvals 2012</b>				
F0000C3315	St Martin's School Replacement (Note 1)	-	-	7,566,000	-
F0000C0198/9	Police Station Relocation - Tranche 4	-	-	2,000,000	-
	<b>New Approvals 2013</b>				
TBA	FB Fields Running Track Replacement	-	-	535,000	-
TBA	Les Quennevais Artificial Pitch Replacement	-	-	613,000	-
	<b>New Approvals 2014</b>				
TBA	Les Quennevais School Extension and Refurbishment	-	-	2,663,800	4,963,200
		<b>8,074,832</b>	<b>21,805,946</b>	<b>22,124,614</b>	<b>4,963,200</b>
	<b>Revenue Elements of Capital Projects</b>				
	<b>Unspent pre-2010 Approvals</b>				
	<b>New Approvals 2010</b>				
	Backlog Maintenance Programme	4,000,000	-	-	-
	<b>New Approvals 2011</b>				
	Backlog Maintenance Programme	-	3,000,000	-	-
	<b>New Approvals 2012</b>				
	Backlog Maintenance Programme	-	-	3,500,000	-
	<b>New Approvals 2013</b>				
	Backlog Maintenance Programme	-	-	5,000,000	-
	<b>New Approvals 2014</b>				
	Backlog Maintenance Programme	-	-	4,500,000	-
		<b>4,000,000</b>	<b>3,000,000</b>	<b>13,000,000</b>	<b>-</b>

Note 1: The balance of the scheme funding will be returned to the planning vote which funded the initial Planning and Design.

# Non-Ministerial States Funded Bodies

# Non Ministerial States Funded Bodies

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 or 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 include consideration of these pressures in subsequent reviews of the financial framework.

The legal services' budgets contain estimates for court and case costs. By its nature, expenditure in Court and Case Costs is an unpredictable element in the budget. New procedures have been put in place to monitor expenditure in this area which will enable notice to be given at an early stage if expenditure appears likely to exceed the budgetary allowances.

## **Financial Summary**

The budgets for all the Non Ministerial Bodies represents 2.9% of total States revenue expenditure. The 2010-2012 budgets increase by 2.2%, 2.4%, 2.4% respectively; inline with the financial framework of the Council of Ministers.

# Non Ministerial

## Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
<b>Bailiffs' Chambers</b>			
849,300	881,300	(29,100)	852,100
117,300	117,700	-	117,700
29,000	66,600	(37,700)	28,900
127,400	127,900	-	127,900
19,700	22,500	-	22,500
87,300	87,600	-	87,600
22,900	23,000	-	23,000
<b>1,252,900</b>	<b>1,326,500</b>	<b>(66,800)</b>	<b>1,259,700</b>
<b>Law Officers' Department</b>			
1,301,080	1,412,600	-	1,412,600
1,782,038	1,811,800	-	1,811,800
376,868	436,100	(31,000)	405,100
379,925	552,800	(139,000)	413,800
807,767	889,400	-	889,400
33,397	41,800	-	41,800
2,325,725	2,332,200	-	2,332,200
(1,095,000)	-	(1,116,900)	(1,116,900)
<b>5,911,800</b>	<b>7,476,700</b>	<b>(1,286,900)</b>	<b>6,189,800</b>
<b>Judicial Greffe</b>			
774,100	1,235,700	(500,000)	735,700
1,056,200	1,144,300	(8,000)	1,136,300
382,000	633,300	(279,000)	354,300
1,755,500	1,756,100	-	1,756,100
<b>3,967,800</b>	<b>4,769,400</b>	<b>(787,000)</b>	<b>3,982,400</b>
<b>Viscount's Department</b>			
117,550	117,800	(500)	117,300
350,400	383,800	(34,000)	349,800
430,840	849,200	(419,100)	430,100
121,870	121,700	-	121,700
100,140	113,400	(14,000)	99,400
304,000	304,000	-	304,000
<b>1,424,800</b>	<b>1,889,900</b>	<b>(467,600)</b>	<b>1,422,300</b>
<b>Official Analyst</b>			
599,100	655,200	(55,000)	600,200
<b>599,100</b>	<b>655,200</b>	<b>(55,000)</b>	<b>600,200</b>

# Non Ministerial

## Net Revenue Expenditure - Service Analysis

<b>Office of the Lieutenant Governor</b>							
743,000	Duties of the Lieutenant Governor	805,400	(62,700)	742,700			
<b>743,000</b>	<b>Office of the Dean of Jersey</b>	<b>805,400</b>	<b>(62,700)</b>	<b>742,700</b>			
22,200	Office of the Dean of Jersey	24,500	-	24,500			
<b>22,200</b>	<b>Data Protection Commission</b>	<b>24,500</b>	<b>-</b>	<b>24,500</b>			
224,500	Data Protection Commission	310,800	(87,700)	223,100			
<b>224,500</b>	<b>Probation</b>	<b>310,800</b>	<b>(87,700)</b>	<b>223,100</b>			
241,250	Community Service by Offenders	144,000	-	144,000			
1,302,750	Information and Supervision Service	1,459,900	-	1,459,900			
<b>1,544,000</b>	<b>Comptroller and Auditor General</b>	<b>1,603,900</b>	<b>-</b>	<b>1,603,900</b>			
728,600	Comptroller and Auditor General	739,000	-	739,000			
<b>728,600</b>		<b>739,000</b>	<b>-</b>	<b>739,000</b>			
<b>16,418,700</b>	<b>Net Revenue Expenditure</b>	<b>19,601,300</b>	<b>(2,813,700)</b>	<b>16,787,600</b>			

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
No schemes in proposed programme	-	-	-	-	-
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Non Ministerial

Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Baillifs Chambers</b>			<b>1,252,900</b>	<b>1,259,700</b>	<b>6,800</b>	<b>10.0</b>	<b>10.0</b>	
Royal Court	Criminal and Civil cases heard within established timeframe.	1	849,300	852,100	2,800	7.0	7.0	£24k inflation, off-set by £10 reduction for 2009/10 pay freeze, £11k reduction for pro-rata savings and £4k funding transferred from Treasury and Resources for Jurats' fee increases.
States Assembly	Propositions and Questions handled in accordance with requirements of Standing Orders.	2(ii)	117,300	117,700	400	1.0	1.0	
Licensing	Licensing extensions and transfers dealt with within established timeframe.	4(v)	29,000	28,900	(100)	1.0	1.0	
Civic Head	Successful participation of the Bailiff in community events and functions to support community endeavour.	4(iii)	127,400	127,900	500	1.0	1.0	
Jurats Expenses	Availability of Jurats to service cases and matters heard before the Court system within established timeframe.	1	19,700	22,500	2,800	-	-	
Distinguished Visitors	Successful organisation of visits by Ambassadors and other distinguished visitors.	4(ii)	87,300	87,600	300	-	-	
Commemorative Functions	Successful organisation of ceremonial activities.	4(i)	22,900	23,000	100	-	-	
<b>Law Officers' Department</b>			<b>5,911,800</b>	<b>6,189,800</b>	<b>278,000</b>	<b>45.4</b>	<b>50.0</b>	
Criminal Prosecutions	A high quality prosecution service working in the interests of justice and contributing to a reduction in the level of crime in the Island.	3	1,301,080	1,412,600	111,520	13.0	15.5	Increases in expenditure are mainly due to salary increases, for example as a result of qualification as advocate or solicitor locally, 2010 pay awards and general price inflation. Some posts have been re-allocated as a result of the internal re-organisation of the Department resulting in changes to the allocation of expenditure to different services. £128k inflation & £230k funding adjustment for Law Officers, off-set by reduction of £30k for 2009 pay award freeze & pro-rata savings of £50k. Note, the published 2009 FTE figures did not reflect the true establishment of the Department. This has now been rectified. There has been no actual increase in establishment between the two years.
Legal Advice	Objective legal advice of a high quality provided within reasonable timescales.	2	1,782,038	1,811,800	29,762	16.0	17.0	
Conveyancing	Efficient conveyancing in relation to property matters affecting the Crown and the States of Jersey.	7	376,868	405,100	28,232	5.3	5.3	
Civil Proceedings	The interests of the Crown and the States of Jersey are protected by acting on their behalf in civil proceedings brought by or against the Crown or the States	4	379,925	413,800	33,875	4.0	4.0	
Interjurisdictional Assistance	Effective assistance provided within reasonable timescales to overseas judicial and law enforcement agencies in criminal matters	6	807,767	889,400	81,633	6.9	8.0	
Duties of the Attorney General	The functions and duties of the Attorney General arising from custom or statute performed to a high standard and in a timely manner	5	33,397	41,800	8,403	0.2	0.2	
Court and Case Costs			2,325,725	2,332,200	6,475	-	-	
COCF Recharges			(1,095,000)	(1,116,900)	(21,900)	-	-	

<b>Judicial Greffe</b>	<b>3,967,800</b>	<b>3,982,400</b>	<b>14,600</b>	<b>42.4</b>	<b>47.0</b>	
Samedi, Family, Appellate and Interlocutory Service	774,100	735,700	(38,400)	19.6	21.1	Note - the published 2009 FTE figures did not reflect the true establishment of the Department. This has now been rectified. There has been no actual increase in establishment between the two years.
Magistrates Court	1,056,200	1,136,300	80,100	13.3	14.8	
Maintenance of Registries	382,000	354,300	(27,700)	9.5	11.1	
Court and Case Costs	1,755,500	1,756,100	600	-	-	
<b>Viscount's Department</b>	<b>1,424,800</b>	<b>1,422,300</b>	<b>(2,500)</b>	<b>23.6</b>	<b>23.9</b>	
Inquest	117,550	117,300	(250)	1.0	1.0	Efficiency savings have been applied to these budgets inline with savings applied to
Desastre	350,400	349,800	(600)	5.3	5.3	Ministerial Departments.
Enforcement	430,840	430,100	(740)	13.3	13.6	Savings derived from the corporate Procurement
Assize Jury Functions	121,870	121,700	(170)	2.0	2.0	Strategy have been transferred to Treasury and Resources.
Curatorships	100,140	99,400	(740)	2.0	2.0	
Court and Case Costs	304,000	304,000	-	-	-	
<b>Official Analyst</b>	<b>599,100</b>	<b>600,200</b>	<b>1,100</b>	<b>8.2</b>	<b>8.2</b>	
Forensic, Environmental Analysis	599,100	600,200	1,100	8.2	8.2	£1.1k inflation offset by award freeze & pro-rata savings of £5k.
<b>Office of the Lieutenant Governor</b>	<b>743,000</b>	<b>742,700</b>	<b>(300)</b>	<b>14.0</b>	<b>14.0</b>	
Duties of the Lieutenant Governor	743,000	742,700	(300)	14.0	14.0	£13k inflation offset by award freeze & pro-rata savings of £6k.
<b>Office of the Dean of Jersey</b>	<b>22,200</b>	<b>24,500</b>	<b>2,300</b>	<b>-</b>	<b>-</b>	
Office of the Dean of Jersey	22,200	24,500	2,300	-	-	Increased for inflation

<b>Data Protection Commission</b>			<b>224,500</b>	<b>223,100</b>	<b>(1,400)</b>	<b>4.0</b>	<b>4.0</b>
Data Protection Commission	Implement and ensure compliance with the Data Protection (Jersey) Law 2005.	1,2,3,4	224,500	223,100	(1,400)	4.0	4.0
<b>Probation</b>			<b>1,544,000</b>	<b>1,603,900</b>	<b>59,900</b>	<b>29.0</b>	<b>29.0</b>
Community Service by Offenders	To achieve an average work rate of at least three hours per week in Community Service cases. To place at least one third of Community Service cases in individual placements, subject to satisfactory risk assessments being completed.	2	241,250	144,000	(97,250)	3.0	2.0
Information and Supervision Service	Enforcement for non compliance with Court Orders and Licence conditions will be in line with Service standards. To maintain a statistically significant reduction in Probationer's risk of re-offending using locally calibrated measures.	1,2,3	1,302,750	1,459,900	157,150	26.0	27.0
<b>Comptroller and Auditor General</b>			<b>728,600</b>	<b>739,000</b>	<b>10,400</b>	<b>3.0</b>	<b>-</b>
Comptroller and Auditor General			728,600	739,000	10,400	3.0	-
<b>Total</b>			<b>16,418,700</b>	<b>16,787,600</b>	<b>368,900</b>	<b>179.6</b>	<b>186.1</b>

# Non Ministerial

## Net Expenditure - Operating Cost Statement

2009 Net Revenue Expenditure (As per 2009 Business Plan)	2010 Estimate
£	£
<b>Income</b>	
(470,400)	(489,100)
(257,175)	(262,700)
(29,000)	(20,000)
(723,325)	(2,041,900)
<b>(1,479,900)</b>	<b>(2,813,700)</b>
<b>Expenditure</b>	
10,118,505	11,477,300
7,730,845	8,072,400
48,250	50,600
-	-
1,000	1,000
-	-
-	-
-	-
-	-
<b>17,898,600</b>	<b>19,601,300</b>
<b>16,418,700</b>	<b>16,787,600</b>

# Non Ministerial

## Reconciliation of Net Revenue Expenditure

	2010 £	2011 £	2012 £
<b>Prior Year Net Revenue Expenditure</b>	<b>16,418,700</b>	<b>16,787,600</b>	<b>17,197,900</b>
2009 Effect of June Pay Freeze	(110,400)	-	-
<b>Revised Net Revenue Expenditure</b>	<b>16,308,300</b>	<b>16,787,600</b>	<b>17,197,900</b>
<b>Commitments in Base</b>			
Funding for Probation Family Welfare Court	60,000	-	-
Funding for Law Officers	230,000	-	-
Overseas Aid Contribution	(11,800)	(24,400)	(25,300)
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	170,500	276,300	270,100
Non-staff Inflation	160,700	158,400	161,500
<b>Technical Adjustments</b>			
	-	-	-
<b>2010 Business Plan Process</b>			
Savings Proposals	(145,400)	-	-
Growth			
Overseas Aid Contribution	11,800	-	-
<b>Departmental Transfers</b>			
Bailiff's Chamber: Jurat's Expenses from Treasury and Resources	3,500	-	-
<b>Capital to Revenue Transfers</b>			
	-	-	-
<b>Net Revenue Expenditure</b>	<b>16,787,600</b>	<b>17,197,900</b>	<b>17,604,200</b>
<b>Manpower Numbers (FTE)</b>	<b>186.1</b>	<b>186.1</b>	<b>186.1</b>

### Financial Summary 2010 - 2012

The total cash limit represents 2.9% of States' revenue expenditure. For 2010 budget increased by 2.3%. This was the result of a number of factors, including: £110,400 funding withdrawn in light of the 2009/10 pay freeze for States' employees; £331,200 inflationary increase; £60,000 funding for a new post in probation, to support Family Welfare Court; £230,000 to fund Law Officer posts previously funded, on a temporary basis, by the Criminal Offences Confiscation Fund; £145,400 savings to support States'-wide cost pressures.

### Business Plan Process 2010 - 2012

Efficiency savings for 2010 have been applied to these budgets on a pro-rata basis, in line with savings applied to the Ministerial Departments.

# States Assembly and its Services

# States Assembly

## Role:

The States Assembly budget is held under the responsibility of the Privileges and Procedures Committee and provides for all costs relating to the work of the States Assembly as Jersey's legislature including the operation of all panels and committees of the Assembly, members' remuneration, interparliamentary exchanges and the support services provided by the States Greffe.

## Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
1,498,600	1,435,700	-	1,435,700
47,500	48,500	-	48,500
127,400	82,100	-	82,100
138,500	163,300	(14,000)	149,300
15,300	15,600	-	15,600
330,400	337,600	-	337,600
2,450,600	2,432,700	-	2,432,700
595,200	636,200	-	636,200
-	161,500	(161,500)	-
5,203,500	5,313,200	(175,500)	5,137,700

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
No schemes in proposed programme	-	-	-	-	-
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	-	-	-	-	-

# States Assembly

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Scrutiny</b>								
To maintain an effective and efficient Scrutiny function	Reviews have a positive impact on the development of policy	2	1,498,600	1,435,700	(62,900)	15.0	15.0	The budget reflects a saving of £100,000 as agreed by PPC on the basis of the recommendation of the Comptroller and Auditor General, taking account of previous year's underspending although the estimates have been amended in the usual way to take account of inflation increases.
<b>Messenger Service</b>								
To provide corporate messenger service	All items are delivered to correct addressee within 24 hours	5	47,500	48,500	1,000	1.1	1.1	
<b>Inter Parliamentary Relations</b>								
To maintain and facilitate relationships with other jurisdictions through a number of inter-parliamentary bodies	Level of participation by Members of the States in inter-parliamentary exchanges	1	127,400	82,100	(45,300)	0.2	0.2	2009's budget reflected the funding for the Regional Conference of the Assemblée Parlementaire de la Francophonie. There is no such requirement for 2010.
<b>States Assembly Information Centre</b>								
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	All enquiries are dealt with in timely, efficient and friendly manner	4	138,500	149,300	10,800	2.7	2.7	The estimates reflect the predicted decrease in income for sales of Official Publications as there is increasing use of the free internet versions.
<b>Complaints Panel</b>								
Operation of the States of Jersey Complaints Board system for the resolution of complaints from members of the public	All complaints dealt within statutory timescales and according to statutory procedures	5	15,300	15,600	300	0.2	0.2	
<b>Clerks Secretariat</b>								
To act for the Greiffier 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	Accurate record of meeting produced to agreed timescales. Administrative support provided as required to enable these bodies to function efficiently	5	330,400	337,600	7,200	4.8	4.8	
<b>Members Remuneration</b>								
To provide budget for States members remuneration and expenses	Budget is set to provide correct amount of remuneration	1	2,450,600	2,432,700	(17,900)	-	-	- As this is not an election year, there is no requirement to provide payment to leavers as there was after the 2008 October/November election.

# States Assembly

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Assembly Support and Facilities</b>								
Provision of full range of support services and facilities to enable the States Assembly to operate as Jersey's legislature	States Business administered according to the Standing Orders; all States Members supported in the delivery of their functions to agreed standards; up to date and current facilities provided	1,3	595,200	636,200	41,000	6.7	6.7	Provision has been made to upgrade members facilities in the States Building.
<b>Support Services provided to Law Draftsman &amp; Comptroller and Auditor General</b>								
Administration and premises support is provided to the Comptroller and Auditor General and Law Draftsman Departments. The costs are fully recharged to them.		5	-	-	-	-	-	Expenditure is fully recharged to users.
<b>Total</b>			<b>5,203,500</b>	<b>5,137,700</b>	<b>(65,800)</b>	<b>30.7</b>	<b>30.7</b>	

# States Assembly

## Net Expenditure - Operating Cost Statement

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Estimate £
	<b>Income</b>
-	-
(20,000)	(175,500)
-	-
-	-
<b>(20,000)</b>	<b>(175,500)</b>
	<b>Expenditure</b>
3,792,400	3,996,000
1,348,900	1,317,200
82,200	-
-	-
-	-
-	-
-	-
-	-
<b>5,223,500</b>	<b>5,313,200</b>
<b>5,203,500</b>	<b>5,137,700</b>
	<b>Net Revenue Expenditure</b>

# States Assembly

## Reconciliation of Net Revenue Expenditure

	2010 £	2011 £	2012 £
<b>Prior year Net Revenue Expenditure</b>	<b>5,203,500</b>	<b>5,137,700</b>	<b>5,258,500</b>
2009 Effect of June Pay Freeze	(18,300)	-	-
<b>Revised Net Revenue Expenditure</b>	<b>5,185,200</b>	<b>5,137,700</b>	<b>5,258,500</b>
<b>Commitments in Base</b>	<b>(3,800)</b>	<b>(7,800)</b>	<b>(7,800)</b>
Overseas Aid Contribution			
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	25,600	39,700	41,100
Non-staff Inflation	87,900	88,600	90,600
<b>Technical Adjustments</b>			
2010 Business Plan Process	-	-	-
Spending Priorities			
Overseas Aid Contribution	3,800	-	-
Savings and efficiencies	(161,000)	-	-
<b>Departmental Transfers</b>			
Capital to Revenue Transfers	-	-	-
<b>Net Revenue Expenditure</b>	<b>5,137,700</b>	<b>5,258,500</b>	<b>5,382,400</b>
<b>Manpower Numbers (FTE)</b>	<b>30.7</b>	<b>30.7</b>	<b>30.7</b>

## Financial Summary 2010 - 2012

The total budget has decreased by £66,000 (1%) since 2009. Of this £18,300 is due to the withdrawal of pay award funding, in light of the 2009-10 pay freeze for States employees. The balance relates to £161,000 (3%) savings, off-set by pay and non-pay inflation of £113,500 (2%). Further details on the savings are provided below.

## Business Plan Process 2010 - 2012

The commitments in base for 2011 and 2012 are due to the allocation of monies to Overseas Aid, as approved by the Council of Ministers. For 2010, the States' Assembly plan to achieve savings of £161,000. Of these, £100,000 reflects savings in the scrutiny budget agreed by the Privileges and Procedures Committee in line with the recommendation of the Comptroller and Auditor General in his States' Spending Review published in May 2008. The remaining savings are largely in line with the pro-rata savings requested of all States-funded bodies and will be met through a reduction in inter-parliamentary spending and general efficiency savings in the area of administration without impact on service delivery.

# Summary Tables of States Trading Operations

## SUMMARY TABLE B - Summary of States Trading Operations for 2010

### Summary of States Trading Operations 2010

	<b>Gross Expenditure Total</b>	<b>Income Total</b>	<b>Revenue Surplus/ (Deficit)</b>	<b>Financial Return or Contribution</b>
Jersey Airport	28,088,000	28,324,000	236,000	-
Jersey Harbours	14,709,800	14,160,600	(549,200)	200,000
Jersey Car Parking	5,777,700	6,493,400	715,700	2,200,000
Jersey Fleet Management	3,326,400	3,485,500	159,100	-
	<b>51,901,900</b>	<b>52,463,500</b>	<b>561,600</b>	<b>2,400,000</b>

### Trading Funds of the States Trading Operations 2010

	<b>Opening Balance</b>	<b>Surplus/ (Deficit) for year</b>	<b>Add back: Depreciation</b>	<b>Less: Capital Expenditure</b>	<b>Plus: Capital Receipts</b>	<b>Loan Repayments</b>	<b>Closing Balance</b>
Jersey Airport	8,522,694	236,000	8,632,000	(12,534,521)	-	(2,146,000)	2,710,173
Jersey Harbours	7,373,646	(549,200)	2,960,000	(4,427,000)	-	-	5,357,446
Jersey Car Parking	11,684,559	715,700	594,000	(6,339,000)	-	-	6,655,259
Jersey Fleet Management	835,551	159,100	875,000	(1,100,000)	85,300	-	854,951
	<b>28,416,450</b>	<b>561,600</b>	<b>13,061,000</b>	<b>(24,400,521)</b>	<b>85,300</b>	<b>(2,146,000)</b>	<b>15,577,829</b>

## SUMMARY TABLE E – Proposed Trading Operations Capital Expenditure for 2010

Trading Operation	Project	Estimated Outturn Cost £'000	Total Allocation £'000
Airport	Purchase and installation of replacement Primary Radar at Les Platons (note 1)	3,464	
	Regulatory compliance and safeguarding	2,000	
	Purchase and installation of replacement Secondary Radar at Les Platons (note 1)	1,500	
	Demolition of top 2 floors of 1937 building (construction element)	840	
	Inflation Allowance - Telebag/Out of Gauge X-Ray	142	
	Inflation Allowance - Fire Pumps	12	
	Minor Capital Assets	300	
			8,258
Harbours	Duke of Normandy Re-Fit	210	
	La Collette pontoons	700	
	St Helier Marina Reconfiguration	1,810	
	St Aubin Fort Pier Remedial (Phase I)	170	
	Elizabeth Trailer Park Reconfiguration	500	
	Warehouse NNQ	200	
	Minor Capital Assets	567	
	Minor Remediations (Civil)	400	
			4,557
Jersey Fleet Management	Vehicle and plant replacement	1,100	
			1100
Jersey Car Parking	Green Street car park - concrete repairs	339	
			339
<b>Total Capital Expenditure to be Financed from Trading Funds in 2010</b>			<b>14,254</b>

Note 1: Both items of equipment must be replaced at the same time, there is also an opportunity to save money if a joint procurement initiative is pursued with Guernsey

## Summary Table M - States Trading Operations Operating Cost Statement

2009 Net Revenue Expenditure (As per 2009 Business Plan) £		2010 Estimate  £
	<b>Income</b>	
(511,000)	Duties, Fees, Fines & Penalties	(508,500)
(44,911,271)	Sales of goods and services	(47,135,000)
(675,000)	Investment Income	(813,000)
(5,135,165)	Other Revenue	(4,007,000)
<b>(51,232,436)</b>	<b>Total Income</b>	<b>(52,463,500)</b>
	<b>Expenditure</b>	
17,309,456	Staff Costs	17,201,700
18,017,470	Operating Expenses	18,497,100
59,100	Grants and Subsidies Payments	45,300
1,580,371	Depreciation/Capital Charges	13,061,000
3,089,554	Finance Costs	543,800
232,440	Financial Return or Contribution	2,400,000
265,700	Pension Finance Costs	278,000
-	Foreign Exchange (Gain)/Loss	-
(80,000)	Asset Disposal (Gain)/Loss	(125,000)
<b>40,474,091</b>	<b>Total Expenditure</b>	<b>51,901,900</b>
<b>(10,758,345)</b>	<b>(Surplus)/Deficit for the year</b>	<b>(561,600)</b>

# Detailed Estimates of States Trading Operations

## Economic Development Jersey Airport

# Economic Development

## Jersey Airport

Jersey Airport aims to provide a facility that strives to meet:

- the economic and social needs of the Island;
- the expectations of passengers by providing facilities that are equal to, or better than those found in comparable UK and European regional airports;
- the expectations of airlines in handling their aircraft and passengers in a safe and secure environment.

The current economic climate throws into sharp relief the impact of the Airline industry's profitability on airport revenues. Jersey Airport has already experienced the withdrawal of a major route in 2009 and faces further pressures on its revenues as airlines adjust their cost base. Furthermore, in the first five months of 2009 passenger numbers have decreased by 11.7% compared with the same period in 2008 with the full year impact expected to be a decline of 8.7%. This has a significant effect on revenue income which is expected to continue into 2010.

The following are seen as the key issues facing the airport in 2010:

- The Airport's ongoing financial viability;
- The retention of existing routes and introduction of new routes in partnership with the Economic Development team;
- The refinement and implementation of the Airport's master plan where commercially viable; and
- Continued focus on safety and security compliance within budgetary constraints.

### **Income and Expenditure**

In late 2008 the Airport successfully concluded negotiations with the French & UK Governments on the Channel Island Control Zone (CICZ) Financial protocol, for the review period 2009-2011. This secured payment from the French & UK governments for managing the CICZ, the cost of which includes provision of a fully equipped Air Traffic Control Centre (ATCC). The monies received from this arrangement are payable in Euros and are paid directly into a Euro account set up by the Treasury.

The CICZ financial protocol income payable in 2010 is €7,212,126 compared with €6,479,245 received in 2008 and €6,699,657 payable in 2009. However, this is a short term increase relating to the construction of the ATCC; the amount payable to the Airport will decrease each year as the cost of the ATCC is amortised over its useful life.

As pressure on Aeronautical revenues grows it becomes increasingly important that greater Commercial returns are pursued through the master planning process. The development of the airside retail offer, due for completion in Autumn 2009, is seen as an important element of the steps being taken to reduce the reliance on aviation related income.

Pressure to contain costs will continue as the Airport focuses on efficiency of service delivery throughout 2009 and 2010 with the aim of being able to fund all known and expected costs from within existing budget limits.

### **Capital Programme**

Jersey Airport has reviewed its capital programme regularly and in light of current and future resource constraints has identified projects which can be re-timed to optimise cash flows from the Trading Fund. Of particular importance is the requirement to address compliance issues to safeguard Jersey Airport's aerodrome licence in accordance with the recommendations of the Director of Civil Aviation. The award of the licence was granted in January 2009 on the understanding that the issue of obstacles infringing the airspace would be addressed as a matter of the highest priority. The full scale and cost of this has been estimated and a provision included in 2010 and 2011 under the heading of Regulatory Compliance and Safeguarding.

Another project planned for 2010 relating to the Airport's compliance with regulations is the demolition of the top 2 floors of the Arrivals building. The removal of this structure is an intrinsic part of the new ATCC project as the current building, housing the existing visual control room (VCR) and air traffic control centre, encroaches on the runway airspace. The current infringement can only continue pending completion of the new building and VCR after which the existing facilities in the Arrivals building must be removed.

Part of the Airport's compliance with Single European Skies directives includes the replacement of the secondary radar, a project which may be undertaken in conjunction with Guernsey Airport to achieve a compliant solution for both islands and potentially offer significant savings on procurement. The compliant secondary radar must be installed prior to 2012.

The number of capital projects is currently under review because of the Airport's worsening financial position. Previously approved projects undergoing further feasibility study include the Arrivals/Pier/Forecourt design/construction, Airport Rescue and Fire Fighting Services (ARFFS)/Engineering and Aviation Services buildings.

# Economic Development Jersey Airport

## Net Revenue Expenditure - Service Analysis

	2009 Net Revenue Expenditure	2010 Gross Revenue Expenditure	2010 Income	2010 Net Revenue Expenditure
£	£	£	£	£
1,507,000	Aviation Services (Note 1)	10,925,000	(9,562,000)	1,363,000
(2,161,000)	Passenger & Security Services	6,183,000	(7,709,000)	(1,526,000)
(4,469,000)	Commercial Services	712,000	(5,630,000)	(4,918,000)
(78,000)	Communication Services	1,116,000	(1,160,000)	(44,000)
(5,000,000)	Below Ground Works Grant	-	(4,000,000)	(4,000,000)
-	Notional interest on cash balances	-	(263,000)	(263,000)
2,666,000	Loan Repayments (note 2)	520,000	-	520,000
-	Depreciation (note 3)	8,632,000	-	8,632,000
<b>(7,535,000)</b>	<b>(Surplus)/Deficit for the year</b>	<b>28,088,000</b>	<b>(28,324,000)</b>	<b>( 236,000)</b>

Note 1: Aviation services contains CI Control Zone Income.

Note 2: After 2009 Loan repayments reflect the interest element only.

Note 3: Depreciation is based on fixed asset values as at 1st January 2009 plus additions and less disposals during 2009 and 2010.

# Economic Development Jersey Airport

Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
Purchase and installation of replacement Primary Radar at Les Platons (note 4)	3,464,000	-	-	-	-
Regulatory compliance and safeguarding	2,000,000	1,000,000	-	-	-
Purchase and installation of replacement Secondary Radar at Les Platons (note 4)	1,500,000	-	-	-	-
Demolition of top 2 floors of 1937 building (construction element)	840,000	-	-	-	-
Inflation Allowance - Telegag/Out of Gauge X-Ray	142,000	-	-	-	-
Inflation Allowance - Fire Pumps	12,000	-	-	-	-
Minor Capital Assets	300,000	300,000	300,000	300,000	300,000
Hangar demolition	-	790,000	-	-	-
Purchase of replacement runway sweeper	-	220,000	-	-	-
Replacement of microwave links to Les Platons and St Ouen	-	176,000	-	-	-
Purchase and installation of replacement Touch Down Wind equipment	-	100,000	-	-	-
Replacement Fire Tender	-	-	570,000	-	-
Instrument Runway Visual Range equipment replacement	-	-	363,000	-	-
2 Passenger Buses (purchase vs leasing option to be considered)	-	-	251,000	-	-
Replacement of Air Handling Units in between departures & arrivals (1966 building)	-	-	250,000	-	-
Instrument Landing System replacement	-	-	-	1,500,000	-
Replacement of Secondary Airfield Radar	-	-	-	1,500,000	-
Car Park resurfacing	-	-	-	998,000	-
Replacement of Distribution and Standby Switch gear	-	-	-	-	1,574,000
Replacement of West Substation UPS (serves airfield radar)	-	-	-	-	249,000
Replacement of East Substation UPS (serves Airfield Lighting)	-	-	-	-	249,000
Replacement of Precision Approach Equipment (PAPE)	-	-	-	-	147,000
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>8,258,000</b>	<b>2,586,000</b>	<b>1,734,000</b>	<b>4,298,000</b>	<b>2,519,000</b>

Note 4: Both items of equipment must be replaced at the same time, there is also an opportunity to save money if a joint procurement initiative is pursued with Guernsey.

# Economic Development Jersey Airport

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<p><b>Aviation Services - Aircraft Handling:</b></p> <p>To deliver safety regulation compliance, Air Traffic Control services and related equipment and maintenance, Airfield Operations, Rescue &amp; Fire Fighting Services, Engineering Services</p> <ul style="list-style-type: none"> <li>- SES certification maintained</li> <li>- SMS and QMS policies and procedures approved and implemented across organisation</li> <li>- Improve operational and commercial efficiency through restructuring the organisation with no detrimental impacts on staff terms and conditions, and no compulsory redundancies.</li> </ul> <p><b>Aviation Services - Channel Islands Control Zone</b></p> <p>In partnership with France and the United Kingdom, continue to provide air traffic services within the Channel Islands Control Zone on a commercially sustainable basis</p> <ul style="list-style-type: none"> <li>- Maintain (SES) Single European Sky certification</li> <li>- Successfully negotiate, before end of 2011, new MoU between France and UK to enable continuation of CICZ operations</li> <li>- Achieve efficiency savings by May 2010</li> <li>- Deliver new air traffic centre by June 2010</li> <li>- Identify additional revenue sources such as through the expansion of controlled areas, service provision to third parties or training</li> </ul>	<ul style="list-style-type: none"> <li>- Certification achieved</li> <li>- Policies and Procedures approved and implemented</li> <li>- Phase 2 efficiencies achieved by June 2010</li> </ul> <ul style="list-style-type: none"> <li>- Certification achieved</li> <li>- Successful negotiation of new MoU</li> <li>- Efficiency savings achieved</li> <li>- Air Traffic Centre operational on time and within budget</li> <li>- 1 additional revenue source implemented by end 2010</li> </ul>	1, 2, 3, 4	1,507,000	1,363,000	(144,000)	106.0	103.5	The overall change relates in part to an increase in Aerodrome licence fee over that originally budgeted in 2009 (currently under review) as well as a forecast pay award on a staff budget of £6million with no expected increase in income apart from that arising from new arrangements under the 2009 - 2011 protocol of the CICZ agreement with the French and UK Governments
<p><b>Passenger &amp; Security Services:</b></p> <p>To deliver Security, Terminal Operations and Information Services.</p> <p>To maintain and improve Airline/Handling agent relations, Government relations, Customer satisfaction</p> <ul style="list-style-type: none"> <li>- Implement best practice policies that meet safety, security, environment and corporate governance requirements.</li> </ul>	<ul style="list-style-type: none"> <li>- All relevant departments compliant with safety and security measures of the day</li> <li>- No critical anomalies reported as a result of independent audits</li> </ul>	1,2,4	(2,161,000)	(1,526,000)	635,000	41.0	41.0	The forecast reduction in surplus between 2009 and 2010 is the result of a projected decline in passenger numbers (based on current trends)

# Economic Development Jersey Airport

## Service Analysis - Objectives and Performance Measures

<p><b>Commercial Services</b></p> <p><b>To deliver Route &amp; new business development, Retail operations and development, Property Management &amp; Development</b></p> <ul style="list-style-type: none"> <li>- Reduce the reliance on aeronautical revenue by increasing yield from non-aeronautical sources and increasing commercial development activity</li> </ul>	<ul style="list-style-type: none"> <li>- Sustain existing services and destinations;</li> <li>- Maintain passenger levels and numbers of routes as close as possible to 2009 levels;</li> <li>- Grow number of destinations by up to one new destination per year;</li> <li>- Three new European destinations by end 2011.</li> <li>- Financial contribution towards external marketing secured</li> </ul>	2,4,6	(4,469,000)	(4,918,000)	(449,000)	1.0	1.0	The forecast increase in income is a result of the airside retail development due for completion mid 2009
<p><b>Electronic Services (Management)</b></p> <p><b>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</b></p>	<ul style="list-style-type: none"> <li>- increase non-aeronautical revenues to 30% by 2011</li> </ul>	4,7				2.0	1.5	The costs of this department are apportioned to Aviation Services and Passenger Services.
<p><b>Engineering services</b></p> <p><b>To Manage the provision of planned and reactive maintenance, compliance and capital projects at the Airport in relation to land, buildings, plant and equipment</b></p>		4,7				24.0	24.0	Staff time is charged directly to Aviation, Security, Passenger and Commercial Services. What is left is then apportioned across the organisation.
<p><b>Management Services</b></p> <p><b>To provide Directorate, Finance (Incl Stores), IT, HR, Marketing and Safety Compliance Services</b></p> <ul style="list-style-type: none"> <li>- Ensure Jersey Airport is prominent in States of Jersey strategies and that the airport remains a strategic asset to the island.</li> <li>- Implement best practice policies that meet safety, security, environment and corporate governance requirements.</li> <li>- Invest in the personal and professional development of staff</li> </ul>	<ul style="list-style-type: none"> <li>- Jersey Airport featured in EDD and broader States strategies</li> <li>- Demonstrated joined-up responses to airline market development opportunities</li> <li>- Two briefings conducted annually for selected States members and relevant chief officers</li> <li>- No critical anomalies reported as a result of independent audits</li> <li>- Compliance with States corporate governance and accounting standards</li> <li>- Implement PRA system across organisation (to the extent possible)</li> <li>- Departmental training programs implemented</li> </ul>	4,5,7				17.0	18.0	Management Services costs are apportioned across the organisation.

# Economic Development Jersey Airport

## Service Analysis - Objectives and Performance Measures

<p><b>Communication Services</b></p> <p>To operate profitably through delivery of radio/ tele communications services and products to States departments and the private sector</p>	<ul style="list-style-type: none"> <li>- profit-making</li> <li>- consistently meets and exceeds customers' needs</li> <li>- business activity to expand by 5% per annum</li> </ul>	1, 2, 4	(78,000)	(44,000)	34,000	9.5	9.5	The reduction in surplus includes provision for pay award as well as an allocation of overheads from Management Services which in 2010 is estimated at £99,000 to cover the provision of systems, finance, Health & Safety, governance and HR support as well as taking into account the annual increase in PECRS past service liability payments.
Below Ground Works			(5,000,000)	(4,000,000)	1,000,000	-	-	This reflects a Treasury proposal to re-profile the cash payments relating to the Below Ground Works Grant.
Loan Repayment			2,666,000	520,000	(2,146,000)	-	-	This reflects the inclusion in the 2010 Estimate of the interest element of the Loan. The capital element appears as a separate item within the Trading Fund statement
Notional Interest			-	(263,000)	(263,000)	-	-	This was previously shown in the Trading Fund statement and now appears in the Operating Cost Statement
Depreciation			-	8,632,000	8,632,000	-	-	This was previously charged to the Trading Fund and now appears in the Operating Cost Statement
<b>(Surplus)/Deficit for the year</b>			<b>(7,535,000)</b>	<b>(236,000)</b>	<b>7,299,000</b>	<b>200.5</b>	<b>198.5</b>	

# Economic Development Jersey Airport

## Net Expenditure - Operating Cost Statement

2009 Net Revenue Expenditure (As per 2009 Business Plan) £	2010 Estimate £
	<b>Income</b>
-	Duties, Fees, Fines & Penalties (3,000)
(23,276,000)	Sales of goods and services (24,058,000)
-	Investment Income (263,000)
(5,128,000)	Other Revenue (4,000,000)
<b>(28,404,000)</b>	<b>(28,324,000)</b>
	<b>Expenditure</b>
11,292,000	Staff Costs 11,160,000
6,515,300	Operating Expenses 7,551,000
-	Grants and Subsidies Payments -
-	Depreciation/Capital Charges 8,632,000
2,865,000	Finance Costs 522,000
-	Financial Return -
196,700	Pension Finance Costs 223,000
-	Foreign Exchange (Gain)/Loss -
-	Asset Disposal (Gain)/Loss -
<b>20,869,000</b>	<b>28,088,000</b>
	<b>(7,535,000) (Surplus)/Deficit for the year (236,000)</b>

# Economic Development Jersey Airport

## Reconciliation of Net Revenue Expenditure

	2010 Total £
Prior year Net Revenue Expenditure B/fwd	(7,535,000)
2009 Effect of June Pay Freeze	(354,000)
Revised Net Revenue Expenditure	(7,889,000)
<b>Technical adjustments</b>	
Capital Element of Loan Repayment now shown against Trading Fund	(2,146,000)
Depreciation Charge	8,632,000
Notional Interest	(263,000)
<b>Additional Expenditure</b>	
Provision for Annual Pay Award 2010	306,000
Non-Staff Inflation (excluding Utilities)	153,000
<b>Provision for increase in utilities costs</b>	50,000
<b>Decisions and other approvals in 2009 with continued revenue effect in 2010</b>	
Spending priorities	
- Equipment maintenance	166,000
- Regulation and compliance	156,000
- Governance structure	126,000
- Other incl. Marketing and PECRS deficit costs	61,000
Savings	(251,000)
Income	
- Reduction in Below Ground Works Grant	1,000,000
- New Financial Protocol for CI Control Zone	(964,000)
- Impact of decline in passengers on aero charges	841,000
- New retail development	(336,000)
- Rentals and Licences	(145,000)
<b>Identified Additional Spending Pressures for 2010</b>	
- ANSP compliance costs	130,000
- Masterplanning	70,000
- Runway Redesignation project	37,000
- Regulatory costs	30,000
<b>(Surplus)/Deficit for the year</b>	<b>(236,000)</b>
<b>Manpower Numbers (FTE)</b>	<b>198.5</b>

## Financial Summary 2010

The spending priorities shown above reflect the requirement to maintain compliance with UK and International regulations whilst developing strategies to face market pressures and progressing the delivery of a significant infrastructure investment programme. Savings include the full year effect of staff reductions.

Note: Only one year is included but the intention is to include 3 years in future business plans

# Economic Development Jersey Airport

Capital Allocations 2010 - 2014 For Information Only

BUCC30 Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>					
Purchase and installation of replacement Primary Radar at Les Platons (note 4)	3,464,000	-	-	-	-
Regulatory compliance and safeguarding	2,000,000	1,000,000	-	-	-
Purchase and installation of replacement Secondary Radar at Les Platons (note 4)	1,500,000	-	-	-	-
Demolition of top 2 floors of 1937 building (construction element)	840,000	-	-	-	-
Inflation Allowance - Telebag/Out of Gauge X-Ray	142,000	-	-	-	-
Inflation Allowance - Fire Pumps	12,000	-	-	-	-
Minor Capital Assets	300,000	300,000	300,000	300,000	300,000
Hangar demolition	790,000	-	-	-	-
Purchase of replacement runway sweeper	220,000	-	-	-	-
Replacement of microwave links to Les Platons and St Ouen	176,000	-	-	-	-
Purchase and installation of replacement Touch Down Wind equipment	100,000	-	-	-	-
Replacement Fire Tender	-	-	570,000	-	-
Instrument Runway Visual Range equipment replacement	-	-	363,000	-	-
2 Passenger Buses (purchase vs leasing option to be considered)	-	-	251,000	-	-
Replacement of Air Handling Units in between departures & arrivals (1966 building)	-	-	250,000	-	-
Instrument Landing System replacement	-	-	-	1,500,000	-
Replacement of Secondary Airfield Radar	-	-	-	1,500,000	-
Car Park resurfacing	-	-	-	998,000	-
Replacement of Distribution and Standby Switch gear	-	-	-	-	1,574,000
Replacement of West Substation UPS (serves airfield radar)	-	-	-	-	249,000
Replacement of East Substation UPS (serves Airfield Lighting)	-	-	-	-	249,000
Replacement of Precision Approach Equipment (PAPIS)	-	-	-	-	147,000
<b>Total Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>8,258,000</b>	<b>2,586,000</b>	<b>1,734,000</b>	<b>4,298,000</b>	<b>2,519,000</b>

Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
None	-	-	-	-	-
	-	-	-	-	-

# Economic Development Jersey Airport

Capital Expenditure 2010 - 2015+ For information Only

BU	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
	ATC Equipment	733,654	-	-	-
	South Apron D&PM	24,139	-	-	-
	Runway D&PM	201,770	-	-	-
	Freight Taxiway	40,399	-	-	-
	Air Traffic Control Centre	192,111	-	-	-
	Aviation Services Building	165,273	2,822,909	781,818	-
	Fire Pumps Replacement	120,000	-	-	-
	HBS & OOG X-Ray	798,000	-	-	-
	Telebag System	1,396,500	-	-	-
	Feasibility/Design/Arrivals/Pier	773,100	-	-	-
	Les Platons UPS	-	-	202,000	-
	Arrivals/Pier/Forecourt/Constr.	120,625	2,532,375	-	-
	Public Address/Fire Alarm Syst	380,000	-	-	-
	Access Control System	105,750	-	-	-
	<b>New Approvals 2010</b>				
	Demolition of top 2 floors of 1937 Arrivals building	840,000	-	-	-
	Inflation for Telebag system	142,000	-	-	-
	Inflation for Fire Pumps	12,000	-	-	-
	Regulatory Compliance and Safeguarding	2,000,000	-	-	-
	Replacement of Primary Radar	3,367,000	97,000	-	-
	Replacement of Secondary Surveillance Radar (Les Platons)	822,200	677,800	-	-
	Minor Capital Assets	300,000	-	-	-
	<b>New Approvals 2011</b>				
	Regulatory Compliance and Safeguarding	-	1,000,000	-	-
	Hangar Demolition	-	24,621	765,379	-
	Purchase of replacement runway sweeper	-	220,000	-	-
	Replacement of Touch Down Wind equipment	-	100,000	-	-
	Microwave Links (Les Platons & St Ouen)	-	71,000	105,000	-
	Minor Capital Assets	-	300,000	-	-
	<b>New Approvals 2012</b>				
	Replacement Instrument Runway Visual Range Equipment	-	-	363,000	-
	Replacement Fire Tender	-	-	570,000	-
	1966 Building AHU replacement	-	-	250,000	-
	2 x passenger buses (leasing option to be considered)	-	-	251,000	-
	Minor Capital Assets	-	-	300,000	-
	<b>New Approvals 2013</b>				
	Car Park resurfacing	-	-	747,401	250,599
	Replacement Instrument Landing System	-	-	1,500,000	-
	Replacement Secondary Surveillance Radar (Airfield)	-	-	1,500,000	-
	Minor Capital Assets	-	-	300,000	-



# Economic Development Jersey Airport

## Trading Fund Balance

2009 Restated £	2010 £	
<b>15,628,550</b>	<b>Estimated Trading Fund balance as at 01/01</b>	<b>8,522,694</b>
10,061,096	Surplus/(Deficit) for the year	236,000
-	Add back: Depreciation	8,632,000
	Less: Capital Expenditure	
(11,009,421)	- Above Ground works	(12,148,213)
(4,140,315)	- Below Ground works	(386,308)
	Plus: Capital Receipts	
	Other balance sheet movements	
(2,017,216)	- Capital element of loan repayments	(2,146,000)
<b>8,522,694</b>	<b>Estimated Trading Fund balance as at 31/12</b>	<b>2,710,173</b>

# Economic Development Jersey Harbours

# Economic Development

## Jersey Harbours

### Aim

Jersey Harbours is **recognised** for **providing modern port and coastguard services** with **guaranteed long term viability**. We do this by:

1. Keeping the port open, welcome and safe
2. Looking after our customers
3. Seeking to be self funding and sustainable
4. Developing competitive commercial port, marina and shipping activities

### Business Divisions

Jersey Harbours is a States of Jersey Trading Operation, as the strategic asset providing the life-line link to the Island, underpinning the economy. All commercial expenditure is achieved from income generated from the three business divisions (*with specific commercial objectives*):

1. Port of Jersey: comprising the Commercial and Passenger Port; (*self funding with guaranteed viability*),
2. Jersey Coastguard: tasked with a number of roles but in particular the preservation of life and vessels at sea; (*value for money service*),
3. Jersey Marinas: which comprises three marinas, outlying moorings and associated services; (*profitable*)

### Business Review

The 2008 Business Review indicated that Jersey Harbours business is basically sound with a relatively stable trading position, with revenue risks well diversified for a port business. Changes to the financial regime (e.g. tariff restructure and commercial borrowing) are required however to fund our future capital programme. Our key financial indicators compare favourably with those of other ports, as do Harbour Dues, once the cost of providing the Coastguard service and other heritage costs are accounted for. The policy for heritage assets (e.g. Heritage property and outlying Harbours) requires confirmation; these assets have limited commercial value but add to overall operating costs and Capital Expenditure needs (driving up tariffs for all port users). Progress on this issue has been demonstrated by the inclusion of Gorey and St Aubin's remediation projects in centrally funded programmes.

Significant long term growth potential lies in the marine leisure sector, with the focus on adding value alongside restructuring tariffs for greater productivity and profitability, working closely with our stakeholders. Grasping these opportunities significantly impacts on our future budget with the aim of increasing both the financial and economic contribution of this increasingly important sector.

To deliver on all of these and other opportunities, corporate governance requires specific strengthening; this is planned in line with the key review governance recommendations, and will drive the desired more corporate way of doing business, promoting transparency and greater still commercial and business like behaviour. Our 2010 budget reflects the business review findings.

## Financial Implications 2010 to 2012

**Port of Jersey:** Income budgets have been prudently restated at 2008 activity levels, whilst increases in key income streams will continue to be held in accordance with previous years at 2.5%. The decision to maintain this strategy for one more year reflects the current economic climate and low RPI. We currently envisage significant charge increases on these income streams from 2011 onwards subsequent to our audited 2009 GAAP accounts.

**Jersey Coastguard:** The provision of the Coastguard service under the umbrella of Jersey Harbours remains a fundamental obligation, however a significant element of this role is governmental and does not constitute a core function of a 'commercial' Harbour. The logic of continuing the management of the Coastguard under the umbrella of Harbours remains and therefore a clear and transparent funding policy for 2010 has been established to fund the Coastguard from freight charges. This is reflected in the improvement of the financial position of the Coastguard at the expense of the Port of Jersey.

**Jersey Marinas:** Further scope remains to grow business and revenue through Marine Leisure, as reflected in our draft marine leisure masterplan, the associated capital programme and the development of our Port Estate. We will continue to actively seek to work in commercial partnership with Property Holdings Department and WEB to deliver on new opportunities and joint ventures.

**Summary:** Whilst the estimated deficit represents a relatively modest shortfall of less than 4% of income, Jersey Harbours will undertake a graduated business plan based upon the 2009 GAAP Accounts to address the forecast shortfall. In relation to the above business divisions respectively, this is likely to include:

- A value for money audit of Coastguard Services, and dependant upon the outcome of this assessment, further service efficiencies and a significant phased increase in the Coastguard charge within the Harbour Dues in order to allow the Coastguard to be fully funded;
- An increase in the Security Charge element of the Passenger Port Due dependant upon the outcome of ongoing negotiations between Jersey Harbours and UK Transec;
- The phased delivery (with WEB as developer) against a marine leisure masterplan for the creation of additional marina berths and shore environment and facilities towards a vibrant lifestyle area, driving more boats and more business, along with the restructuring of Jersey Marina tariffs.

Senator Paul Routier  
Assistant Minister for Economic Development



# Economic Development Jersey Harbours

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
St Aubin Fort Pier Remedial (Phase I)	170,000	-	-	-	-
Elizabeth Trailer Park Reconfiguration	500,000	-	-	-	-
Warehouse NNQ	200,000	-	-	-	-
St Helier Marina Reconfiguration	1,810,000	-	-	-	-
La Collette Pontoons	700,000	-	-	-	-
Duke of Normandy Re-Fit	210,000	-	-	-	-
Minor Remediations (Civil)	400,000	-	-	-	-
Minor Capital Assets	567,000	250,000	250,000	250,000	250,000
St Helier Marina Pontoons	-	175,000	-	-	-
Old Harbour Redvelopment (Phase I)	-	5,200,000	-	-	-
Albert Pier Passenger Handling Project (Phase I)	-	200,000	-	-	-
Port Crane	-	1,560,000	-	-	-
Elizabeth Harbour EB/WB Walkways	-	850,000	-	-	-
St Aubin Fort Pier Remedial (Phase II)	-	820,000	-	-	-
St Helier Marina Gate Replacement	-	450,000	-	-	-
Elizabeth Trailer Park Drainage	-	250,000	-	-	-
Offshore Beacons	-	100,000	100,000	100,000	100,000
Old Harbour Redvelopment (Phase II)	-	-	6,500,000	-	-
Gorey Pierhead (to be funded by grant from EDD)	-	-	2,966,000	-	-
Pilot/Workboat	-	-	1,000,000	-	-
Elizabeth Terminal (Phase III - Security)	-	-	600,000	-	-
St Aubin Pier Remedial (to be funded by grant from EDD)	-	-	-	1,800,000	-
Car Park	-	-	-	1,500,000	-
Elizabeth Harbour Breakwater	-	-	-	710,000	-
Elizabeth Harbour East Pier	-	-	-	300,000	-
La Collette Tanker Berth	-	-	-	250,000	-
Minor Remediations (Civil)	-	-	-	200,000	-
Albert Pier Passenger Handling Project (Phase II)	-	-	-	-	1,800,000
Greve de Lecq Reef Remediation	-	-	-	-	1,400,000
Old Harbour Redvelopment (Phase III)	-	-	-	-	5,900,000
Fishermans Pontoon Breakwater	-	-	-	-	450,000
Boat Hoist	-	-	-	-	120,000
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>4,557,000</b>	<b>9,855,000</b>	<b>11,416,000</b>	<b>5,110,000</b>	<b>10,020,000</b>

# Economic Development Jersey Harbours

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<p>To keep the port open and safe, protecting the long term interests of end-users of the services and facilities</p>	<p>Compliance with the Public Finance Law, Harbours (Administration) Law, the Port Marine Safety Code, ISPS, Health and Safety at Work Law and all other relevant legislation and national standards</p>	1	(3,087,442)	(1,965,400)	1,122,042	40.5	42.5	<p>Tariff increases offset by lower volumes and allocation of Harbour Due income to funding of Coastguard. Additional compliance and Governance Costs including International Ship &amp; Port Security requirements. Increase in FTE due to introduction of Apprentices Scheme.</p>
	<p>Reviewed Organisational Risk Register that also demonstrates effective contingency and crisis management</p>	1						
	<p>To maintain, so far as is viable, an open port, berths and associated facilities</p>	1						
	<p>Quality operational management that secures the asset base to ensure long term viability and an open and safe port</p>	1						
<p>To provide competitive commercial and community services which best respond to the different needs of all customers</p>	<p>Reviewed tariff structure in line with the commercial objectives and economic criteria, with appropriate and balanced tariffs</p>	2						
	<p>Customer user groups for each business segment to enable constant consultation and co-ordination, adding value to all services</p>	2						
<p>To maintain robust financial management to achieve self sufficiency, and positively contribute to Jersey's economic development</p>	<p>Development and prioritisation of existing and new business streams, encouraging new enterprise with innovation and entrepreneurship</p>	3						
	<p>To provide a gateway for the Island for visitors and local residents travelling by sea, and freight imported and exported, and ensure sufficient surplus to allow strategic long term investment and a return to the States of Jersey, meeting stakeholder expectations</p>	4						
<p>To promote competition, efficiency, economy and effectiveness in commercial activities connected with port and shipping services</p>								

# Economic Development Jersey Harbours

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
<b>Coastguard Services</b>								
To keep the port open and safe, protecting the long term interests of end-users of the services and facilities	Keep the port and territorial waters open and safe and environmentally responsible	1	1,138,789	380,100	(758,689)	23.5	23.5	Allocation of Harbour Due income to funding of Coastguard.
	Repositioning and public awareness of the role of the Coastguard	1						
	Develop and train staff skills to UK Coastguard and VTS standards	2						
	Alignment with the UK Coastguard through audits and benchmarking	2						
To provide competitive commercial and community services which best respond to the different needs of all customers	Customer user groups for each business segment to enable constant consultation and co-ordination, adding value to all services	2						
	To keep the Island's territorial waters open, safe and clean meeting our international obligations	4						
To promote competition, efficiency, economy and effectiveness in commercial activities connected with port and shipping services	Funding review of Coastguard and other community functions with agreed policies							
<b>Marine Leisure Services</b>								
To keep the port open and safe, protecting the long term interests of end-users of the services and facilities	To maintain, so far as is viable, an open port, berths and associated facilities	1	(760,847)	(575,500)	185,347	17.9	17.9	Periodic Cyclical Dredging Costs offset by review of moorings and marina berth charging structure and above RPI related price increases. Implementation of Marine Leisure Financial Contribution.
	To increase the number of boats, berths and ancillary businesses in support of the marine leisure industry	2						
To provide competitive commercial and community services which best respond to the different needs of all customers	Customer user groups for each business segment to enable constant consultation and co-ordination, adding value to all services	2						
	Reviewed tariff structure in line with the commercial objectives and economic criteria, with appropriate and balanced tariffs	2						
To maintain robust financial management to achieve self sufficiency, and positively contribute to Jersey's economic development	Development and prioritisation of existing and new business streams, encouraging new enterprise with innovation and entrepreneurship	3						

# Economic Development Jersey Harbours

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
To promote competition, efficiency, economy and effectiveness in commercial activities connected with port and shipping services	To provide profitable marine leisure facilities and services, and to support local ancillary industries so that Jersey is positioned as a top Northern European marine leisure destination	4						
Capital Return			977,425	-	(977,425)			GAAP Adjustment
Revenue Return			232,440	-	(232,440)			
Notional Interest			(200,000)	(250,000)	(50,000)			Notional Interest on Trading Fund
Depreciation				2,960,000	2,960,000			GAAP Adjustment
<b>(Surplus)/Deficit for the year</b>			<b>(1,699,635)</b>	<b>549,200</b>	<b>2,248,835</b>	<b>81.9</b>	<b>83.9</b>	

# Economic Development Jersey Harbours

## Net Expenditure - Operating Cost Statement

2009 Net Revenue Expenditure (As per 2009 Business Plan)	2010 Estimate
£	£
<b>Income</b>	
(11,000)	(5,500)
(13,632,000)	(13,905,100)
(200,000)	(250,000)
-	-
<b>(13,843,000)</b>	<b>(14,160,600)</b>
<b>Expenditure</b>	
4,233,000	4,261,600
6,563,700	7,172,600
59,100	45,300
768,071	2,960,000
218,054	15,300
232,440	200,000
69,000	55,000
-	-
<b>12,143,365</b>	<b>14,709,800</b>
<b>(1,699,635)</b>	<b>549,200</b>
<b>(Surplus)/Deficit for the year</b>	

# Economic Development Jersey Harbours

## Reconciliation of Net Revenue Expenditure

	2010
<b>Prior year Net Revenue Expenditure B/fwd</b>	<b>Total</b>
2009 Effect of June Pay Freeze	£
<b>Revised Net Revenue Expenditure</b>	<b>(1,699,635)</b>
<b>Additional Expenditure</b>	<b>(94,000)</b>
Provision for Annual Pay Awards	(1,793,635)
Non-Staff Inflation	74,000
Marine Leisure Financial Contribution	181,700
Cyclical Dredging Requirements	200,000
Governance, Compliance & Landlord Obligations	200,000
International Ship & Port Security Requirements	201,000
	86,000
<b>Technical Adjustments</b>	
Depreciation	2,960,000
Capital Return	(977,425)
Income Return	(232,440)
<b>Income Proposals</b>	
Port of Jersey	(100,000)
Jersey Marinas	(200,000)
Interest	(50,000)
<b>(Surplus)/Deficit for the year</b>	<b>549,200</b>
<b>Manpower Numbers (FTE)</b>	<b>83.9</b>

## Financial Summary 2010

The 2010 Business Plan submission incorporates the estimated impact of the introduction of GAAP and seeks to provide a clearer analysis of the true operating financial position of Jersey Harbours as a trading department. The budgeted depreciation figure of £2.96M has fundamentally contributed to transforming a surplus of £1.7M in 2009 into an estimated £0.5M deficit in 2010 resulting in a nil return to the States. Excluding GAAP related adjustments, the underlying trading position has declined by £0.6M which consists of additional costs of £0.9M offset by additional projected income of £0.3M. The cashflow position is improved year on year by £0.7M. The 2010 capital programme will see a significant investment in Jersey Marina's infrastructure in order to support growth in this business division. Within the Port of Jersey a mandatory refit of the Duke of Normandy is required along with investment in the Commercial Port infrastructure in partnership with some of our key customers in order to facilitate development and growth. Remediation works have been planned in respect of St Aubin's Fort Pier which, dependant upon further site investigation, may result in further work being undertaken in 2011. Should this be the case, the project will be referred back to the Capital Programme as a Heritage requirement.

Note: Only one year is included but the intention is to include 3 years in future business plans

# Economic Development Jersey Harbours

Capital Allocations 2010 - 2014 For Information Only

BUCc30	Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>						
XY1001	St Aubin Fort Pier Remedial (Phase I)	170,000	-	-	-	-
XY1002	Elizabeth Trailer Park Reconfiguration	500,000	-	-	-	-
XY1003	Warehouse NNQ	200,000	-	-	-	-
XY1004	St Helier Marina Reconfiguration	1,810,000	-	-	-	-
XY1005	La Collette Pontoons	700,000	-	-	-	-
XY1006	Duke of Normandy Re-Fit	210,000	-	-	-	-
XY1007	Minor Remediations (Civil)	400,000	-	-	-	-
XY1*9*	Minor Capital Assets	567,000	250,000	250,000	250,000	250,000
XY1101	St Helier Marina Pontoons	-	175,000	-	-	-
XY1102	Old Harbour Redevelopment (Phase I)	-	5,200,000	-	-	-
XY1103	Albert Pier Passenger Handling Project (Phase I)	-	200,000	-	-	-
XY1104	Port Crane	-	1,560,000	-	-	-
XY1105	Elizabeth Harbour EB/WB Walkways	-	850,000	-	-	-
XY1106	St Aubin Fort Pier Remedial (Phase II)	-	820,000	-	-	-
XY1107	St Helier Marina Gate Replacement	-	450,000	-	-	-
XY1108	Elizabeth Trailer Park Drainage	-	250,000	-	-	-
XY1***	Offshore Beacons	-	100,000	100,000	-	100,000
XY1201	Old Harbour Redevelopment (Phase II)	-	-	6,500,000	-	-
XY1202	Gorey Pierhead (to be funded by grant from EDD)	-	-	2,966,000	-	-
XY1203	Pilot/Workboat	-	-	1,000,000	-	-
XY1204	Elizabeth Terminal (Phase III - Security)	-	-	600,000	-	-
XY1301	St Aubin Pier Remedial (to be funded by grant from EDD)	-	-	-	1,800,000	-
XY1302	Car Park	-	-	-	1,500,000	-
XY1303	Elizabeth Harbour Breakwater	-	-	-	710,000	-
XY1304	Elizabeth Harbour East Pier	-	-	-	300,000	-
XY1305	La Collette Tanker Berth	-	-	-	250,000	-
XY1306	Minor Remediations (Civil)	-	-	-	200,000	-
XY1401	Albert Pier Passenger Handling Project (Phase II)	-	-	-	-	1,800,000
XY1402	Greve de Lecq Reef Remediation	-	-	-	-	1,400,000
XY1403	Old Harbour Redevelopment (Phase III)	-	-	-	-	5,900,000
XY1404	Fishermans Pontoon Breakwater	-	-	-	-	450,000
XY1405	Boat Hoist	-	-	-	-	120,000
<b>Total Proposed Capital Allocations (net of capital to revenue transfers)</b>		<b>4,557,000</b>	<b>9,855,000</b>	<b>11,416,000</b>	<b>5,110,000</b>	<b>10,020,000</b>

Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
Gorey Pierhead (to be funded by grant from EDD)	-	-	2,966,000	-	-
St Aubin Pier Remedial (to be funded by grant from EDD)	-	-	-	1,800,000	-
	-	-	<b>2,966,000</b>	<b>1,800,000</b>	-

# Economic Development Jersey Harbours

Capital Expenditure 2010 - 2015+ For information Only

BUCC30	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
XY0502	Maritime Museum	110,000	-	-	-
XY0602	Old Harbour Sill	-	140,000	-	-
XY0603	St Helier Marina Walls	-	-	360,000	-
XY0701	Offshore Beacons	60,000	-	-	-
XY0805	WB Ro-Ro Ramp	-	1,900,000	-	-
XY0901	Electricity Meters	50,000	-	-	-
	<b>New Approvals 2010</b>				
XY1001	St Aubin Fort Pier	170,000	-	-	-
XY1002	Trailer Park Reconfiguration	500,000	-	-	-
XY1003	Warehouse NNQ	200,000	-	-	-
XY1004	St Helier Marina Reconfiguration	1,810,000	-	-	-
XY1005	La Collette Pontoons	350,000	350,000	-	-
XY1006	Duke of Normandy Refit	210,000	-	-	-
XY1007	Minor Remedials (Civil)	400,000	-	-	-
XY109*	Minor Capital Assets	567,000	-	-	-
	<b>New Approvals 2011</b>				
XY1101	St Helier Marina Pontoons	-	175,000	-	-
XY1102	Old Harbour Redevelopment (Phase I)	-	5,200,000	-	-
XY1103	Albert Pier Passenger Handling Project (Phase I)	-	200,000	-	-
XY1104	Port Crane	-	1,560,000	-	-
XY1105	Elizabeth Harbour EB/WB Walkways	-	850,000	-	-
XY1106	St Aubin Fort Pier Remedial (Phase II)	-	820,000	-	-
XY1107	St Helier Marina Gate Replacement	-	450,000	-	-
XY1108	Elizabeth Trailer Park Drainage	-	250,000	-	-
XY1109	Offshore Beacons	-	100,000	-	-
XY119*	Minor Capital Assets	-	250,000	-	-
	<b>New Approvals 2012</b>				
XY1201	Old Harbour Redevelopment (Phase II)	-	-	6,500,000	-
XY1202	Gorey Pierhead (to be funded by grant from EDD)	-	-	2,966,000	-
XY1203	Pilot/Workboat	-	-	1,000,000	-
XY1204	Elizabeth Terminal (Phase III - Security)	-	-	600,000	-
XY1205	Offshore Beacons	-	-	100,000	-
XY129*	Minor Capital Assets	-	-	250,000	-
	<b>New Approvals 2013</b>				
XY1301	St Aubin Pier Remedial (to be funded by grant from EDD)	-	-	1,800,000	-
XY1302	Car Park	-	-	1,500,000	-
XY1303	Elizabeth Harbour Breakwater	-	-	710,000	-
XY1304	Elizabeth Harbour East Pier	-	-	300,000	-
XY1305	La Collette Tanker Berth	-	-	250,000	-
XY1306	Minor Remediations (Civil)	-	-	200,000	-
XY1307	Offshore Beacons	-	-	100,000	-
XY139*	Minor Capital Assets	-	-	250,000	-

# Economic Development Jersey Harbours

New Approvals 2014		2010	2011	2012-14	2015+
		Expenditure Estimate £	Expenditure Estimate £	Expenditure Estimate £	Expenditure Estimate £
XY1401	Albert Pier Passenger Handling Project (Phase II)	-	-	1,800,000	-
XY1402	Greve de Lecq Reef Remediation	-	-	1,400,000	-
XY1403	Old Harbour Redevelopment (Phase III)	-	-	5,900,000	-
XY1404	Fishermans Pontoon Breakwater	-	-	450,000	-
XY1405	Boat Hoist	-	-	120,000	-
XY1406	Offshore Beacons	-	-	100,000	-
XY149*	Minor Capital Assets	-	-	250,000	-
		4,427,000	12,245,000	26,906,000	-
<b>BUCC30</b>	<b>Revenue Elements of Capital Projects</b>				
	<b>Unspent pre-2010 Approvals</b>				
	<b>New Approvals 2010</b>	-	-	-	-
	<b>New Approvals 2011</b>	-	-	-	-
	<b>New Approvals 2012</b>	-	-	-	-
	<b>New Approvals 2013</b>	-	-	-	-
	<b>New Approvals 2014</b>	-	-	-	-
		-	-	-	-

# Economic Development Jersey Harbours

Trading Fund Balance		2010
2009	Restated	£
<b>8,242,011</b>	<b>Estimated Trading Fund balance as at 01/01</b>	<b>7,373,646</b>
1,699,635	Surplus/(Deficit) for the year	(549,200)
	Add back: Depreciation	2,960,000
(2,568,000)	Less: Capital Expenditure	(4,427,000)
	Plus: Capital Receipts	-
	Other balance sheet movements	-
	Capital to Revenue Transfer	-
<b>7,373,646</b>	<b>Estimated Trading Fund balance as at 31/12</b>	<b>5,357,446</b>

# Transport and Technical Services Jersey Car Parking

# Transport and Technical Services

## Jersey Car Parking

The financial model for Jersey Car Parks has been re-evaluated to incorporate current and future revenue and capital requirements for the provision and maintenance of public car parks in Jersey over the next 25 years. The model shows that parking charges should be increased annually in line with the cost of living in order to provide for the maintenance and replacement of the current car parking stock – any major change to provision will necessitate charges being increased over and above the cost of living.

The Council of Ministers is proposing to increase the financial return from Jersey Car Parks to the States by an additional £0.5 million in 2010 rising to £1 million in 2012. This will result in a financial return of £2.7 million in 2012. In order to achieve the 2010 increase, car park charges will need to increase by 10% plus inflation. It is further estimated that, in order to raise the full £1 million in 2012, charges will need to increase from their current level by at least 25% plus inflation because demand for parking is likely to reduce as the price increases. Although the draft Sustainable Transport Plan includes proposals to increase public car park charges to encourage car drivers to change their mode of transport, the Council of Ministers proposals are a substantial increase over a short period for the driver using public car parks.

The capital programme for car parks includes known maintenance requirements for concrete repairs and also the replacement and enhancement of current provision, although it is not yet known the full financial impact of this latter element. The North of Town Masterplan includes replacement of Gas Place car park for commuters and residents and also the replacement for Minden Place shoppers car park, which will require rebuilding within the next 10 years. The outcome of this Masterplan has yet to be published but it is assumed that the forecasted balance in the Trading Fund will be required by 2011. It is not known whether this will be sufficient or whether additional funds will be required to be raised by way of loans. If this is the case, car park charges may need to be increased more than indicated above.

# Transport and Technical Services

## Jersey Car Parking

### Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £		2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
(1,374,900)	Jersey Car Parks	5,183,700	(6,493,400)	(1,309,700)
-	Depreciation	594,000	-	594,000
(1,374,900)	<b>(Surplus)/Deficit for the year</b>	<b>5,777,700</b>	<b>(6,493,400)</b>	<b>(715,700)</b>

### Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
Rebuilds/Extension of Car Parks	-	3,000,000	-	-	-
Green Street car park - concrete repairs	339,000	-	-	-	-
Installation of automated charging system	-	1,000,000	-	-	-
Pier Road car park - concrete repairs	-	-	-	-	414,000
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>339,000</b>	<b>4,000,000</b>	<b>-</b>	<b>-</b>	<b>414,000</b>

# Transport and Technical Services

## Jersey Car Parking

### Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
Jersey Car Parks			(1,374,900)	(1,309,700)	65,200	26.0	24.0	Both charges and the agreed financial return to the Treasury have increased by £500,000 as a result of the savings proposals approved by the Council of Ministers. The difference from 2009 mainly relates to a reduction in investment income.
Depreciation			-	594,000	594,000	-	-	This relates to the introduction of depreciation charges as a result of moving to GAAP compliant accounting.
<b>(Surplus)/Deficit</b>			<b>(1,374,900)</b>	<b>(715,700)</b>	<b>659,200</b>	<b>26.0</b>	<b>24.0</b>	



# Transport and Technical Services

## Jersey Car Parking

### Reconciliation of Net Revenue Expenditure

	2010
	£
<b>Prior year Net Revenue Expenditure</b>	<b>(1,374,900)</b>
2009 Effect of June Pay Freeze	(9,700)
<b>Revised Net Revenue Expenditure</b>	<b>(1,384,600)</b>
<b>Commitments in Base</b>	-
<b>Additional Expenditure</b>	
Provision for Annual Pay Awards	9,600
Non-staff Inflation	(54,700)
Equipment Purchase	120,000
<b>Technical Adjustments</b>	
Introduction of depreciation charges	594,000
Increase in financial return to General Revenues	500,000
<b>2010 Business Plan Process</b>	
Spending Priorities	-
Savings Proposals	
COM allocation increase in charges	(500,000)
<b>Departmental Transfers</b>	-
<b>Capital to Revenue Transfers</b>	-
<b>(Surplus)/Deficit for the year</b>	<b>(715,700)</b>
<b>Manpower Numbers (FTE)</b>	<b>24.0</b>

### Financial Summary 2010

The financial outturn for 2010 will be a surplus of £715,700 which will be added to the trading fund to finance future capital works on the car parks to maintain them to their current standards, for example concrete degradation works. The small decline in surplus from 2009 is due to the revised method of accounting for fixed assets. The capital costs of the car parks were capitalised from January 2009 and a depreciation charge is applied annually from 2009 onwards.

### Business Plan Process 2010

As part of the savings proposals from the Council of Ministers, Jersey Car Parks have been tasked with increasing charges to generate £1 million over the next three years. This is likely to result in an increase to parking charges of at least 25% over the rate of inflation due to the likely downturn in resultant demand. For 2010, the saving needed is £500,000, the impact of which is a 10% increase in car park charges over and above the rate of inflation with effect from February 2010. This is reflected in the increase in financial return to General Revenues.

The Sustainable Transport Plan will impact on Jersey Car Parks. Although not tasked with specific efficiency savings, Jersey Car Parks continues to ensure the operation is undertaken in the most efficient and effective manner. As such, new initiatives are constantly being evaluated.

Note: Only one year is included but the intention is to include 3 years in future business plans

# Transport and Technical Services Jersey Car Parking

Capital Allocations 2010 - 2014 For Information Only

BUCC30 Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>					
Rebuilds / Extension of Car Parks	-	3,000,000	-	-	-
Green Street Concrete Repairs	339,000	-	-	-	-
Installation of automated charging system	-	1,000,000	-	-	-
Pier Road Concrete Repairs	-	-	-	-	414,000
Minden Place - Concrete repair - 10 year survey	-	8,000	-	-	-
Pier Road - Concrete repair - 10 year survey	-	8,000	-	-	-
Sand Street - Concrete repair - 10 year survey	-	-	-	8,000	-
<b>Total Initial Capital Allocations</b>	<b>339,000</b>	<b>4,016,000</b>	<b>-</b>	<b>8,000</b>	<b>414,000</b>
<b>Less: Proposed Capital to Revenue Transfer</b>					
Minden Place - Concrete repair - 10 year survey	-	8,000	-	-	-
Pier Road - Concrete repair - 10 year survey	-	8,000	-	-	-
Sand Street - Concrete repair - 10 year survey	-	-	-	8,000	-
<b>Total Proposed Capital to Revenue Transfer</b>	<b>-</b>	<b>16,000</b>	<b>-</b>	<b>8,000</b>	<b>-</b>
<b>Proposed Capital Allocation</b>					
Rebuilds / Extension of Car Parks	-	3,000,000	-	-	-
Green Street Concrete Repairs	339,000	-	-	-	-
Installation of automated charging system	-	1,000,000	-	-	-
Pier Road Concrete Repairs	-	-	-	-	414,000
<b>Total Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>339,000</b>	<b>4,000,000</b>	<b>-</b>	<b>-</b>	<b>414,000</b>

Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
None	-	-	-	-	-
	-	-	-	-	-

# Transport and Technical Services

## Jersey Car Parking

Capital Expenditure 2010 - 2015+ For information Only

BUCC30	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
	Rebuilds / Extension of Car Parks	6,000,000	3,000,000	-	-
	<b>New Approvals 2010</b>				
	Rebuilds / Extension of Car Parks	-	-	-	-
	Green Street Concrete Repairs	339,000	-	-	-
	<b>New Approvals 2011</b>				
	Rebuilds / Extension of Car Parks	-	3,000,000	-	-
	Installation of automated charging system	-	1,000,000	-	-
	<b>New Approvals 2012</b>				
	<b>New Approvals 2013</b>				
	<b>New Approvals 2014</b>				
	Pier Road Concrete Repairs	-	-	414,000	-
		<b>6,339,000</b>	<b>7,000,000</b>	<b>414,000</b>	<b>-</b>
<b>BUCC30</b>	<b>Revenue Elements of Capital Projects</b>				
	<b>Unspent pre-2010 Approvals</b>				
	<b>New Approvals 2010</b>				
	<b>New Approvals 2011</b>				
	Minden Place - Concrete repair - 10 year survey	-	8,000	-	-
	Pier Road - Concrete repair - 10 year survey	-	8,000	-	-
	<b>New Approvals 2012</b>				
	<b>New Approvals 2013</b>				
	Sand Street - Concrete repair - 10 year survey	-	-	8,000	-
	<b>New Approvals 2014</b>				
		-	<b>16,000</b>	<b>8,000</b>	<b>-</b>

## Transport and Technical Services Jersey Car Parking

Trading Fund Balance	
2009 Restated £	2010 £
<b>10,359,659</b> Estimated Trading Fund balance as at 01/01	<b>11,684,559</b>
1,374,900 Surplus/(Deficit) for the year	715,700
- Add back: Depreciation	594,000
(50,000) Less: Capital Expenditure	(6,339,000)
- Plus: Capital Receipts	-
- Other balance sheet movements	-
<b>11,684,559</b> Estimated Trading Fund balance as at 31/12	<b>6,655,259</b>

# Transport and Technical Services Jersey Fleet Management

# Transport and Technical Services

## Jersey Fleet Management

### AIM

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

### FINANCIAL COMMENTARY

During 2010 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.

# Transport and Technical Services Jersey Fleet Management

## Net Revenue Expenditure - Service Analysis

2009 Net Revenue Expenditure (As per 2009 Business Plan) £		2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
(961,110)	Jersey Fleet Management	2,451,400	(3,485,500)	(1,034,100)
812,300	Depreciation	875,000	-	875,000
(148,810)	(Surplus)/Deficit for the year	3,326,400	(3,485,500)	(159,100)

## Capital Programme 2010 - 2014

	2010 £	2011 £	2012 £	2013 £	2014 £
Vehicle and plant replacement	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
<b>Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>

# Transport and Technical Services Jersey Fleet Management

## Service Analysis - Objectives and Performance Measures

Description of Service and Objectives	Performance Measure	Ref. key objectives	2009 Estimate £	2010 Estimate £	Increase / (Decrease) £	2009 FTE	2010 FTE	Financial Summary
Jersey Fleet Management			(961,110)	(1,034,100)	(72,990)	24.0	24.0	The decrease in net expenditure relates to a small reduction in staff costs due to the pay freeze in June 2009
Depreciation			812,300	875,000	62,700			
<b>(Surplus)/Deficit for the year</b>			<b>(148,810)</b>	<b>(159,100)</b>	<b>(10,290)</b>	<b>24.0</b>	<b>24.0</b>	

# Transport and Technical Services Jersey Fleet Management

## Net Expenditure - Operating Cost Statement

2009 Net Revenue Expenditure (As per 2009 Business Plan)	2010 Estimate	£
		<b>Income</b>
-	-	Duties, Fees, Fines & Penalties
(3,013,436)	(3,485,000)	Sales of goods and services
(75,000)	-	Investment Income
(2,500)	(500)	Other Revenue
<b>(3,090,936)</b>	<b>(3,485,500)</b>	<b>Total Income</b>
		<b>Expenditure</b>
938,156	908,400	Staff Costs
1,271,670	1,668,000	Other Operating Expenses
-	-	Grants and Subsidies Payments
812,300	875,000	Depreciation/Capital Charges
-	-	Finance Costs
-	-	Financial Return
-	-	Pension Finance Costs
(80,000)	(125,000)	Asset Disposal (Gain)/Loss
<b>2,942,126</b>	<b>3,326,400</b>	<b>Total Expenditure</b>
<b>(148,810)</b>	<b>(159,100)</b>	<b>(Surplus)/Deficit for the year</b>

# Transport and Technical Services Jersey Fleet Management

## Reconciliation of Net Revenue Expenditure

	2010
<b>Prior year Net Revenue Expenditure</b>	<b>Total</b>
2009 Effect of June Pay Freeze	£
<b>Revised Net Revenue Expenditure</b>	<b>(148,810)</b>
	(10,900)
<b>Commitments in Base</b>	<b>(159,710)</b>
	-
<b>Additional Expenditure</b>	
Provision for Annual Pay Awards	10,900
Non-Staff Inflation	(10,290)
	-
<b>Technical Adjustments</b>	
	-
<b>2010 Business Plan Process</b>	
Spending Priorities	-
Savings Proposals	-
	-
<b>Departmental Transfers</b>	
	-
<b>Capital to Revenue Transfer</b>	
	-
<b>(Surplus)/Deficit for the year</b>	<b>(159,100)</b>

**Manpower Numbers (FTE)**

**24.0**

## Financial Summary 2010

Jersey Fleet Management is a non-profit making organisation set up to provide the States with a plant and a fleet of vehicles fit for purpose at the best possible whole life costs. The service it provides includes procurement of plant and vehicles, annual servicing and maintenance together with provision of fuel on a cost effective basis. The trading fund also provides leased vehicles to the States benefiting from co-operative buying.

## Business Plan Process 2010

For 2010, there has been an increase in charge to other departments to cover the increased costs of premises and equipment maintenance. Jersey Fleet Management constantly aim to provide an effective service to the States. To aid this, there will be a review of the operations of Jersey Fleet Management in 2010 with the objective ensuring they are undertaken in the most cost effective and efficient manner.

Note: Only one year is included but the intention is to include 3 years in future business plans

# Transport and Technical Services Jersey Fleet Management

## Capital Allocations 2010 - 2014 For Information Only

BUCC30 Description	2010 Approval £	2011 Approval £	2012 Approval £	2013 Approval £	2014 Approval £
<b>Initial Capital Allocations</b>					
Vehicle Plant and Fleet replacement	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
<b>Total Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>

## Capital Receipts 2010 - 2014 For Information Only

	2010 Receipts £	2011 Receipts £	2012 Receipts £	2013 Receipts £	2014 Receipts £
Sale of Fleet plant and vehicles at end of useful life	85,300	85,300	85,300	85,300	85,300
	<b>85,300</b>	<b>85,300</b>	<b>85,300</b>	<b>85,300</b>	<b>85,300</b>

# Transport and Technical Services Jersey Fleet Management

Capital Expenditure 2010 - 2015+ For information Only

BUCC30	Capital Elements of Capital Projects	2010 Expenditure Estimate £	2011 Expenditure Estimate £	2012-14 Expenditure Estimate £	2015+ Expenditure Estimate £
	<b>Unspent pre-2010 Approvals</b>				
	<b>New Approvals 2010</b>				
	Replacement Fleet plant and vehicles	1,100,000	-	-	-
	<b>New Approvals 2011</b>				
	Replacement Fleet plant and vehicles	-	1,100,000	-	-
	<b>New Approvals 2012</b>				
	Replacement Fleet plant and vehicles	-	-	1,100,000	-
	<b>New Approvals 2013</b>				
	Replacement Fleet plant and vehicles	-	-	1,100,000	-
	<b>New Approvals 2014</b>				
	Replacement Fleet plant and vehicles	-	-	1,100,000	-
		<b>1,100,000</b>	<b>1,100,000</b>	<b>3,300,000</b>	<b>-</b>
<b>BUCC30</b>	<b>Revenue Elements of Capital Projects</b>				
	<b>Unspent pre-2010 Approvals</b>				
	<b>New Approvals 2010</b>				
	Replacement Fleet plant and vehicles	-	-	-	-
	<b>New Approvals 2011</b>				
	Replacement Fleet plant and vehicles	-	-	-	-
	<b>New Approvals 2012</b>				
	Replacement Fleet plant and vehicles	-	-	-	-
	<b>New Approvals 2013</b>				
	Replacement Fleet plant and vehicles	-	-	-	-
	<b>New Approvals 2014</b>				
	Replacement Fleet plant and vehicles	-	-	-	-

# Transport and Technical Services Jersey Fleet Management

Trading Fund Balance	
2009 Restated £	2010 £
756,741 Estimated Trading Fund balance as at 01/01	835,551
148,810 Surplus/(Deficit) for the year	159,100
812,300 Add back: Depreciation	875,000
(962,300) Less: Capital Expenditure	(1,100,000)
80,000 Plus: Capital Receipts	85,300
- Other balance sheet movements	-
835,551 Estimated Trading Fund balance as at 31/12	854,951

# **2010-2014 Capital Programme**

## SUMMARY TABLE D – Proposed Capital Expenditure Allocations 2010

<u>Dept</u>	<u>Project</u>	Capital to		
		Initial Allocation £'000	Revenue Transfers £'000	Proposed Allocation £'000
<b>Earmarked funds and Rolling Allocations</b>				
CMD	Corporate ICT	4,500	(4,500)	-
EDD - Airport	"Below Ground" Works	4,000	-	4,000
H&SS	ICR Project	2,000	-	2,000
HSG	Social Housing Rolling Maintenance Allocation	2,500	-	2,500
	Social Housing Works funded from capital receipts	10,000	-	10,000
T&TS	Infrastructure Works	4,250	(1,730)	2,520
T&R (PH)	Backlog Maintenance	4,000	(4,000)	-
Various	Equipment, Maintenance and Minor Capital	2,550	(1,095)	1,455
<b>Total Earmarked Funds and Rolling Allocations</b>		<b>33,800</b>	<b>(11,325)</b>	<b>22,475</b>
<b>Major Equipment, Building and Civil Engineering Works</b>				
H&SS	Replacement CT Scanner	1,260	-	1,260
HA	TETRA Radio Replacement	4,450	-	4,450
T&TS	Bellozane EfW Plant - Enhanced Maintenance	347	(347)	-
T&R (PH)	HD Farm Building and Incinerator Works	924	-	924
	Grainville Phase 4a	4,728	-	4,728
T&R	JD Edwards System - Development and Upgrade	750	-	750
<b>Total Building and Civil Engineering Works</b>		<b>12,459</b>	<b>(347)</b>	<b>12,112</b>
<b>Total Proposed Capital Expenditure for 2010</b>				<b>34,587</b>

Note:

Less Contributions from Property Disposal Receipts (Property Holdings)	(4,000)
Less Contributions from Earmarked Social Housing Capital Receipts (P6/2007)	(10,000)
Net Allocation	<b>20,587</b>

**SUMMARY OF TABLES F – I**  
**Proposed Capital Expenditure Allocations 2011-14**

<u>Department</u>	<u>Project</u>	Allocation 2011 £'000	Allocation 2012 £'000	Allocation 2013 £'000	Allocation 2014 £'000	Total Allocation £'000
<b>Earmarked funds and Rolling Allocations</b>						
CMD	Corporate ICT	5,000	5,000	5,000	5,000	20,000
EDD - Airport	"Below Ground" Works	4,750	5,000	7,000	4,250	21,000
HSG	Social Housing Rolling Maintenance Allocation	2,750	3,000	3,000	-	8,750
	Social Housing Works (funded from Capital Receipts)	14,000	20,000	25,000	25,000	84,000
T&TS	Infrastructure Works	4,500	4,500	4,500	4,500	18,000
T&R (PH)	Backlog Maintenance	3,000	3,500	5,000	4,500	16,000
Various	Equipment, Maintenance and Minor Capital	2,550	2,550	2,550	2,550	10,200
<b>Total Earmarked Funds and Rolling Allocations</b>		<b>36,550</b>	<b>43,550</b>	<b>52,050</b>	<b>45,800</b>	<b>177,950</b>
<b>Major Equipment, Building and Civil Engineering Works</b>						
EDD - Harbours	Gorey Pier Resoration	-	2,966	-	-	2,966
ESC	Aquasplash Replacement Equipment	-	-	-	1,019	1,019
T&TS	Refurbish Sludge Digester/STW Tanks	1,000	-	-	-	1,000
	Inert Waste Disposal Site Feasibility	750	-	-	-	750
	Refurbish Clinical Waste Incinerator	-	-	1,000	-	1,000
	STW - Secondary Treatment Upgrade (Tranche 1)	-	-	7,000	-	7,000
	STW - Secondary Treatment Upgrade (Tranche 2)	-	-	-	7,429	7,429
T&R (PH)	Prison Masterplan Ph 1 a	9,249	-	-	-	9,249
	Oncology Extension	2,664	-	-	-	2,664
	Les Quennevais School Refurbishment	-	-	-	7,627	7,627
	FB Fields Running Track Replacement	-	-	535	-	535
	Les Quennevais Artificial Pitch Replacement	-	-	613	-	613
	Police Relocation - Sinking Fund	-	2,000	-	-	2,000
	St Martin's School	-	7,732	-	-	7,732
<b>Total Building and Civil Engineering Works</b>		<b>13,663</b>	<b>12,698</b>	<b>9,148</b>	<b>16,075</b>	<b>51,584</b>
<b>Capital to Revenue Transfer</b>		<b>(11,095)</b>	<b>(13,730)</b>	<b>(14,160)</b>	<b>(13,569)</b>	<b>(52,554)</b>
		<b>39,118</b>	<b>42,518</b>	<b>47,038</b>	<b>48,306</b>	<b>176,980</b>

Note:

Less Contributions from Property Disposal Receipts (Property Holdings)	(4,000)	(4,000)	(4,000)	(4,000)	(16,000)
Less Contributions from Earmarked Social Housing Capital Receipts (P6/2007)	(14,000)	(20,000)	(25,000)	(25,000)	(84,000)
<b>Net Allocation</b>	<b>21,118</b>	<b>18,518</b>	<b>18,038</b>	<b>19,306</b>	<b>76,980</b>

## Reconciliation of movements from previous capital programme 2010-2013

Dept	Capital Project	Previous Programme 2010 - 2013 £'000	Proposed Programme 2010 - 2013 £'000	Increase/ (Decrease) £'000
<b>CMD</b>	Corporate IT	20,000	19,500	(500)
<b>EDD</b>	Airport 'Below Ground' Works	20,000	20,750	750
	Gorey Pier Restoration	-	2,966	2,966
<b>ESC</b>	Minor Capital 2010 - 2014	400	400	-
<b>H&amp;SS</b>	Minor Capital 2010 - 2014	7,200	7,200	-
	Replacement Health IT System	2,000	2,000	-
	Replacement CT Scanner	1,260	1,260	-
<b>HA</b>	Minor Capital 2010 - 2014	800	800	-
	Tetra Radio System	4,450	4,450	-
<b>HSG</b>	Social Housing Programme - Rolling Allocation	12,750	11,250	(1,500)
<b>P&amp;E</b>	Minor Capital 2010 - 2014	400	400	-
	Urban Renewal Fund	400	-	(400)
<b>T&amp;TS</b>	Infrastructure Rolling Allocation 2010 - 2014	19,250	17,750	(1,500)
	Minor Capital 2010 - 2014	1,400	1,400	-
	Sludge Treatment/STW Tanks	1,000	1,000	-
	Re-Use Recycle Centre	1,452	-	(1,452)
	Inert Waste Disposal Planning	750	750	-
	EfW Plant and Ancillary Works	347	347	-
	Clinical waste Incinerator Refurbishment (Phase 1)	1,000	1,000	-
	STW Major Upgrade	14,079	7,000	(7,079)
	Town Park (Additional Funding)	7,500	-	(7,500)
	HD Farm Building & Incinerator Works	970	924	-46
<b>T&amp;R (PH)</b>	Backlog Maintenance	-	15,500	15,500
	Prison Improvement Works	2,814	9,249	6,435
	Police Relocation - Sinking Fund	2,000	2,000	-
	St Martin's School	2,239	7,732	5,493
	Grainville (Phase 4)	4,478	4,728	250
	Oncology Upgrade	2,765	2,664	(101)
	Les Quennevais School Refurbishment	7,282	-	(7,282)
	FB Fields Running Track	510	535	25
	Les Quennevais Artificial Pitch	-	613	613
<b>T&amp;R</b>	JD Edwards	5,250	750	(4,500)
	<b>Total</b>	<b>144,746</b>	<b>144,918</b>	<b>172</b>

This table should be read in conjunction with Section 7.2 (page 74) of the main report which explains the movements from last year's five year programme. In summary, many of the schemes that could not be accommodated in the new programme have been included in 2014 or an alternative provision has been identified.

# 2010 – 2014 Capital Programme

## Earmarked Funds and Rolling Allocations

### CHIEF MINISTER'S DEPARTMENT

CORPORATE ICT	2010	£4,500,000
	2011	£5,000,000
	2012	£5,000,000
	2013	£5,000,000
	2014	£5,000,000

### Department's Submission:

The Chief Minister's Department funds corporate ICT projects from the monies made available through the Corporate ICT allocation. The proposed programme described below, includes a number of major areas of work in the next five years.

Year	2009	2010	2011	2012	2013	2014	Average
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Departmental Running Costs	14,349	14,399	14,399	14,399	14,399	14,399	
Infrastructure Maintenance Projects	1,526	640	640	640	640	640	
<b>Total Baseline Running Costs</b>	<b>15,875</b>	<b>15,039</b>	<b>15,039</b>	<b>15,039</b>	<b>15,039</b>	<b>15,039</b>	<b>15,178</b>
Development Projects	4,675	2,310	310	310	0	0	1,268
<b>Total States IS Spend</b>	<b>20,550</b>	<b>17,349</b>	<b>15,349</b>	<b>15,349</b>	<b>15,039</b>	<b>15,039</b>	<b>16,446</b>
<b>Future Developments (to be prioritised)</b>							
Web Strategy Management (2013-2014)					310	310	

### Key project areas

The delivery of business benefit through IS enabled projects is led on a departmental basis through the Business Support Groups and is the accountability of the Project Executive. The IS Programme Office is responsible for ensuring the good governance and quality control of corporate and departmental projects. Key project areas are:

### Integrated Health Care Records

The Integrated Care Record ("ICR") Programme is a central plank of the New Directions Health Care Strategy and is an ambitious programme to review all processes, leading to an integrated set of applications and data. Implementation of Phase 1 of this programme commenced in July 2009 and will cover the replacement of the radiology and current patient administration system. The sheer scale and complexity of the programme introduces a high level of risk and all IS enabled projects within the programme will use governance standards set by the central IS Programme Office to ensure that they are delivered with the appropriate quality controls. IS and Health will work in partnership to ensure the effective delivery of the programme and the technical solution.

## **Web development strategy**

The States of Jersey vision for public services, that the customer is at the heart of what we do, requires services to be more customer-focused, streamlined, accessible and efficient. Web-based delivery offers very significant benefits in terms of improving the quality and accessibility of customer services and information, but also drives down the cost per transaction to an extent which could save the States several million pounds per annum.

The web programme will continue, through further development of the corporate Intranet to provide online services to employees. Work on the redeveloped gov. je website will include ongoing improvement of content, consolidating the large number of different websites into a single government site, developing online services for our external customers and the implementation of an enterprise wide search engine.

Online services will require business processes to be reviewed to ensure that they are both customer focused and streamlined. IS resources will play a key role in facilitating business process improvement across the organisation and will ensure that processes are optimised and consistent.

In addition, successful delivery of the web programme requires the States to review and streamline the way that data is held and used within the organisation by ensuring that, while individual departments have responsibility for collecting data and information and holding it securely, it is made available under strict conditions to other departments where appropriate. A programme of work to identify and map key data, information and applications started in 2009 will be a key deliverable in 2010.

## **Other Contributions**

IS will contribute across the States by reviewing and implementing improved management arrangements for existing corporate systems, in particular the existing Enterprise Resource Planning system, in order to deliver increased productivity. As a common enabler, Information Systems is uniquely placed to ensure consistency of approach, common standards, and controlled spend.

Current investment levels in IS, given the fundamental position that information technology plays in the organisation, can be described as being on the low side compared to other public sector bodies in the UK.

The temptation to make short term savings in the current economic climate would undermine the ability of IS to support increased productivity and efficiency initiatives in other Departments and for the States long term.

**ECONOMIC DEVELOPMENT (AIRPORT)**

<b>AIRPORT 'BELOW GROUND' WORKS</b>	<b>2010</b>	<b>£4,000,000</b>
	<b>2011</b>	<b>£4,750,000</b>
	<b>2012</b>	<b>£5,000,000</b>
	<b>2013</b>	<b>£7,000,000</b>
	<b>2014</b>	<b>£4,250,000</b>

**Department's Submission:**

By supporting P198/2002, the States agreed to meet the cost of the Airport 'below ground' works from General Revenues. The works are 'front loaded' with a requirement to make available around £40 million to complete runway and apron repairs.

The approved allocation of £5 million per annum has been re-profiled over the period 2010 -2014, but remains at £25 million over the five years.

**HEALTH AND SOCIAL SERVICES DEPARTMENT**

<b>INTEGRATED CARE RECORD PROGRAMME</b>	<b>2010</b>	<b>£2,000,000</b>
-----------------------------------------	-------------	-------------------

**Department's Submission:**

Funding totalling £12 million has been provided from 2007 - 2010 to meet the lowest estimated cost of replacement Health IT systems.

The company currently providing Health's ICT systems is leaving the market place. As this item is of such value and significance to Health's business it has been shown separately from the Corporate ICT funding stream, but will need to conform to all Corporate ICT protocols and requirements.

**HOUSING DEPARTMENT**

<b>SOCIAL HOUSING WORKS</b>	<b>2010</b>	<b>£2,500,000</b>
	<b>2011</b>	<b>£2,750,000</b>
	<b>2012</b>	<b>£3,000,000</b>
	<b>2013</b>	<b>£3,000,000</b>

**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, to fund the ten year refurbishment plan to the properties listed below.

The budget allocation is reduced by £1.5 million from the previously approved programme and has been extended to 2013. This reflects the reprioritisation of works as a result of the allocation of funding from the Fiscal Stimulus programme.

Schemes	To 31/12/2009	2010 Programme	2011 Programme	2012 Programme	2013 Programme	2014 Programme	2015 Programme	2016 Programme
Ann Court	610,000	2,523,000						
The Cedars	2,633,000							
Le Squez Phase 2a	700,000	8,405,000						
Le Squez Phase 2b			8,850,000					
Le Squez Phase 3			200,000	12,967,000				
Le Squez Phase 4					225,000	13,950,000		
La Collette Flats Phase 1	250,000	515,000	7,218,000					
La Collette Flats Phase 2					6,820,000			
Salisbury Crescent	6,948,000							
Clos St Andre	307,000							
Hampshire Gardens	180,000	2,266,000						
Jourmeaux Street Phase 3	293,000	1,802,000						
Clos Gosset	172,000	7,447,000						
Le Geyt 1 - 21	918,000							
Convent Court				178,000	7,770,000			
Clos de Quennevais	809,000							
Caesarea Court						190,000	8,400,000	
La Carriere	487,000							
Le Marais Low Rise Phase 2	1,196,000							
Clos de Roncier	1,172,000							
De Quetteville Court	10,000	505,000			3,410,000			
Hue Court High Rise						40,000	490,000	5,842,000
Jardin des Carreaux				10,000	1,780,000			
Pomme D'Or Farm	85,000	3,348,000						
<b>Revenue Works</b>								
Heating Mains Programme		1,030,000	1,030,000	1,100,000				
Heating Installation Programme		2,060,000	2,060,000	1,100,000	1,140,000			
Roofing Programme		458,000	545,000	545,000	225,000	235,000		
Window Replacement Programme		369,000	475,000	140,000	225,000	235,000		
Other Miscellaneous Works		103,000	50,000		225,000	235,000		
<b>Acquisitions of Life-long homes</b>				6,588,000	6,820,000	7,090,000	7,381,000	7,670,000
<b>Total of Proposed Projects</b>	<b>16,770,000</b>	<b>30,831,000</b>	<b>20,428,000</b>	<b>22,628,000</b>	<b>28,640,000</b>	<b>21,975,000</b>	<b>16,271,000</b>	<b>13,512,000</b>
<b>Funding Streams</b>								
Capital Balance Brought Forward	6,318,000	14,413,000	102,000	584,000	956,000	316,000	341,000	70,000
Capital Programme Allocation	5,000,000	2,500,000	2,750,000	3,000,000	3,000,000			
Capital Receipts Applied	10,865,000	10,000,000	14,000,000	20,000,000	25,000,000	25,000,000	19,000,000	16,500,000
Economic Stimulus - Capital	9,000,000					(3,000,000)	(3,000,000)	(3,000,000)
Economic Stimulus - Maintenance Backlog		4,020,000	4,160,000					
<b>Total Funding available</b>	<b>31,183,000</b>	<b>30,933,000</b>	<b>21,012,000</b>	<b>23,584,000</b>	<b>28,956,000</b>	<b>22,316,000</b>	<b>16,341,000</b>	<b>13,570,000</b>
Less:								
<b>Total of Proposed Projects</b>	<b>(16,770,000)</b>	<b>(30,831,000)</b>	<b>(20,428,000)</b>	<b>(22,628,000)</b>	<b>(28,640,000)</b>	<b>(21,975,000)</b>	<b>(16,271,000)</b>	<b>(13,512,000)</b>
<b>Capital Balance Carried Forward</b>	<b>14,413,000</b>	<b>102,000</b>	<b>584,000</b>	<b>956,000</b>	<b>316,000</b>	<b>341,000</b>	<b>70,000</b>	<b>58,000</b>

Details of the major schemes and projects are as follows:

## Ann Court

Depending on the outcome of the North of St Helier Master Plan and subsequent Council of Ministers decision on the Town Park Project, the Ann Court site will be developed. Current plans include refurbishment of the Ann Street terrace of houses and the creation of 20 new lifetime 1 bedroom apartments.

## The Cedars

Works are due to be completed in 2009. These 74 homes will have the benefit of an external wall insulation system, more thermally efficient replacement windows and a host of enhancements to the common areas of the estate such as new lifts.

## Le Squez 2, 3 & 4

The continuation of the wholesale regeneration of the estate incorporating enhancements to existing community and amenity facilities.

### **La Collette Flats**

By completion these 119 homes will have 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 of the estate such as new lifts.

### **Salisbury Crescent**

A brown field development of 2 four bedroom town houses, 7 three bedroom town houses and 24 one bedroom flats designated as lifetime homes.

### **Clos St Andre**

The playing field will be split and completely fenced off; the refurbishment will include the installation of new play facilities for young children (4-10yrs) and an enclosed play space suitable for playing football to meet the needs of older children. In addition there will be some minor improvement to car parking arrangements on the estate.

### **Hampshire Gardens**

An Initial Project Assessment and feasibility study have identified that the 39 existing bed sitter units can be converted to create 22 lifetime homes.

### **Journeaux Street Phase 3**

A proposed development of up to 11 new lifetime homes.

### **Clos Gosset**

By completion the homes will have the benefit of improved levels of insulation, more thermally efficient replacement windows and doors, replacement heating systems and significant infrastructure works. A feasibility study has been completed and it is anticipated that works will commence in mid 2010.

### **Le Geyt 1 - 21**

By completion these 21 homes will have the benefit of an external wall insulation system, more thermally efficient replacement windows, new roof and a host of enhancements to the common areas of the estate.

### **Convent Court**

An initial project assessment will consider the options for the high rise building including wholesale demolition and replacement with a mixed development of lifetime homes and town houses.

### **Clos de Quennevais**

By completion these 16 homes will have the benefit of an external wall insulation system, more thermally efficient roof covering, replacement windows, replacement heating systems and significant works to the parking arrangements.

### **Caesarea Court**

An initial project assessment will consider the options for the high rise building including wholesale demolition and replacement with a mixed development of lifetime homes and town houses.

### **La Carriere**

The 16 flats will be refurbished through the addition of external wall insulation, new insulated roof and double glazed windows making them more energy efficient.

### **Le Marais Low Rise Phase 2**

Works completed in 2009. A new build development of 4 four bedroom houses, 24 three bedroom houses, 1 two bedroom flat and 18 one bedroom flats.

### **Clos de Roncier**

A continuation of the programme to improve 83 homes. The houses have had replacement doors, windows, heating and drainage and by completion will have been improved by the addition of external wall and loft insulation.

### **De Quetteville Court**

An initial project assessment and feasibility study will consider the options for the high rise building and will focus on the use of the building as a specific development of lifetime homes with a high emphasis on energy efficiency and sustainability.

### **Hue Court High Rise**

An initial project assessment and feasibility study will consider the options for the two high rise buildings and will focus on the use of the buildings as a specific development of lifetime homes with a high emphasis on energy efficiency and sustainability.

### **Jardin des Carreaux**

Some additional insulation was added to these 50 homes in the 1980's. Further insulation, double glazing, new doors, new roofs and new heating systems will be added to bring these homes up to modern levels of thermal efficiency.

### **Pomme D'Or Farm**

The refurbishment of the 86 homes on this estate to improve insulation levels, install double glazed windows and other more minor improvements.

## **TRANSPORT AND TECHNICAL SERVICES**

<b>INFRASTRUCTURE WORKS</b>	<b>2010</b>	<b>£4,250,000</b>
	<b>2011</b>	<b>£4,500,000</b>
	<b>2012</b>	<b>£4,500,000</b>
	<b>2013</b>	<b>£4,500,000</b>
	<b>2014</b>	<b>£4,500,000</b>

### **Department's Submission:**

The Infrastructure allocation will comprise of the following, to include continued provision for 2014:

#### **Foul Sewer Reconstruction**

Reconstruction work is required to maintain the existing sewerage network in sound working order and prevent deterioration of this fundamental Island asset. Essential work is undertaken to maintain the structural and hydraulic integrity of the sewerage system. The Island will benefit from reduced risk of sewer collapse. There is no provision for sewer extension in this reduced budget allocation.

#### **Sea Defence Strategy**

The Island's sea defences are integral to the safe maintenance of the Island's infrastructure and protect and maintain large areas of public and private property. As such, they should be considered a priority in terms of short and long term maintenance if ultimate failure or collapse is to be avoided in the future.

#### **Highway's Infrastructure**

Funds will be allocated to continue the implementation of the results of the pavement management system, in particular, strengthening and reconstruction of existing highways and supporting structures and installation of new road drainage where appropriate.

#### **Bellozanne Odour Control**

Phase 1 of the Bellozanne Odour Control works was completed in 2008. Following this work Transport and Technical Services are undertaking a new survey of the Bellozanne sewage works smells and this work will recommend what is undertaken in phase 2.

Phase 1 has shown significant improvements to the area and the smell issues have diminished. The phase 2 works will be recommended based on the cost of implementation versus the improvement to be gained. The scale and scope of the work cannot be confirmed until the second odour survey has been completed.

## TREASURY AND RESOURCES - PROPERTY HOLDINGS

<b>BACKLOG MAINTENANCE</b>	<b>2010</b>	<b>£4,000,000</b>
	<b>2011</b>	<b>£3,000,000</b>
	<b>2012</b>	<b>£3,500,000</b>
	<b>2013</b>	<b>£5,000,000</b>
	<b>2014</b>	<b>£4,500,000</b>

### Department's Submission:

Jersey Property Holdings has analysed the results of a Condition Survey undertaken by UK specialist surveyors Drake & Kannemeyer (D&K) in 2008, which produced a list of works that need to be undertaken within a ten year period, with priority given to works required to address health and safety and other statutory issue.

A sum of £3.3 million has been approved from the Fiscal Stimulus package to commence priority works in 2009 and the rolling allocation will be utilised to continue to tackle the highest priority backlog maintenance items.

## VARIOUS DEPARTMENTS

<b>EQUIPMENT, MAINTENANCE AND MINOR CAPITAL</b>	<b>2010</b>	<b>£2,550,000</b>
	<b>2011</b>	<b>£2,550,000</b>
	<b>2012</b>	<b>£2,550,000</b>
	<b>2013</b>	<b>£2,550,000</b>
	<b>2014</b>	<b>£2,550,000</b>

It is proposed that the annual Minor Capital allocation continues at £2.55 million.

The Council of Ministers proposes that the above sum is allocated as follows:

Education, Sport and Culture Department	£0.10m
Health and Social Services Department	£1.80m
Home Affairs Department	£0.20m
Planning and Environment Department	£0.10m
Transport and Technical Services Department	<u>£0.35m</u>
	£2.55m

## Capital Programme 2010: Details of Major Works Projects

### HEALTH AND SOCIAL SERVICES

<b>REPLACEMENT CT SCANNER</b>	<b>£1,260,000</b>
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#### Department's Submission:

A replacement CT Scanner is required as the manufacturer's recommended replacement period for the existing scanner will have expired. The current scanner was funded by public subscription.

**Additional Land Required**      No                      **Land Available**                      N/A

#### Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£1,191,000	£69,000	£1,260,000

#### Potential Revenue and Manpower Implications

Net Revenue Effect	Permanent FTE
£nil	0.00

### HOME AFFAIRS

<b>REPLACEMENT TETRA RADIO SYSTEM</b>	<b>£4,450,000</b>
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#### Department's Submission:

A replacement radio system for the current version owned by the States of Jersey Police, States of Jersey Fire and Rescue Service and the States of Jersey Ambulance Service and used by Customs and Immigration, Prison, Honorary Police, Airport Rescue and Fire Fighting Service, Jersey Harbours, St John Ambulance and Beach Guard Service, which is reaching the end of its operational life. It provides an integrated communication system which allows the various emergency services to communicate with each other in a variety of different forms.

**Additional Land Required**      Yes                      **Land Available**                      Yet to be identified

#### Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£4,133,000	£317,000	£4,450,000

#### Potential Revenue and Manpower Implications

The replacement system will require ongoing maintenance and operational support in respect of hardware and software issues. These have been identified and equated with the revenue costs already incurred for the current system. The current costs are already accounted for within Police, Fire and Rescue and Ambulance Services budgets. In addition, the costs to the users – such as the Honorary Police – are also accounted for on a like for like basis with current costs. It is envisaged that the operating costs for the new system will be in the region of £500,000 per annum.

There are no identified manpower implications.

**TRANSPORT AND TECHNICAL SERVICES**

<b>EfW ENHANCED MAINTENANCE</b>	<b>2010</b>	<b>£347,000</b>
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**Department's Submission:**

Additional funding to meet the increasing cost of maintaining the existing plant in operational order until its replacement is commissioned in 2011.

**Additional Land Required**      No                      **Land Available**                      N/A

**Capital Expenditure**

<b>Project Cost and Fees</b>	<b>Fluctuations</b>	<b>Total</b>
£315,000	£32,000	£347,000

**Potential Revenue and Manpower Implications**

<b>Net Revenue Effect</b>	<b>Permanent FTE</b>
£nil	0.00

**TREASURY AND RESOURCES - PROPERTY HOLDINGS**

<b>HOWARD DAVIS FARM BUILDING AND INCINERATOR WORKS</b>	<b>£924,000</b>
---------------------------------------------------------	-----------------

**Department's Submission:**

Relocation of the Animal Carcass Incinerator is required to comply with the terms of the proposed covenant variation at Howard Davis Farm. In the last year an opportunity has arisen to separate the incinerator from the adjacent Acorn Enterprise site and relocate the pet cremator, which is required to facilitate the relocation of the dairy.

The project comprises four elements:

- 1 - provide a capitalised ground rent to the Howard Davis Farm Trust
- 2 - undertake works to existing animal carcass incinerator to make permanent
- 3 - incorporation of the pet cremator with the animal carcass incinerator
- 4 - undertake works to separate the sites and upgrade of Acorn Enterprise property

**Additional Land Required**      No                      **Land Available**                      N/A

**Capital Expenditure**

<b>Project Cost and Fees</b>	<b>Fluctuations</b>	<b>Total</b>
£855,000	£69,000	£924,000

**Potential Revenue and Manpower Implications**

<b>Net Revenue Effect</b>	<b>Permanent FTE</b>
£nil	0.00

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

<b>GRAINVILLE PHASE 4A</b>	<b>£4,728,000</b>
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**Department’s Submission:**

Phase 4A of the rolling programme enables the highest priority remaining works to be undertaken, including refurbishment of the ‘link’ building to form a kitchen and canteen with classroom and staff resources on the first floor. The lower priority works will be undertaken either as a separate Phase 4B beyond 2014 or as minor works packages as funding becomes available.

**Additional Land Required**      No                      **Land Available**                      N/A

**Capital Expenditure**

<b>Project Cost and Fees</b>	<b>Fluctuations</b>	<b>Total</b>
£4,428,000	£300,000	£4,728,000

**Potential Revenue and Manpower Implications**

<b>Net Revenue Effect</b>	<b>Permanent FTE</b>
£nil	0.00

**TREASURY AND RESOURCES**

<b>DEVELOPMENT AND UPGRADE OF JD EDWARDS</b>	<b>2010</b>	<b>£750,000</b>
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**Department’s Submission:**

The J.D. Edwards system is the States of Jersey’s Enterprise Resource Planning system, which has been in operation since 2002 and is used by all departments. It covers a wide range of functions, including financial management, asset management and human resource management, which are integral to the efficient administration of the States of Jersey.

Given the importance of the system to the administration of the States of Jersey, it is essential that it is upgraded to the most recent version to ensure that it is fully supported and to reduce the risk of system failure.

**Additional Land Required**      No                      **Land Available**                      N/A

**Capital Expenditure**

<b>Project Cost and Fees</b>	<b>Fluctuations</b>	<b>Total</b>
£750,000	£-	£750,000

**Potential Revenue and Manpower Implications**

<b>Net Revenue Effect</b>	<b>Permanent FTE</b>
£nil	0.00

## Capital Programme 2011: Details of Major Works Projects

### TRANSPORT AND TECHNICAL SERVICES

<b>INERT WASTE DISPOSAL SITE - PLANNING AND DESIGN</b>	<b>£750,000</b>
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#### Department's Submission:

Jersey generates over 200,000 tonnes of inert waste is each year. To provide a smooth transition from the La Collette phase 2 land reclamation site to a new facility, the new facility must be operational by 2015 (based on waste arisings from 2000). The existing La Collette II site retaining wall and associated works cost £26 million to construct over a 30 month period from 1993 to 1996.

The Island needs a facility to safely dispose of inert waste; this has traditionally involved marine land reclamation. The proposed funding is to undertake a feasibility assessment to determine the most appropriate location for the new facility, produce fully costed options and initiate the associated planning and design works.

**Land required**                      No                      **Land Available**                      N/A

#### Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£750,000	£-	£750,000

#### Potential Revenue and Manpower Implications

Net Revenue Effect	Permanent FTE
£nil	0.00

### TRANSPORT AND TECHNICAL SERVICES

<b>REFURBISHMENT OF SLUDGE DIGESTERS/STW TANKS</b>	<b>£1,000,000</b>
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#### Department's Submission:

The original four Sewage Treatment Works (STW) final tanks (numbers 1 to 4) were built in 1959. Further tanks were added at later dates and there are now twelve final settlement tanks in total. The plant undergoes a continuous maintenance programme in order to keep it operational. It is proposed to upgrade the mechanical and electrical elements of the plant.

**Land required**                      No                      **Land Available**                      N/A

#### Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£885,000	£115,000	£1,000,000

#### Potential Revenue and Manpower Implications

Net Revenue Effect	Permanent FTE
£nil	0.00

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

<b>PRISON IMPROVEMENT WORKS - Phase 4</b>	<b>£9,249,000</b>
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**Department’s Submission:**

The next phase of prison refurbishment following the ongoing current phase 3 works has been revised following a master planning exercise undertaken with the current Prison Governor and his management team. The phase 4 works (phase 1a of the new master plan) includes redevelopment of the prison visits area and improvements to the staff facilities.

**Additional Land Required**      No                      **Land Available**      Yes - in existing compound

**Capital Expenditure**

<b>Project Cost and Fees</b>	<b>Fluctuations</b>	<b>Total</b>
£8,693,000	£556,000	£9,249,000

**Potential Revenue and Manpower Implications**

An amendment to the Strategic Plan 2006-2011 (P.40/2006) was approved such that the revenue and manpower implications of the education and rehabilitation of prisoners be established subject to funding becoming available.

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

<b>ONCOLOGY EXTENSION AND REFURBISHMENT</b>	<b>£2,664,000</b>
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**Department’s Submission:**

The current Oncology facility, situated in the existing outpatient area, is rapidly becoming too small for current and projected activity. Since its opening on 12 October 1995, the activity in the Oncology Unit (covering the treatment of both solid tumours and blood borne cancers) has risen over the last five or so years by approximately 8.5% per year. In addition, approximately 180 new cases are being referred each year.

The proposed extra floor over the existing Maternity Ward linked to Plémont Ward will help provide an oncology service for both inpatients and outpatients in an appropriate setting and meet conservative activity forecasts. The cost of providing alternative off island treatment is prohibitive to a significant extent and unnecessarily distressing and inconvenient for local patients.

**Land required**                      No                              **Land Available**                      N/A

**Capital Expenditure**

<b>Project Cost and Fees</b>	<b>Fluctuations</b>	<b>Total</b>
£2,468,000	£196,000	£2,664,000

**Potential Revenue and Manpower Implications**

<b>Net Revenue Effect</b>	<b>Permanent FTE</b>
£25,000 (from existing revenue budget)	0.00

## Capital Programme 2012: Details of Major Works Projects

### ECONOMIC DEVELOPMENT (HARBOURS)

<b>GOREY PIER RESTORATION</b>	<b>£2,966,000</b>
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#### Department's Submission:

Under the States of Jersey **Public Finances (Transitional Provisions – States trading Operations, Jersey) Regulations 2005** Jersey Harbours is mandated to maintain the harbours of Jersey.

Significant cracking was observed in the Pier and ancillary structures, following which Harbour's Consulting Engineers have carried out twice yearly damage investigations.

Two key problems have been observed

- Granite wall to sheet piled foundation connection has failed causing settlement of the end portion of the pier.
- There exist no foundation structure on the outside wall between the original foundation of rock outcrop and the sheet piled foundation causing a 15m weak link.

The consequence of these two problems is that the outer face of the pier is less robust in resisting wave impact and vibration induced by wave slam has caused damage to ancillary structures attached to the pier such as the concrete jetty and deck level buildings.

Jersey Harbours have been subsequently advised by its consultant that the Gorey Pier is now at risk of undergoing substantial damage if subjected to an appropriate trigger event.

The proposed funding allocation provides for the full cost of the works. Jersey Harbours' supports the proposal to dispose of the Old Harbourmaster's House at Gorey to supplement the cost. The property is recommended for disposal in Figure 8.1, Chapter 8 of the Business Plan.

**Additional Land Required**            No                            **Land Available**                            N/A

#### Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£2,500,000	£466,000	£2,966,000

#### Potential Revenue and Manpower Implications

Net Revenue Effect	Permanent FTE
£nil	0.00

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

<b>POLICE RELOCATION (Sinking Fund - 4<sup>th</sup> Tranche of 4)</b>	<b>£2,000,000</b>
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**Department’s Submission:**

The current Police Headquarters at Rouge Bouillon is failing to meet its operational requirements. The building is structurally and functionally obsolescent and does not meet the requirements in respect of operational efficiency and service. Currently the States of Jersey Police operate from eighteen different locations. This proposal will centralise departments to the benefit of police efficiency and effectiveness.

This fourth tranche of funding for furniture and equipment, when added to funds previously voted, provides for an overall budget of £20,065,000.

**Additional Land Required**      Yes      **Land Available**      Site location to be finalised

**Capital Expenditure**

<b>Project Cost and Fees</b>	<b>Fluctuations</b>	<b>Total</b>
£2,000,000	£-	2,000,000

**Potential Revenue and Manpower Implications**

<b>Net Revenue Effect</b>	<b>Permanent FTE</b>
£nil	0.00

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

<b>ST MARTIN’S SCHOOL</b>	<b>£7,732,000</b>
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**Department’s Submission:**

This project will address the lack of teaching and non teaching space in the school in the context of the current primary curriculum. A revised feasibility study in respect of St Martin’s school has determined that the building of a new school on an adjacent field (subject to planning approval) is more cost effective than undertaking extensive refurbishment works and extending the existing school.

**Additional Land Required**      No      **Land Available**      N/A

**Capital Expenditure**

<b>Project Cost and Fees</b>	<b>Fluctuations</b>	<b>Total</b>
£6,837,000	£895,000	£7,732,000

**Potential Revenue and Manpower Implications**

<b>Net Revenue Effect</b>	<b>Permanent FTE</b>
£nil	0.00

## Capital Programme 2013: Details of Major Works Projects

### TRANSPORT AND TECHNICAL SERVICES

<b>CLINICAL WASTE INCINERATOR REFURBISHMENT</b>	<b>£1,000,000</b>
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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.

**Additional Land Required**      No                      **Land Available**                      N/A

#### Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£798,000	£202,000	£1,000,000

#### Potential Revenue and Manpower Implications

Net Revenue Effect	Permanent FTE
£nil	0.00

### TRANSPORT AND TECHNICAL SERVICES

<b>SEWAGE TREATMENT WORKS – SECONDARY TREATMENT UPGRADE (Tranche 1 of 2)</b>	<b>£7,000,000</b>
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#### 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.

As many parts of the plant will require replacement by 2012 it is planned to replace the technology with a more traditional system that has proven capabilities. The project will require the construction of further treatment tanks at Bellozanne and the introduction of filtration systems to remove the nitrates from the effluent.

**Additional Land Required**      No                      **Land Available**                      N/A

#### Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£5,756,000	£1,244,000	£7,000,000

#### Potential Revenue and Manpower Implications

Net Revenue Effect	Permanent FTE
£nil	0.00

**TREASURY AND RESOURCES**  
**(on behalf of EDUCATION, SPORT AND CULTURE)**

<b>FB FIELDS RUNNING TRACK REPLACEMENT</b>	<b>£535,000</b>
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**Department's Submission:**

The project involves the replacement of the existing FB Fields athletic track which will have reached the end of its useful life.

**Additional Land Required**      No                      **Land Available**                      N/A

**Capital Expenditure**

<b>Project Cost and Fees</b>	<b>Fluctuations</b>	<b>Total</b>
£433,000	£102,000	£535,000

**Potential Revenue and Manpower Implications**

<b>Net Revenue Effect</b>	<b>Permanent FTE</b>
£nil	0.00

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

<b>LES QUENNEVAIS ARTIFICIAL PITCH REPLACEMENT</b>	<b>£613,000</b>
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**Department's Submission:**

Recent studies have shown that the pitch will require replacement by the commencement year due to wear and drainage issues. The Sport Division of ESC is contracted to clubs and associations to provide facilities that are safe and fit for purpose.

**Additional Land Required**      No                      **Land Available**                      N/A

**Capital Expenditure**

<b>Project Cost and Fees</b>	<b>Fluctuations</b>	<b>Total</b>
£500,000	£113,000	£613,000

**Potential Revenue and Manpower Implications**

<b>Net Revenue Effect</b>	<b>Permanent FTE</b>
£nil	0.00

## Capital Programme 2014: Details of Major Works Projects

### EDUCATION, SPORT AND CULTURE

<b>AQUASPLASH REPLACEMENT EQUIPMENT</b>	<b>£1,019,000</b>
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#### Department's Submission:

The States of Jersey have a contractual agreement with the pool operators to replace various items of equipment including flumes, flooring and other fixtures and fittings, which by 2014 will have reached the equipment suppliers' assessment of operating life.

**Additional Land Required**      No      **Land Available**      N/A

#### Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£800,000	£219,000	£1,019,000

#### Potential Revenue and Manpower Implications

Net Revenue Effect	Permanent FTE
£nil	0.00

### TRANSPORT AND TECHNICAL SERVICES

<b>SEWAGE TREATMENT WORKS – SECONDARY TREATMENT UPGRADE (Tranche 2 of 2)</b>	<b>£7,429,000</b>
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#### 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.

As many parts of the plant will require replacement by 2012 it is planned to replace the technology with a more traditional system that has proven capabilities. The project will require the construction of further treatment tanks at Bellozanne and the introduction of filtration systems to remove the nitrates from the effluent.

**Additional Land Required**      No      **Land Available**      N/A

#### Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£5,817,000	£1,612,000	£7,429,000

#### Potential Revenue and Manpower Implications

Net Revenue Effect	Permanent FTE
£nil	0.00

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

<b>LES QUENNEVAIS SCHOOL REFURBISHMENT</b>	<b>£7,627,000</b>
--------------------------------------------	-------------------

**Department’s Submission:**

The scheme involves the building of additional classroom space and improvements to current facilities to meet the following needs; extra drama space, replacement of temporary classrooms, improvements to Special Educational Needs facilities, music areas and canteen facilities, refurbished ADT and art facilities and classrooms and a refurbishment of the hall.

The current facilities in these areas do not conform to UK national standards for a school of Les Quennevais’ size.

<b>Additional Land Required</b>	No	<b>Land Available</b>	N/A
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**Capital Expenditure**

Project Cost and Fees	Fluctuations	Total
£6,300,000	£1,327,000	£7,627,000

**Potential Revenue and Manpower Implications**

Net Revenue Effect	Permanent FTE
£nil	0.00

## Summary of Key IS Projects: 2010 to 2014

Year	2009	2010	2011	2012	2013	2014
	£'000	£'000	£'000	£'000	£'000	£'000
Balance held from previous Capital Votes	(5,238)	(2,537)	(1,537)	(1,037)	(537)	(347)
Capital Funding (ISD)	(5,000)	(4,500)	(5,000)	(5,000)	(5,000)	(5,000)
Capital Funding (Health)	(3,000)	(2,000)				
<b>Total Funding</b>	<b>(13,238)</b>	<b>(9,037)</b>	<b>(6,537)</b>	<b>(6,037)</b>	<b>(5,537)</b>	<b>(5,347)</b>
<b>Capital Running Costs</b>	4,500	4,550	4,550	4,550	4,550	4,550
<b>Infrastructure Maintenance Projects</b>						
Network Hardware Replacement	150	200	200	200	200	200
Hardware Replacement - desktops & servers	430	440	440	440	440	440
CLMH Data Centre Refurbishment	100					
PCH Data Centre Refurbishment	36					
CLMH - UPS Extension	70					
Call centre telephony (IPCC replacement)	250					
CLMH Data Centre Extension	400					
CLMH data centre generator	90					
<b>Development Projects</b>						
Health Integrated Care Records	3,000	2,000				
Migration Control	115					
VOIP Phase 1 (change Team Trf)	100					
Service catalogue implementation	25					
LiveLink upgrade	77					
Web Strategy Management	638	310	310	310		
ESC IS Strategy	600					
Exchange e-mail upgrade (inc Active Directory 2003)	120					
<b>Total Spend</b>	<b>10,701</b>	<b>7,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,190</b>	<b>5,190</b>
<b>Cash Position</b>	<b>(2,537)</b>	<b>(1,537)</b>	<b>(1,037)</b>	<b>(537)</b>	<b>(347)</b>	<b>(157)</b>
<b>Future Developments (to be prioritised)</b>						
Web Strategy Management (2013-2014)					310	310

### Key project areas

The delivery of business benefit through IS enabled projects is led on a departmental basis through the Business Support Groups and is the accountability of the Project Executive. The IS Programme Office is responsible for ensuring the good governance and quality control of corporate and departmental projects. Key project areas are:

#### Integrated Health Care Records

The Integrated Care Record (“ICR”) Programme is a central plank of the New Directions Health Care Strategy and is an ambitious programme to review all processes, leading to an integrated set of applications and data. Implementation of Phase 1 of this programme commenced in July 2009 and will cover the replacement of the radiology and current patient administration system. The sheer scale and complexity of the programme introduces a high level of risk and all IS enabled projects within the programme will use governance standards set by the central IS Programme Office to ensure that they are delivered with the appropriate quality controls. IS and

Health will work in partnership to ensure the effective delivery of the programme and the technical solution.

### **Web development strategy**

The States of Jersey vision for public services, that the customer is at the heart of what we do, requires services to be more customer-focused, streamlined, accessible and efficient. Web-based delivery offers very significant benefits in terms of improving the quality and accessibility of customer services and information, but also drives down the cost per transaction to an extent which could save the States several million pounds per annum.

The web programme will continue, through further development of the corporate Intranet to provide online services to employees. Work on the redeveloped gov. je website will include ongoing improvement of content, consolidating the large number of different websites into a single government site, developing online services for our external customers and the implementation of an enterprise wide search engine.

Online services will require business processes to be reviewed to ensure that they are both customer focused and streamlined. IS resources will play a key role in facilitating business process improvement across the organisation and will ensure that processes are optimised and consistent.

In addition, successful delivery of the web programme requires the States to review and streamline the way that data is held and used within the organisation by ensuring that, while individual departments have responsibility for collecting data and information and holding it securely, it is made available under strict conditions to other departments where appropriate. A programme of work to identify and map key data, information and applications started in 2009 will be a key deliverable in 2010.

### **Other Contributions**

IS will contribute across the States by reviewing and implementing improved management arrangements for existing corporate systems, in particular the existing Enterprise Resource Planning system, in order to deliver increased productivity. As a common enabler, Information Systems is uniquely placed to ensure consistency of approach, common standards, and controlled spend.

Current investment levels in IS, given the fundamental position that information technology plays in the organisation, can be described as being on the low side compared to other public sector bodies in the UK.

The temptation to make short term savings in the current economic climate would undermine the ability of IS to support increased productivity and efficiency initiatives in other Departments and for the States long term.

## **Property Section**

# **Details of Properties Proposed in 2010 for Disposal**

# Property

From 1 January 2006, the Property Holdings department took over responsibility for the States land and property other than Social Housing and that managed by the States Trading Operations. This portfolio represents a significant investment for the Island and must be managed efficiently and effectively.

The main draft Annual Business Plan report contains information on the Property Plan to 2014 for approval, and a summary of the properties for disposal from 2010.

Included in this Annex are the details of those properties in the main report for disposal from 2010.

## **Schedule of Properties Proposed in 2010 for Disposal**

### **OLD HARBOURMASTER'S HOUSE, GOREY, ST MARTIN**

Administered by the Economic Development Department (Jersey Harbours division). The property is currently vacant and surplus to the operational requirement of Jersey Harbours. There is no other operational need for the property within the States.

### **LE COIN SITE, ANN STREET, ST HELIER**

Acquired as part of the Ann Court purchase in 1952. Formerly a four storey block containing 16 No flats. Demolished in 2007 and used as temporary car parking since 2008. The site is no longer required by the Public and there is no other States' requirement for the land. The site is in a residential area and is deemed suitable for redevelopment. Jersey Property Holdings has been approached by a developer in relation to a proposed joint venture for the redevelopment of the Wesley Chapel and Le Coin site.

### **PINE RIDGE, WEST HILL, ST HELIER**

This dwelling was acquired in 2000 as part of the 'Bellozanne Bad Neighbour' Purchase Policy, in place at the time but no longer being implemented. The above policy is no longer in operation and the property has sat vacant since being acquired in 2000.

### **OLD BLACKSMITHS STORE, CORBIÈRE HEADLAND, ST BRELADE**

This small granite store was acquired as part of the Corbière Headland purchase in 1873. The property offers no prospect of serving an operational purpose to the States and cannot generate a significant rental income.

### **46 ROUGE BOUILLON, ST HELIER**

46 Rouge Bouillon was bought in 1993 for the future expansion of the Police and Fire Services Headquarters at Rouge Bouillon. The property comprises offices (formerly a dwelling) and storage/garages with a yard. The property is no longer required for the expansion of the Police and Fire Headquarters. The offices are poor quality and relatively high maintenance. The storage/garages are poor quality.

### **D'HAUTREE SITE, ST SAVIOUR'S HILL, ST SAVIOUR**

This site currently houses the Professional Development Centre (a portacabin style building), Jersey Property Holdings Maintenance Team Offices and some temporary buildings currently being used as decant space for the Turner building refurbishment. The bulk of the site is used as parking. The office elements of this site will become surplus to requirements as the Office Rationalisation proposals develop.

### **SOUTH HILL STATES OFFICES, ST HELIER**

Acquired in 1949, the site totalling 8,026 sq. metres (4 vergeés 18 perch) has historically been used for States office accommodation of 21,483 sq. ft. net internal area including 7 portacabins, with parking for some 164 vehicles. Significant value could potentially be released through the sale of the site, subject to the necessary planning consent being obtained. The existing offices, whilst functioning as basic accommodation, are poorly configured in terms of floor layouts, are inadequate in terms of the total floor space available and represent an ongoing maintenance liability.

**LIBRARY CHAMBERS, 5 LIBRARY PLACE, ST HELIER**

The Library was ceded in perpetuity to the States by Reverend Falle in 1737. Comprises 1522 sq ft of office accommodation over 3 floors, which has been occupied by various States Departments. The accommodation will be surplus to requirements further to the office rationalisation process.

**FIELD S107, LA ROUTE DE MAUFANT, ST SAVIOUR**

This 18.16.07 vergées field was acquired in 1983 to remove a bad neighbour use and three large dilapidated glasshouses upon it. The field has been leased for agricultural use since its purchase. The current 25 year lease is due to expire in September 2009, and there is no operational requirement for the land.

**LAND ADJOINING 162 CLOS DES SABLES, ST BRELADE**

An area of estate landscaping at Clos des Sables. The estate landscaping and footpaths at Les Quennevais Park and Clos des Sables were retained by the Public, with the administration transferring to JPH in 2007. The owners of 162 Clos des Sables wish to buy the area of land to extend their house. The land is effectively unused by the residents of the estate, and JPH is therefore willing to negotiate terms for its sale.

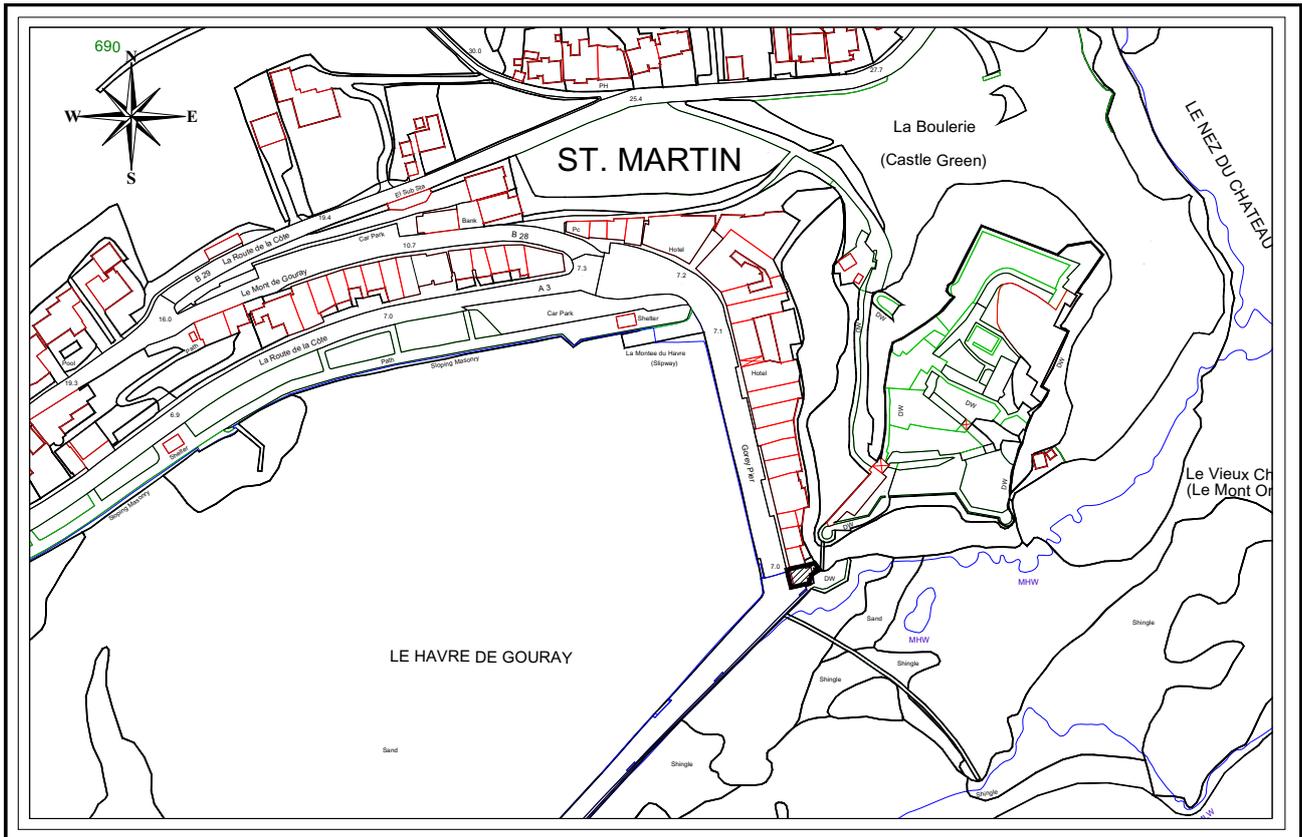
**LAND ADJOINING 108/109 CLOS DES SABLES, ST BRELADE**

A small area of estate landscaping at Clos des Sables. The estate landscaping and footpaths at Les Quennevais Park and Clos des Sables were retained by the Public, with the administration transferring to JPH in 2007. The owners of 108 Clos des Sables wish to buy the area of land to extend their domestic garden. The land is effectively unused by the residents of the estate, and JPH is therefore willing to negotiate terms for its sale.

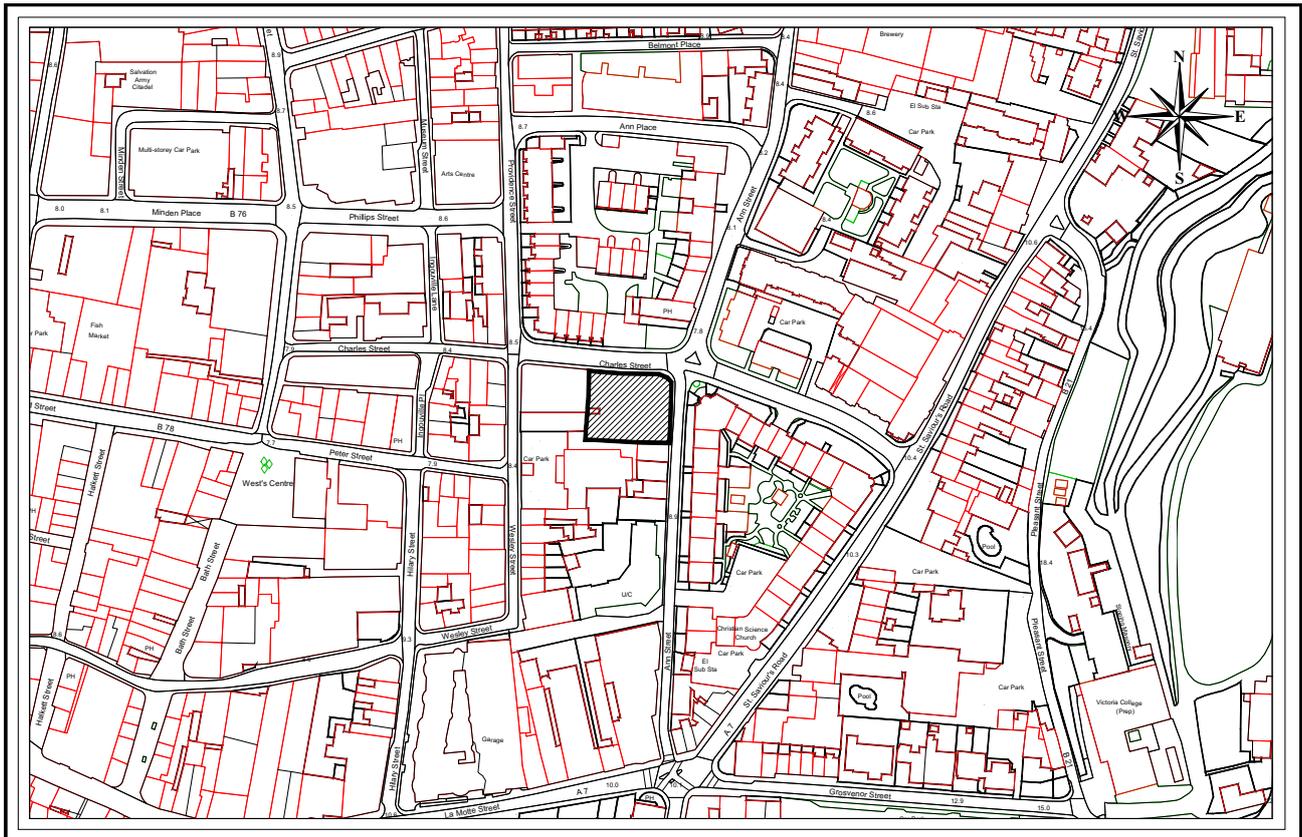
Note: This has now been removed from the list for 2010

**FORMER SUNSHINE HOTEL & COTTAGE SITES, ST HELIER**

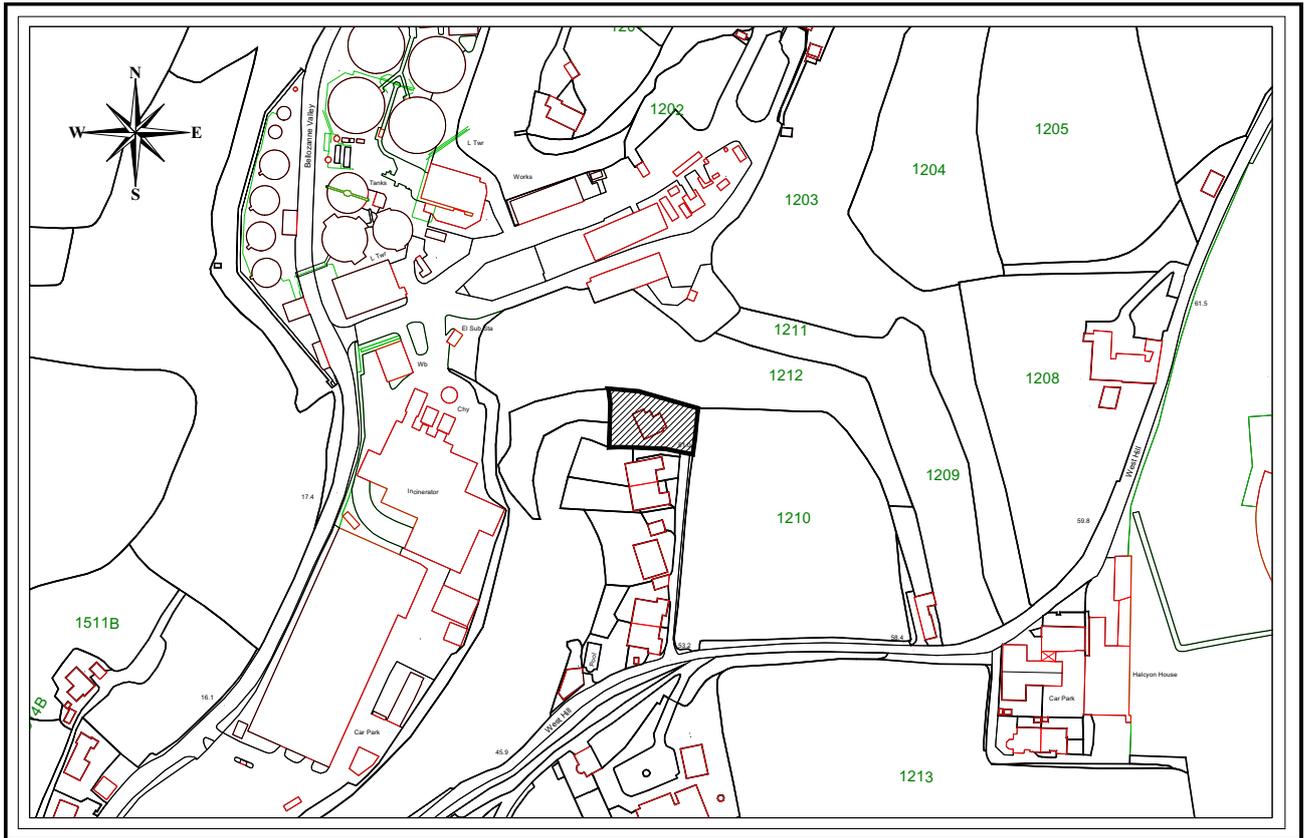
Purchased in 1999 for redevelopment as Social Rental Housing, but not pursued beyond feasibility stage. Tendered for sale in 2006 but subsequently withdrawn. Presently for sale by tender following a decision by the Treasury Assistant Minister (MD-PH-2009-0015 -18.3.09). The sites are no longer required by the Housing Department and there is no other States' requirement for the land. The sites are in a residential area and are deemed suitable for private sector development.



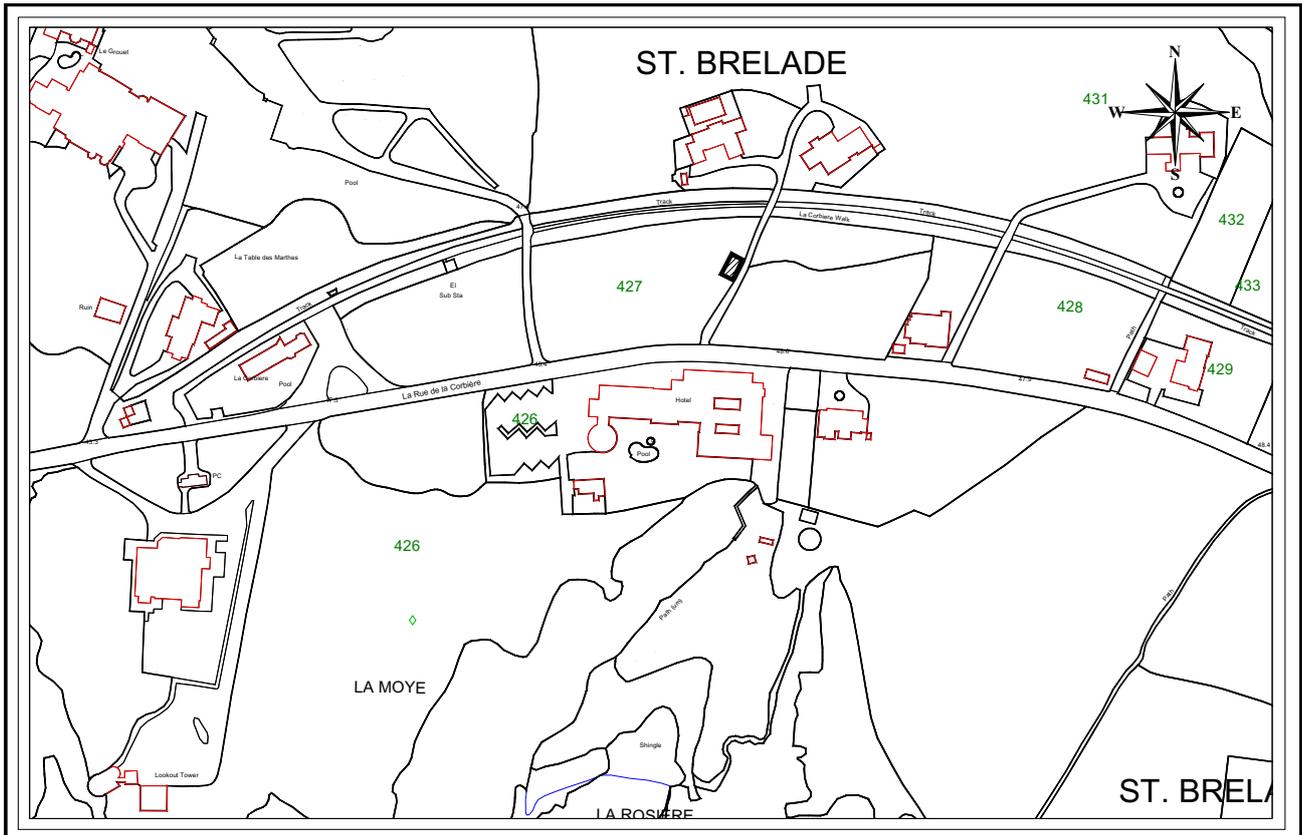
<b>Property:</b>	<b>OLD HARBOURMASTER'S HOUSE, GOREY, ST MARTIN (1658)</b>
<b>Current Status:</b>	Administered by the Economic Development Department (Jersey Harbours division). The property is currently vacant.
<b>Rationale for disposal:</b>	Surplus to the operational requirement of Jersey Harbours, and no other operational need for the property within the States.
<b>Planning issues:</b>	Listed as a Building of Local Interest.  Located within the Built Up Area and also the Gorey Pier Conservation Area, referred to under Policy BE9 of the Island Plan 2002. Policy TR2 also applies to this site as Gorey Pier is regarded as a Tourism Destination Area.
<b>Issues with States Departments/other stakeholders:</b>	There are no other States' Departments/stakeholders to consult.
<b>Preparation for sale to obtain best value:</b>	The proposal to sell the property will not require any specific preparatory work.  It is recommended that the property be sold through a residential estate agent at an agreed asking price.
<b>Issues with unwilling purchasers:</b>	None known.
<b>Any other issues:</b>	None known



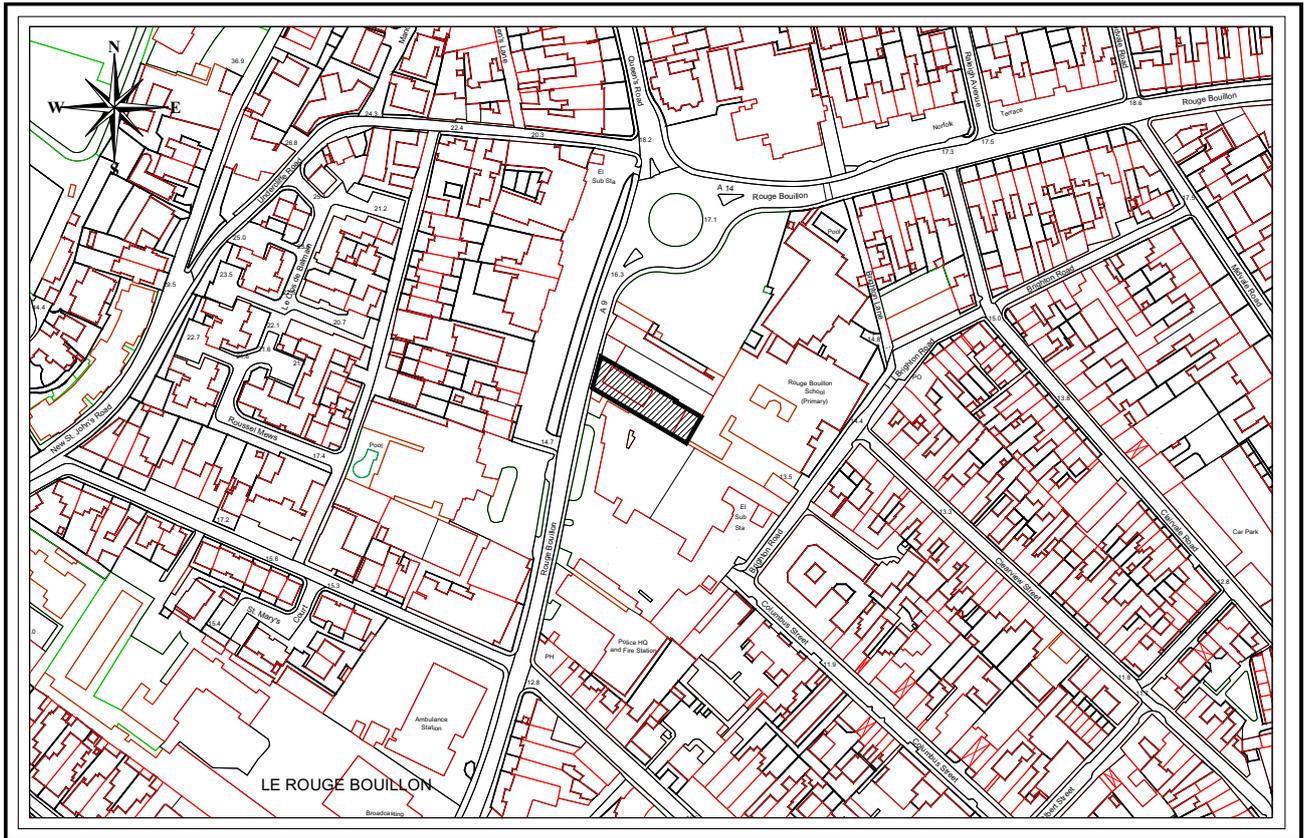
<b>Property:</b>	<b>LE COIN SITE, ANN STREET, ST HELIER (979)</b>
<b>Current Status:</b>	Acquired as part of the Ann Court purchase in 1952.  Formerly a four storey block containing 16 No flats. Demolished in 2007 and used as temporary car parking since 2008.
<b>Rationale for disposal:</b>	The site is no longer required by the Public and there is no other States' requirement for the land. The site is in a residential area and is deemed suitable for redevelopment.  Jersey Property Holdings has been approached by a Developer in relation to a proposed joint venture for the redevelopment of the Wesley Chapel and Le Coin site.
<b>Planning issues:</b>	Planning Permission is in place for a temporary car park until April 2012.
<b>Issues with States Departments/other stakeholders:</b>	There are no operational States Departments/other stakeholders to consult.
<b>Preparation for sale to obtain best value:</b>	The proposal to sell the property will not require any specific preparatory work.  It is recommended that the property be sold by negotiation with the Wesley Chapel developer. Failing that, the site would be sold by tender, although this would likely require a detailed planning brief or an approved scheme.
<b>Issues with unwilling purchasers:</b>	None known.
<b>Any other issues:</b>	None known.



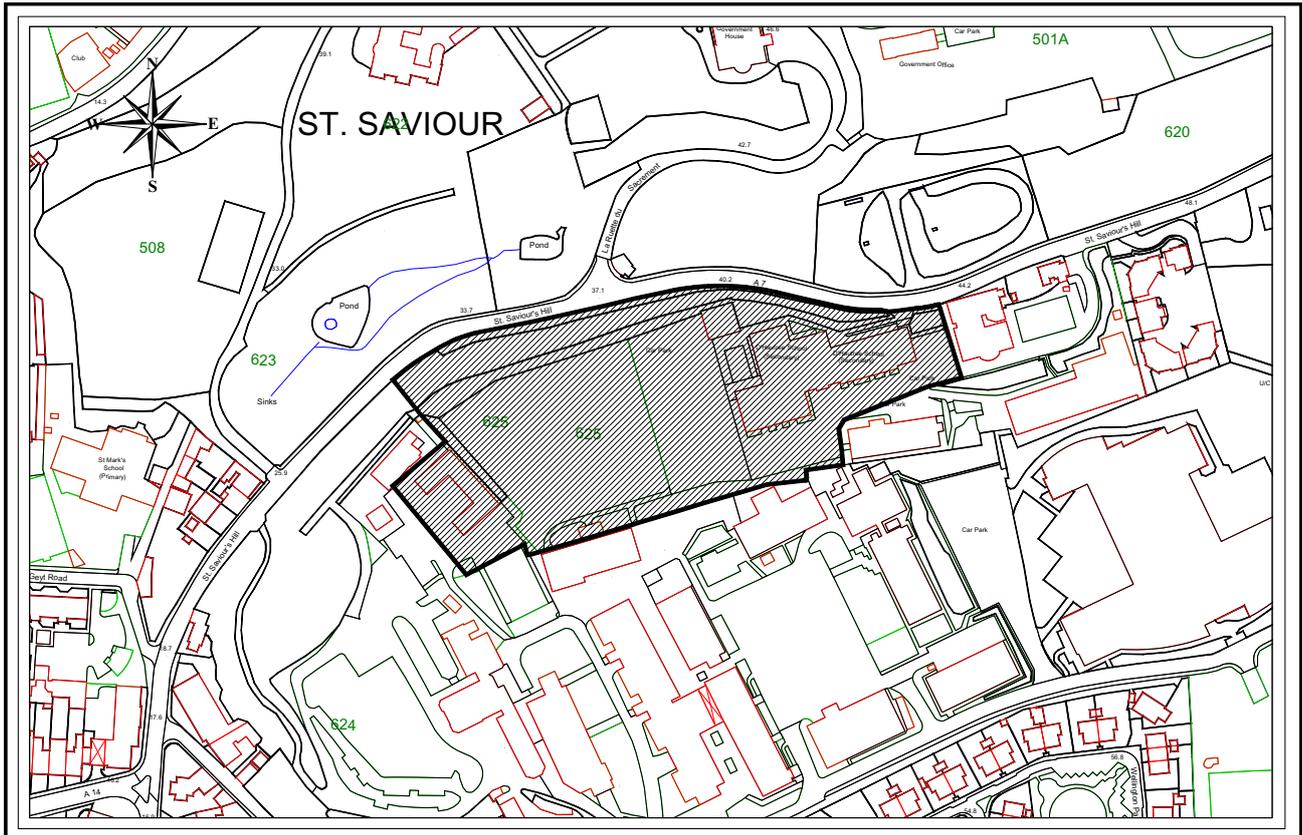
<b>Property:</b>	<b>PINE RIDGE, WEST HILL, ST HELIER (1721)</b>
<b>Current Status:</b>	This dwelling was acquired in 2000 as part of the 'Bellozanne Bad Neighbour' Purchase Policy, in place at the time but no longer being implemented.
<b>Rationale for disposal:</b>	The above policy is no longer in operation, and the property has sat vacant since being acquired in 2000.
<b>Planning issues:</b>	The property is located within the Green Zone in accordance with the Island Plan 2002.
<b>Issues with States Departments/other stakeholders:</b>	There are no operational States' Departments/other stakeholders to consult.
<b>Preparation for sale to obtain best value:</b>	<p>Consideration needs to be given as whether to seek planning consent for a higher density residential scheme on the site or whether to sell on the basis of refurbishment of the existing dwelling.</p> <p>The sale of the site should be delayed until a programme for the demolition of Bellozanne Tower is in place.</p> <p>It is recommended that the property be sold by tender.</p>
<b>Issues with unwilling purchasers:</b>	None known.
<b>Any other issues:</b>	Restriction that no building (unless it is a greenhouse or garden shed not exceeding 8 feet in height) can ever be erected or placed on the property "Pine Ridge" to the west of a line running parallel with it (from north to south).



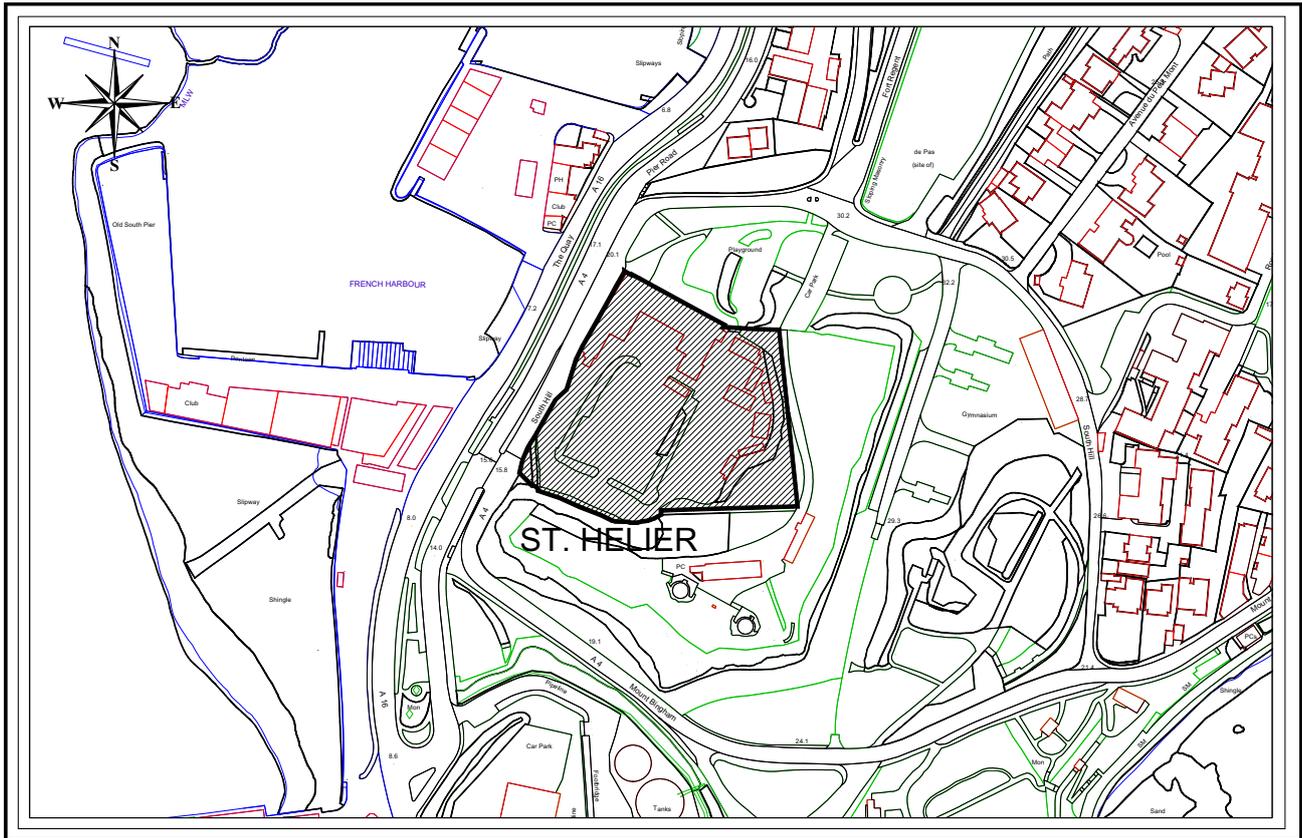
<b>Property:</b>	<b>OLD BLACKSMITHS STORE, CORBIÈRE HEADLAND, ST BRELADE (416/3)</b>
<b>Current Status:</b>	This small granite store was acquired as part of the Corbière Headland purchase in 1873.
<b>Rationale for disposal:</b>	The property offers no prospect of serving an operational purpose to the States and cannot generate a significant rental income.
<b>Planning issues:</b>	<p>The Store is midway along the eastern boundary of Field 427.</p> <p>Field 427 is on the Register of Buildings and Sites of Architectural and Historical Importance in Jersey. The field is part of the Corbière Flint Scatter Area.</p>
<b>Issues with States Departments/other stakeholders:</b>	<p>Proposed lease for a period of 2 years with effect 30 June 2009 at an annual rental of £1,000.</p> <p>There are no operational States' Departments/other stakeholders to consult.</p>
<b>Preparation for sale to obtain best value:</b>	<p>It would be necessary to seek planning consent to convert and extend the existing building for residential use in order to maximise the value of the site. If consent for residential use cannot be obtained, the value of the building as a store would be comparatively low.</p> <p>It is recommended that the property be sold by tender.</p>
<b>Issues with unwilling purchasers:</b>	None known.
<b>Any other issues:</b>	None known.



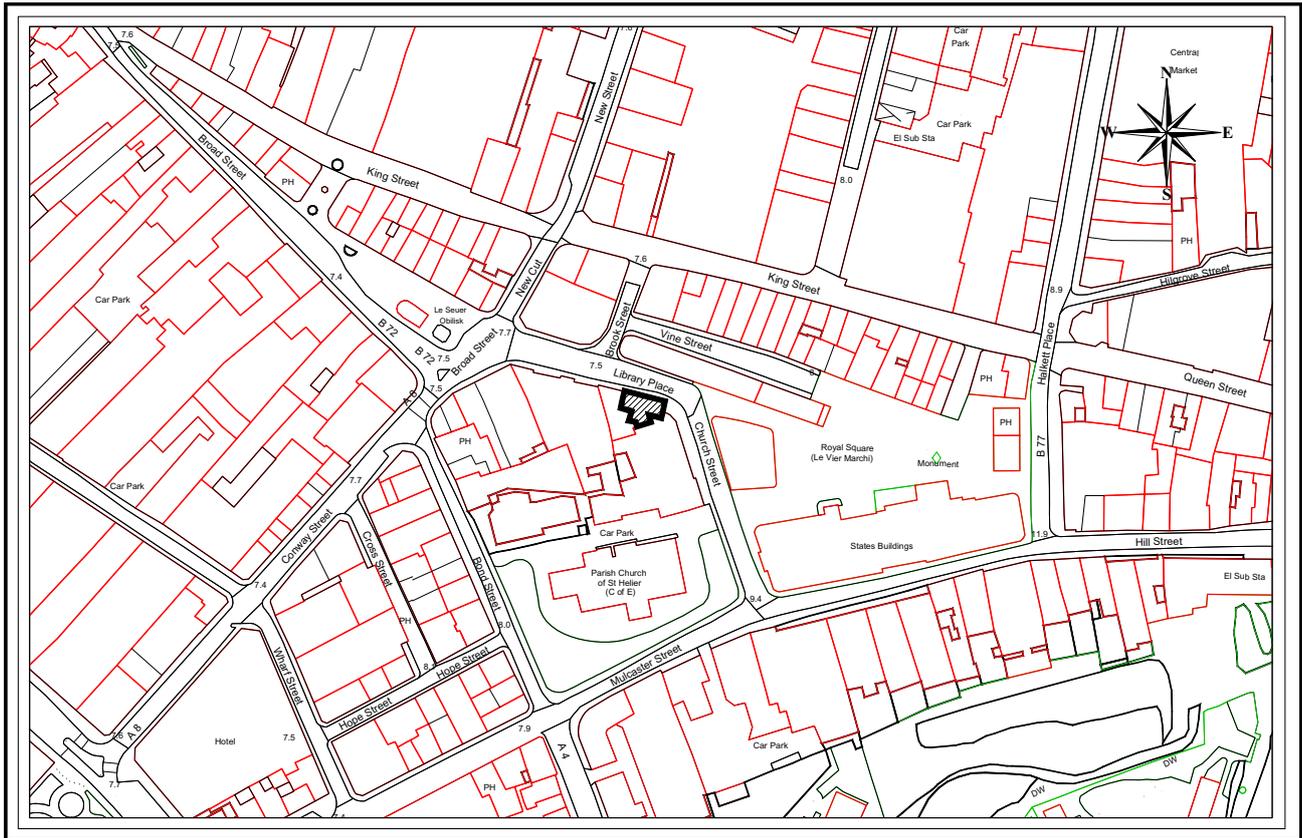
- Property:** **46 ROUGE BOUILLON, ST HELIER (1430 & 1714)**
- Current Status:** 46 Rouge Bouillon was bought in 1993 for the future expansion of the Police and Fire Services Headquarters at Rouge Bouillon. The property comprises offices (formerly a dwelling) and storage/garages with a yard.
- Rationale for disposal:** The property is no longer required for the expansion of the Police and Fire Headquarters. The offices are poor quality and relatively high maintenance. The storage/garages are poor quality.
- Planning issues:** There are no apparent planning issues.
- Issues with States Departments/other stakeholders:** The offices are currently occupied by Home Affairs and the storage/garages are leased to H W Maillard & Son Limited until July 2011.
- Preparation for sale to obtain best value:** The proposal to sell the property will not require any specific preparatory work. Consideration would be given as to whether to sell the offices separately to the storage/garages, and/or whether to revert the offices to residential use to maximise the value.
- It is recommended that the property be sold by tender.
- Issues with unwilling purchasers:** None known.
- Any other issues:** There are certain restrictions in previous deeds of ownership of the site, which would have to be brought to the attention of prospective purchasers. These restrictions are not considered to have a significant effect on the value of the site.



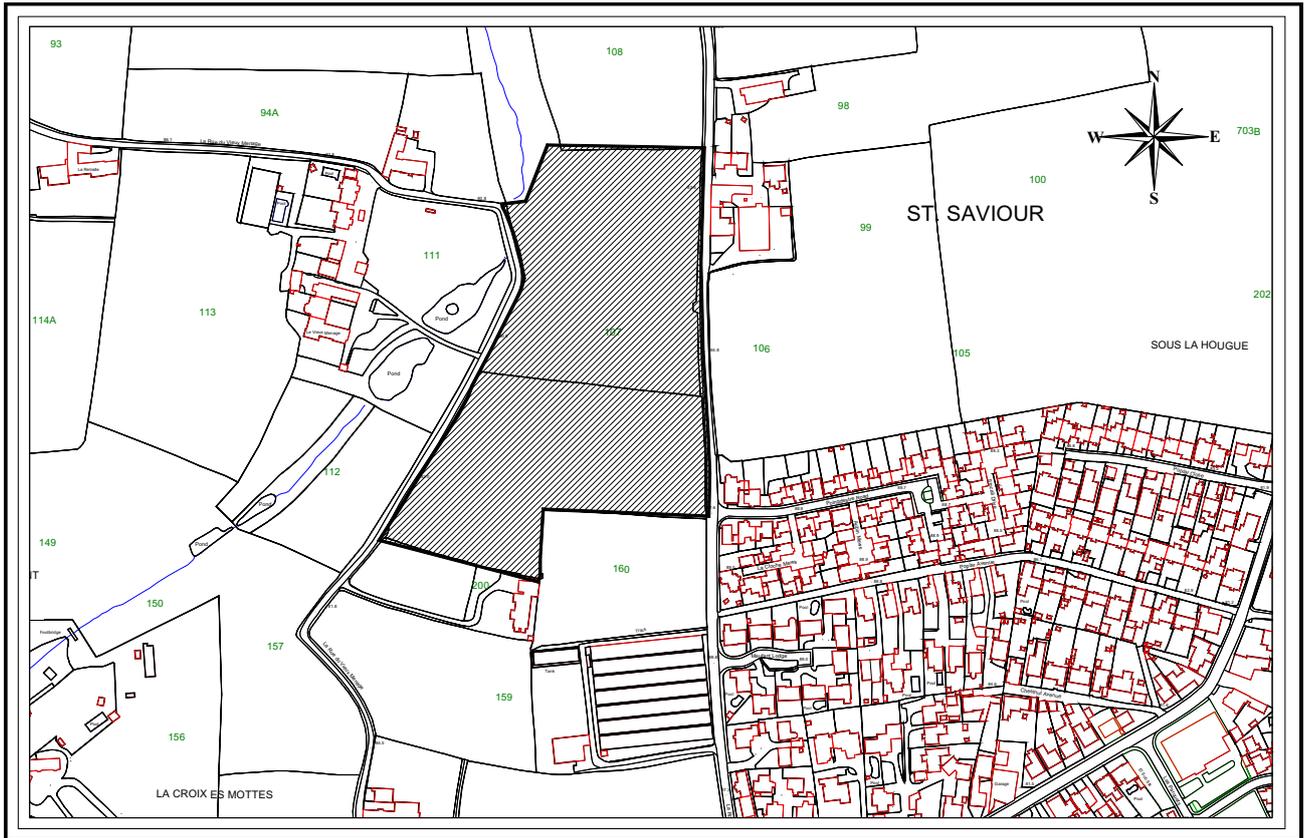
<b>Property:</b>	<b>D’HAUTREE SITE, ST SAVIOUR’S HILL, ST SAVIOUR (113)</b>
<b>Current Status:</b>	This site currently houses the Professional Development Centre (a portacabin style building), Jersey Property Holdings’ maintenance team offices and some temporary buildings currently being used as decant space for the Turner building refurbishment. The bulk of the site is used as parking.
<b>Rationale for disposal:</b>	The office elements of this site will become surplus to requirements as the Office Rationalisation plan develops.
<b>Planning issues:</b>	The 2002 Island Plan shows this is earmarked for educational use, although consideration is being given to allowing this to be developed as a housing site.
<b>Issues with States Departments/other stakeholders:</b>	There will be lost parking spaces and the office needs will be accounted for within the Office Rationalisation Plan.  Highlands College has indicated that it would wish to continue to use the temporary facilities to deliver educational services during the recessionary period, subject to extension of the temporary planning permit. JPH would ensure any disposal proposals took into account such requirements.
<b>Preparation for sale to obtain best value:</b>	Consideration ought to be given to preparing a development brief with Planning and possible joint ventures to obtain the best value and replacement assets.
<b>Issues with unwilling purchasers:</b>	None known.
<b>Any other issues:</b>	Full consultation with all stakeholders will take place prior to any disposal.



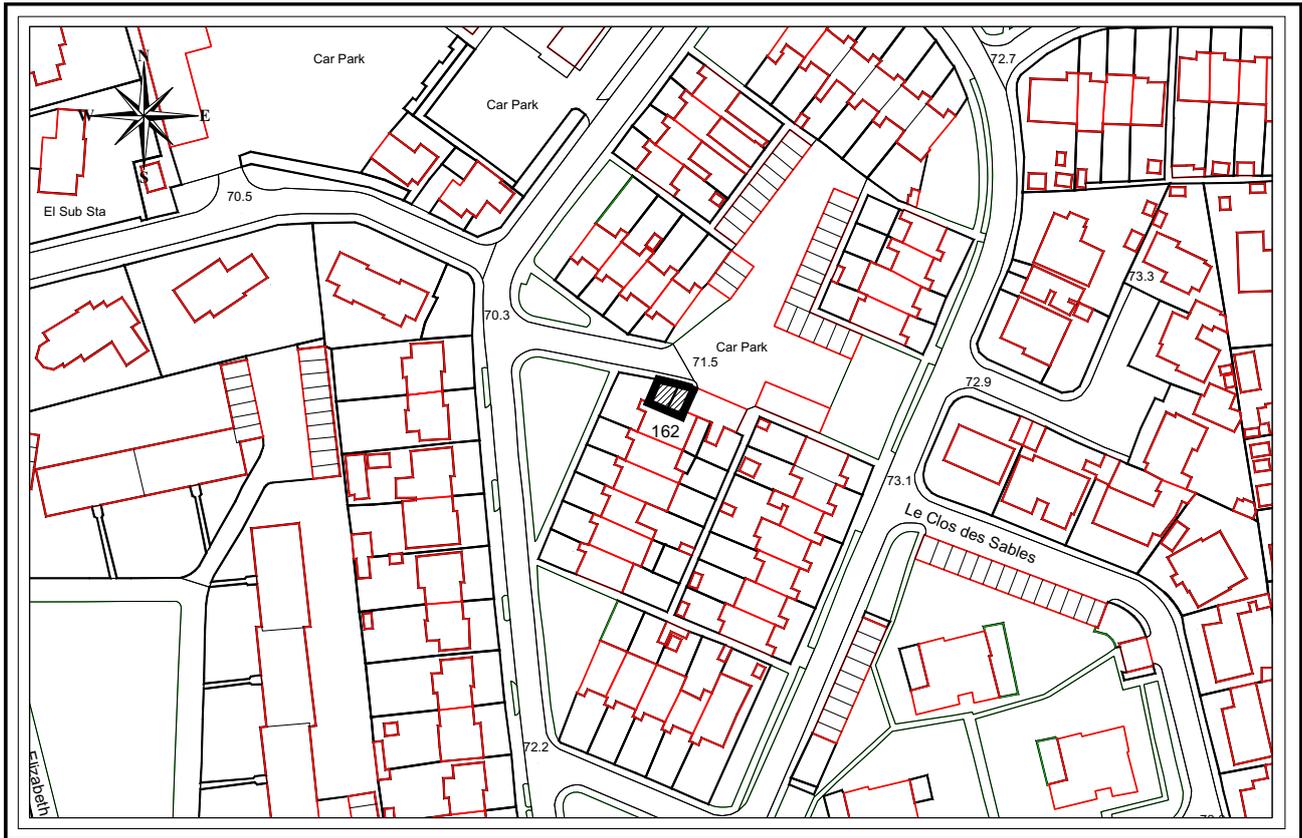
<b>Property:</b>	<b>SOUTH HILL STATES OFFICES, ST HELIER (322)</b>
<b>Current Status:</b>	Acquired in 1949, the site totalling 8,026 sq. metres (4 vergées 18 perch) has historically been used for States office accommodation of 21,483 sq. ft. net internal area including 7 portacabins, with parking for some 164 vehicles.
<b>Rationale for disposal:</b>	Significant value could potentially be released through the sale of the site, subject to the necessary planning consent being obtained. The existing offices, whilst functioning as basic accommodation, are poorly configured in terms of floor layouts, are inadequate in terms of the total floor space available and represent an ongoing maintenance liability.
<b>Planning issues:</b>	Together with the land forming the landscaped area and the children's' playground to the North, the site was identified as a site suitable for Category 'A' Housing under the 2002 Island Plan. The EDAW report identified the South Hill site as being suitable for redevelopment.
<b>Issues with States Departments/other stakeholders:</b>	The possible disposal of the site as a redevelopment opportunity would be subject to the relocation of the P&E Department, T&TS Department and JPH' Architects' Division to alternative premises.
<b>Preparation for sale to obtain best value:</b>	If planning permission were to be forthcoming for a quality residential development, this would generate an enhanced land value, which would be likely to be well in excess of the value attributed to the existing office use.
<b>Issues with unwilling purchasers:</b>	None known.
<b>Any other issues:</b>	None known.



<b>Property:</b>	<b>LIBRARY CHAMBERS, 5 LIBRARY PLACE, ST HELIER (324)</b>
<b>Current Status:</b>	The Library was ceded in perpetuity to the States by Reverend Falle in 1737.  Comprises 1,522 sq ft of office accommodation over 3 floors, which has been occupied by various States Departments and for other public uses.
<b>Rationale for disposal:</b>	The office rationalisation plan will recommend vacating the building, which provides poor quality cellular office accommodation.
<b>Planning issues:</b>	Designated as a Site of Special Interest.
<b>Issues with States Departments/other stakeholders:</b>	Suitable alternative accommodation will need to be provided for the existing occupants.
<b>Preparation for sale to obtain best value:</b>	The proposal to sell the property will not require any specific preparatory work.  It is recommended that the property be sold by tender.
<b>Issues with unwilling purchasers:</b>	None known.
<b>Any other issues:</b>	Full consultation with all stakeholders will take place prior to any disposal.



<b>Property:</b>	<b>FIELD S107, LA ROUTE DE MAUFANT, ST SAVIOUR (79)</b>
<b>Current Status:</b>	This 18.16.07 vergées field was acquired in 1983 to remove a bad neighbour use and three large dilapidated glasshouses upon it. The field has been leased for agricultural use since its purchase.
<b>Rationale for disposal:</b>	The current 25 year lease is due to expire in September 2009, and there is no operational requirement for the land.
<b>Planning issues:</b>	The property is located within the Countryside Zone and Water Pollution Safeguard Area in accordance with the Island Plan 2002.  Enquiries would have to be made with Planning prior to any sale to ascertain whether the land has any development potential.
<b>Issues with States Departments/other stakeholders:</b>	It is proposed that negotiations be undertaken with the current tenants in the first instant, as they have shown an interest in acquiring the land.
<b>Preparation for sale to obtain best value:</b>	The proposal to sell the property will not require any specific preparatory work.  It is recommended that the property be sold by informal tender, should negotiations fail with the current tenants.
<b>Issues with unwilling purchasers:</b>	None known.
<b>Any other issues:</b>	None known.



<b>Property:</b>	<b>LAND ADJOINING 162 CLOS DES SABLES, ST BRELADE (0916)</b>
<b>Current Status:</b>	An area of estate landscaping at Clos des Sables. The estate landscaping and footpaths at Les Quennevais Park and Clos des Sables were retained by the Public, with the administration transferring to JPH in 2007.
<b>Rationale for disposal:</b>	The owners of 162 Clos des Sables wish to buy the area of land to extend their house. The land is effectively unused by the residents of the estate and JPH is therefore willing to negotiate terms for its sale.
<b>Planning issues:</b>	The prospective purchaser would require planning consent to develop the land as a residential extension.
<b>Issues with States Departments/other stakeholders:</b>	There are no operational States' Departments/other stakeholders to consult.
<b>Preparation for sale to obtain best value:</b>	No specific preparatory work is required to sell. It is proposed that this sale would be conducted through negotiation with the owners of 162 Clos des Sables.
<b>Issues with unwilling purchasers:</b>	If it is not possible to agree a market value for the land with the owners of 162 Clos des Sables, the land will remain with the Public.
<b>Any other issues:</b>	If the owners of 162 Clos des Sables are unable to obtain planning consent to develop the land, it is unlikely that the sale will take place.



<b>Property:</b>	<b>LAND ADJOINING 108/109 CLOS DES SABLES, ST BRELADE (0916)</b>
<b>Current Status:</b>	A small area of estate landscaping at Clos des Sables. The estate landscaping and footpaths at Les Quennevais Park and Clos des Sables were retained by the Public, with the administration transferring to JPH in 2007.
<b>Rationale for disposal:</b>	The owners of 108 Clos des Sables wish to buy the area of land to extend their domestic garden. The land is effectively unused by the residents of the estate and JPH is therefore willing to negotiate terms for its sale.
<b>Planning issues:</b>	The prospective purchaser would require planning consent to change the use of the land from landscaping to domestic garden.
<b>Issues with States Departments/other stakeholders:</b>	There are no operational States' Departments/other stakeholders to consult.
<b>Preparation for sale to obtain best value:</b>	No specific preparatory work is required to sell. It is proposed that this sale would be conducted through negotiation with the owners of 108 Clos des Sables.
<b>Issues with unwilling purchasers:</b>	If it is not possible to agree a market value for the land with the owners of 108 Clos des Sables, the land will remain with the Public. The present owner of 109 Clos des Sables is not interested in purchasing the land.
<b>Any other issues:</b>	If the owners of 108 Clos des Sables are unable to obtain planning consent to change the use of the land, it is unlikely that the sale will take place.

# Legislation Programme

# Legislation Programme

The legislation programme is a significant part of the annual consideration of the States resources. It ensures that demands on the law drafting resource are properly prioritised and is an aide to predicting and planning for the impact of future legislation on the financial and manpower resources of the States.

The main Annual Business Plan report contains a summary of the process and the proposed programme for 2010 for approval.

Included in this Annex are the following tables for information:

- Summary of Work Completed May 2008 to May 2009;
- Consolidated Legislation Programme May 2009 to end of 2010;

## LEGISLATION PROGRAMME

### A Work completed May 2008 to May 2009

Laws and Regulations are completed when lodged; Orders are completed when made by the Minister

#### **Chief Minister**

##### **Personal rights**

Gender Recognition (Jersey) Law 200-

##### **Economic Development**

###### **Financial services regulation and IMF visit**

Collective Investment Funds (Unregulated Funds) (Amendment) (Jersey) Order 2008

Financial Regulation (Miscellaneous Provisions) Law 2009

Financial Services (Amendment of Schedule 2 to Law) (No. 2) (Jersey) Order 2008

Limited Partnerships (Amendment) (Jersey) Law 2009

###### **Financial services development**

Foundations (Jersey) Law 200-

Companies (Amendment No. 10) Law 200-

Companies (Amendment No. 3) Regulations 2008

Companies (Takeovers and Mergers Panel) (Jersey) Law 2009

###### **Sea Fisheries**

Sea Fisheries (Licensing of Fishing Boats) (Amendment No. 4) Regulations 2009

Sea Fisheries (Satellite Monitoring) Regulations 200-

Sea Fisheries (Miscellaneous Provisions) (Amendment No. 5) Regulations 200-

Sea Fisheries (Bag Limits) Regulations 200-

###### **Shipping**

Shipping (Safety of Navigation) Regulations 200-

Shipping (Safety of Navigation) Order 2009

##### **Home Affairs**

###### **Public protection**

Firearms (Amendment No. 2) (Jersey) Law 200-

###### **IMF Visit**

Terrorism (Amendment No. 3) Law 2009

Terrorism (Enforcement of External Orders) (Jersey) Regulations 2008

##### **Housing**

Residential Tenancy (Jersey) Law 200-

##### **Planning and Environment**

Bovine semen implementing legislation:

Veterinary Surgeons (Jersey) Order 2008

Artificial Insemination of Domestic Animals (Jersey) Order 2008

Artificial Insemination of Domestic Animals (Bovine Semen) (Jersey) Order 2008

##### **Social Security**

###### **Employment**

Employment (Amendment No. 5) (Jersey) Law 200- (redundancy)

###### **Income support**

Food Costs (Offset of Average GST) Bonus (Jersey) Regulations 2008

**Transport and Technical Services**

Motor Vehicles (Wearing of Seat Belts by Adults) (Jersey) Order 2009

**Treasury and Resources**

**Budget**

Income Tax (Amendment No. 31) (Jersey) Law 200-

Income Tax (Amendment No. 32) (Jersey) Law 200- (taxation of deemed rental income)

Finance (2009 Budget) (Jersey) Law 200-

**IMF visit**

Criminal Justice (International Co-operation) (Jersey) Regulations 2008

Drug Trafficking Offences (Amendment No. 2) Law 2009

Drug Trafficking Offences (Enforcement of Confiscation Orders) (Jersey) Regulations 2008

Proceeds of Crime (Enforcement of Confiscation Orders) (Jersey) Regulations 2008

Proceeds of Crime (Amendment No. 2) Law 2009

Proceeds of Crime (Amendment of Schedule 2) Regulations 2008

Proceeds of Crime (Supervisory Bodies) (Amendment of Law) Regulations 2008

Money Laundering (Amendment) (Jersey) Order 2008

**Non-Ministerial**

Amendment No. 9 of the Standing Orders of the States of Jersey

Public Elections (Election Expenses and Donations) (Jersey) Regulations 2008

**Minor and routine matters - 110.**

## B Consolidated legislation programme for period May 2009 to end of 2010

Reference	Description	Minister	Status	Resource implications
2006.03	<p><b>Register of Names and Addresses Law</b>  <b>Migration Law</b></p> <p>The 1st Law makes provision for the establishment of a Register of Names and Addresses of residents and workers in Jersey. The 2nd Law establishes a process for registration of persons who live or work in Jersey.</p>	CM	Work in progress; target to lodge in 2010	£747,000 is expected cost of all systems development associated with migration policy, including a name and address register. Costs to be identified with ICT capital programme. A revenue saving over systems life of £512,000 also expected. This does not include any non-systems set-up costs, albeit these are likely minimal
2006.06	<p><b>Inheritance (Provision for Family and Dependants Law; Wills and Succession Law amendments</b></p> <p>Updates the law to allow for legitimate and illegitimate children to have the same rights of succession and enable family and dependents to apply to the Court for an order for maintenance or support out of a deceased's estate.</p>	CM	target to lodge Wills and Successions Law amendments in 2009.	Nil
2006.11	<p><b>Gender Recognition implementing subordinate legislation</b></p> <p>New Law for a person who has undergone gender reassignment, on application, to be treated as being of the acquired gender.</p>	CM	Work in progress; target to make in 2009, depending on registration of Law.	
2006.21	<p><b>Criminal Procedure Law</b></p> <p>A Law to replace the Loi (1864) réglant la procédure criminelle</p>	CM	Work in progress; target to lodge in 2010	Nil
2006.44	<p><b>Armed Forces (Offences and Jurisdiction) Law</b></p> <p>Law enabling service courts and authorities governing H.M.'s Forces to exercise jurisdiction over Forces members in Jersey.</p>	CM	Work in progress; target to lodge in 2009	Nil
2005 or earlier	<p><b>Intellectual Property (Unregistered Rights) Law</b></p> <p>Formerly copyright, performers' protection, design right. Updates the law relating to copyright and introduces new rights in respect of designs and performances.</p>	ED	Work in progress; target to lodge in 2009	The Minister will either be the licensing authority (and would require specialist advice) or have to appoint a licensing authority with specialist knowledge
2006.01E	<p><b>Intellectual Property (Unregistered Rights) implementation</b></p> <p>Package of subordinate legislation required to commence new Law now being drafted (see work in progress). 35 days allocated in 2010.</p>	ED	Deliver instructions in 2010	As above

Reference	Description	Minister	Status	Resource implications
2009.40	<b>Trademarks Law</b> Amendments to allow 1st registration of trademarks in Jersey and enable the extension to Jersey of international conventions on intellectual property. 30 days allocated across 2009 and 2010.	ED	Deliver instructions in 2009	The issue of costs has not been considered but it is likely that there would be an additional cost to running a deposit registry. There is scope for the recovery of costs through the registration system to an extent. EDD may be able to contain additional costs within its budget, but this would need further consideration
2009.42	<b>Registered Designs Law</b> Amendments to allow the recognition of Community-registered designs, to allow 1st registration in Jersey and for connected matters. 30 days allocated in 2010.	ED	Deliver instructions in 2010	As above
2009.44	<b>Patents Law</b> Amendments to allow for compulsory licences, to enable Jersey to sign the TRIPS agreement, to introduce 1st registration in Jersey and for connected purposes. 30 days allocated in 2010.	ED	Deliver instructions in 2010	As above
2006.03E	<b>Plant Varieties Law</b> New Law for protection of rights in relation to plant varieties (see Plant Breeders Rights Order, in work in progress) 30 days allocated in 2010.	ED	Deliver instructions in 2010	Business in horticultural and agricultural sectors will be affected to the extent that they use new plant varieties that are subject to the ownership rights of others. There will need to be a plant varieties officer to register plant varieties and a controller of plant varieties to administer the law. An appeals process will also be needed.
2005 or earlier	<b>Plant Breeders Rights Order</b> Would implement the Plant Varieties Law. 5 days allocated in 2010.	ED	Ready. Cannot be made until Plant Varieties Law enacted	See above
2008.25 Rec'd Dec 2007	<b>Shops (Regulation of Opening) Law And implementing Regulations</b> Updated provision to regulate shop opening.	ED	Work in progress with ltd allocation of additional drafting time to give effect to change in departmental policy; target lodge in 2009	Expected to be cost neutral for the States; regulation largely through the Connétables.
2006.28	<b>Foundations Law - implementing Regulations and consequential amendments to Orders</b>	ED	Work in progress; target lodge in 2009	Cost neutral for States

Reference	Description	Minister	Status	Resource implications
2006.27	<b>Incorporated Limited Partnerships Law and implementing Regulations</b> The Incorporated Limited Partnerships Law enables the registration in Jersey of limited partnerships with separate corporate personality.	ED	Work in progress; target lodge in 2009	Provision of registry services by JFSC self-funding
2008 contingency rec'd May 08	<b>Separate Limited Partnerships</b> New Law to create a new kind of legal entity in Jersey, that is a limited partnership that has separate legal personality but is not a body corporate; plus 4x subordinate legislation.	ED	Work in progress; target lodge Law in 2009	Cost neutral for States
2008 contingency rec'd Sept 08	<b>Depositors' compensation</b>	ED	Work in progress; target lodge in 2009	Depends on precise scheme agreed – States may have a potential liability
2005 or earlier	<b>Security Interests Law</b> New provision as to the nature and enforcement of security interests.	ED	Awaiting outcome of review of industry comments, March 2009	A register of security interests will need to be developed with as yet unascertained set-up cost. The running costs will be neutral.
<b>2010.14 NEW</b>	<b>Islamic Finance products</b> –legislation to improve range and quality of financial services products available. 25 days allocated in 2010.	ED	Deliver instructions in 2010	Minimal implementation costs. Compliance costs for business unknown
2005 or earlier	<b>Business Names (Jersey) Law 200-</b> Replaces and updates existing requirements for the registration of business names	ED	Work in progress;	No costs to States
2006.04E	<b>Companies (Amendment No. 4) Regulations – auditor oversight</b> Amends the principal Law to require companies with shares traded on stock markets to have their accounts audited by auditors who are bound when auditing such accounts by the relevant rules of certain recognized professional bodies.	ED	Work in progress;	No costs to States
2007.03	<b>Financial Regulation (Miscellaneous Provisions - Auditors) Law and 7 Orders</b>	ED	Work in progress; target lodge Law in 2009; make Orders in 2010	No costs to States
<b>2009 NEW</b>	<b>Financial Services and Companies Laws</b> standard annual allocation to undertake such maintenance work as is needed. 25 days allocated in 2009 - 1. Money Laundering Order amendments	ED	Deliver instructions in 2009 (1st tranche received May 2009)	No resource cost to States

Reference	Description	Minister	Status	Resource implications
2010 NEW	<b>Financial Services and Companies Laws</b> standard annual allocation to undertake such maintenance work as is needed. 25 days allocated in 2010.	ED	Deliver instructions in 2010	No resource costs to States
31.2009	<b>Unclaimed Assets Law</b> To establish process for identifying unclaimed assets and for their use and for the reimbursement in the event that the owner is subsequently identified. 20 days allocated in 2010.	ED	Deliver instructions in 2010	No resource implications for States. Public will benefit from use of assets.
2007.05	<b>Gambling Commission Law</b>	ED	Work in progress; target lodge in 2010	Department will meet start-up costs from within funding earmarked for economic growth; after which Commission expected to be self-funding via levies and licensing
2007.04	<b>Gambling Law</b> New Law to update and simplify the regulation of gambling.	ED	Work in progress; target lodge in 2010	Department will meet start up costs (including staffing) from within funding earmarked for economic growth, after which Commission expected to be self-funding via levies and licensing. Department income will fall, but grant money provided to the Commission will be repayable at zero interest
2008.28	<b>Gambling: subordinate legislation to implement new Law</b> Subordinate legislation to implement the new Gambling Law (see item 4 in the 2007 programme), to be a simplified regulatory regime, whilst extending anti-money laundering controls to the industry and introducing a betting levy. 30 days allocated across 2009 and 2010.	ED	Work in progress; target make in 2010	See above
2010.09 NEW	<b>Jersey Consumer Council</b> to incorporate the Council by law and confer regulatory powers on it. 40 days allocated in 2010.	ED	Deliver instructions in 2010	Costs (unquantified) will be met initially from the ED budget but it will be a funding pressure in the future
29.2009	<b>Telecommunications Law</b> Amendments to add to and clarify the powers of the JCRA in respect of telecommunications service providers. 20 days allocated in 2010.	ED	Deliver instructions in 2010	Information not provided when bid originally made; looks as if it would be cost neutral to the States. JCRA would have the potential for increased income from civil fines imposed
2009.26	<b>Milk Marketing Co-operative (transitional provisions)</b> Legislation to enable the transition from the current milk marketing scheme to a voluntary co-operative. 8 days allocated in 2009.	ED	Deliver instructions in 2009	Minimal implementation costs, to be met from within existing resources

Reference	Description	Minister	Status	Resource implications
2006.33	<b>Shipping (MARPOL) Regulations and implementing Order</b> Implement the MARPOL Convention.	ED	Work in progress; target complete in 2009	Minimal implementation costs, to be met from within existing resources at Jersey Harbours
27.2009	<b>Shipping (Compensation for Oil Pollution) Legislation</b> To enable Jersey to accede to the protocol to the Convention on Civil Liability for Oil Pollution Damage which establishes a supplementary compensation. 10 days allocated in 2010.	ED	Deliver instructions in 2010	Minor administrative costs. Nil costs to public
2009.28	<b>Fishing Vessels (Safety Provisions) Order</b> Amendments to complete the safety requirements, ensuring that Jersey fishing vessels are compliant with international standards. 5 days allocated in 2010.	ED	Deliver instructions in 2010	Survey and certification paid for by vessel owner
2007.21	<b>Sea Fisheries (Fisheries) Regulations</b> Updating provisions for the regulation of fish farming.	ED	Work in progress; target lodge in 2009	
2008.03	<b>Sea Fisheries Regulations x 4 - Granville Bay management</b>	ED	Work in progress; target lodge in 2009	At time of bid, unable to state effect on business sector. Legislation would be implemented using existing resources
2009.30	<b>Sea Fisheries Regulations</b> amendments necessary to ensure that changes to the fisheries management agreement are reflected in and implemented by local legislation. 25 days allocated in 2009.	ED	Deliver instructions in 2009: treat as annual standard allocation for maintenance	
<b>2010 NEW</b>	<b>Sea Fisheries Regulations</b> Proposed standard allocation of 20 days in 2010 for maintenance	ED	Deliver instructions in 2010	
2005 or earlier	<b>Human Fertilization and Embryology Law</b> Provides for the paternity of children born using donor gametes and prohibits and regulates specified practices connected with assisted reproduction. 15 days allocated in 2010.	H&SS	Work in progress; deliver fresh instructions in 2010	Believed none: work already being done as part of H&SS services
2005 or earlier	<b>Medical Practitioners (Registration) Law</b> Updates the arrangements for registration and de-registration of doctors in Jersey. 30 days allocated in 2010.	H&SS	Work in progress; deliver fresh instructions in 2010	

Reference	Description	Minister	Status	Resource implications
2006.17	<b>Health Care (Registration) Law</b> Amendments to introduce powers of investigation of alleged misconduct; to arrange for professional development and revalidation	H&SS	Work in progress; target complete in 2009	No resource implications envisaged for HSS; original bid said no additional compliance costs for health care professionals already participating in revalidation
2005 or earlier	<b>Poisons/ Registered Pharmacists Laws and implementing subordinate legislation</b> Establish a new scheme for the regulation of the sale of poisons and updates the arrangements for the registration of pharmacists and pharmacy technicians.	H&SS	Work in progress; target lodge Laws in 2009	Original bid said that compliance costs for businesses would not be significant. Implementation to be met from within existing resources
2005 or earlier	<b>Health and Safety (Dwellings) Law</b> New Law to introduce minimum safety standards with respect to dwellings and provide an enforcement mechanism through the use of inspectors and the issuing of notices.	H&SS	Work in progress; target lodge Law in 2010	
2005 or earlier	<b>Tobacco Strategy</b> Implementing Regulations: warning notices on packages, advertising, sponsorship and brandsharing	H&SS	Work in progress;	Implementation to be met from within existing resources. For businesses - lost income from tobacco advertising; need to replace existing signs, awnings, table umbrellas that advertise smoking products.
2008.19	<b>Food Hygiene Regulations</b> To implement Directives regarding food hygiene etc., imposing the minimum requirements needed for export to the EU.	H&SS	Work in progress;	Original bid described as having resource implications – the proposals bring more premises within the regulatory regime, resulting in increased workload. At the time (early 2007) it was said that there would be a growth bid in 2009. The regulations would also affect 1450 businesses: costs will vary according to size of premises and activity, from £45 for a single food hygiene training course to several thousand pounds for large scale producers or exporters (on training and food traceability measures)
2008.08	<b>Medicines Law And Subordinate Legislation</b> Amendments to enable prescribing by nurses, pharmacists and other healthcare professionals	H&SS	Work in progress	Described as resource neutral
2008.22	<b>Primary Care Law</b> A Law to implement the restructuring of the health and social care system in Jersey, expanding the work undertaken by GPs and health care professionals working within their employ. 40 days allocated across 2009 and 2010.	H&SS	Deliver instructions in 2009	Original bid said no additional resource or finance anticipated as needed. T&R comment: Soc Sec indicates should allow for 1 or 2 FTE (increasing later as number of separate schemes increases) – possibly funded from HI Fund.

Reference	Description	Minister	Status	Resource implications
2008.24	<b>International Health Regulations</b> New legislation to carry out Jersey's obligation to implement the International Health Regulations. 40 days allocated in 2009.	H&SS	Deliver instructions in 2009	Original bid said the resource implications were then unknown. Would require implementation by Health Protection, but working in conjunction with Harbours and Airport. No compliance costs for private sector anticipated.
2009.56	<b>Regulation of Care Law-</b> New Law to improve levels of protection afforded to the most vulnerable sections of the population (will replace the Nursing and Residential Homes (Jersey) Law 1995 and the Nursing Agencies (Jersey) Law 1978). 40 days allocated in 2010.	H&SS	Deliver instructions in 2010	Original bid says this should be resource neutral for States. T&R comment and that there may be compliance costs for home providers whose premises are substandard. T&R comment: Soc Sec indicates that this would be likely to increase their costs due to improved standards in homes increasing fees.
<b>2009 reinstate</b>	<b>Children (Employment) Order</b> Regulation of employment of children, to make Jersey compliant with Convention on the rights of the child. 5 days allocated in 2009.	H&SS	Order, drafted previously, has been out to consultation; target make in 2009	None expected
<b>2010.07 NEW</b>	<b>Medicines Law</b> Legislation to implement Council Directives 2001/83 and 202/98 (community codes on medicinal product standards). 40 days allocated in 2010.	H&SS	Deliver instructions in 2010	None identified
2005 or earlier	<b>Police Force (States) Law – proceed as Police Authority Law only</b> Updates provisions as to the administration and supervision of the States of Jersey Police Force, establishes a Police Authority and provides for the terms and conditions of appointment of officers of the Force	HA	Work in progress; target lodge in 2010	Costs relating to formal establishment of police authority yet to be established.
2006.38	<b>Fire and Rescue Service Law</b> New Law setting out the functions and powers of the Fire and Rescue Service.	HA	Work in progress; target lodge in 2009	Original bid said no changes or additional work involved in implementing administering or enforcing the new legislation
2005 or earlier	<b>Criminal Justice (Supervised Release of Offenders) Law</b> New provision for the early release of offenders on licence and subject to supervision by probation officers.	HA	Work in progress; target lodge in 2009	Bid says – too early to assess (may depend on revised policy, under review)
2005 or earlier	<b>Discrimination Law</b> New Law to create civil remedies in respect of discriminatory acts	HA	Work in progress;	Should be contained within £250,000 already voted
2005 or earlier	<b>Export Control</b> Order implementing new Law.	HA	Work in progress; target make in 2009	Nil

Reference	Description	Minister	Status	Resource implications
2006.22	<b>Explosives Law</b> Replacement Law to update controls on the possession, use, transport and importation of explosives	HA	Work in progress; target lodge Law 2010	Original bid said no new resources: the post of explosives licensing officer is ongoing. Compliance costs for businesses are unlikely to increase
2007.05	<b>Terrorism Law</b> Amendments to the 2002 Law to reflect, to the extent that they are appropriate for Jersey, the provisions of the Terrorism Act 2006. 25 days allocated in 2010.	HA	Deliver instructions in 2010	None identified
2007.18	<b>Police Procedures And Criminal Evidence Law</b> Amendments to the 2003 Law regarding the issue of and powers under search warrants and the taking of fingerprints and other samples. 25 days allocated in 2010.	HA	Deliver instructions in 2010	None identified
2008.13	<b>Civil Asset Recovery (Proceeds Of Crime)</b> New powers for a Jersey court to make an order, in civil proceedings, for the confiscation of the proceeds of crime; the 2nd phase of the legislation adopted in 2007. 15 days allocated in 2010.	HA	Deliver instructions in 2010	Consideration may be given to creation of small civil asset recovery unit from LOD and JFCU, requiring 2 FTE. Original bid said that compliance costs for business would be negligible
2009.01	<b>Immigration (E-Borders) Law</b> To enable data sharing between C&E, police and UK authorities, in order to join UK e-Borders programme (information about passengers and freight obtained from air and sea carriers). 20 days allocated in 2009.	HA	Deliver instructions in 2009	Unknown at this stage
2007.07	<b>Criminal Justice (Young Offenders) Law</b> Amendments conferring new sentencing powers for the courts in respect of offenders aged 12+; linked to the development of a new secure facility at the Greenfields site. 20 days allocated in 2009.	HA	Deliver instructions in 2009	To be met from within existing resources
2008.20	<b>Criminal Justice (Evidence And Procedure) Law</b> Amendments to extend existing arrangements for videotaping of evidence and other special measures for the taking of evidence to witnesses who are vulnerable by reason of age, personal circumstances, fear of intimidation or other special needs. 5 days allocated in 2009.	HA	Deliver instructions in 2009	Original bid said that this may involve police training costs and may have manpower implications for police, who will have to conduct more video interviews.

Reference	Description	Minister	Status	Resource implications
2009.02	<b>Children and Vulnerable Adults (Protection) Law</b> New Law to ensure that people working with them are adequately checked and that safeguarding information remains accessible once the UK independent safeguarding authority scheme begins to be rolled out in autumn 2008. 15 days allocated in 2009.	HA	Deliver instructions in 2009	£98,000 for additional manpower in 2009 cash limit; vetting fee will be imposed
2008.23	<b>Access To Vetting Information</b> New legislation to facilitate the exchange with UK agencies and use of information regarding persons unsuitable to work with children and vulnerable adults. See above.	HA	See above	See above
<b>2010.01 NEW</b>	<b>Knives Law</b> Standalone legislation on carriage of knives and points, and conferring search powers. 5 days allocated in 2010.	HA	Deliver instructions in 2010	Within existing resources
<b>2010.02 NEW</b>	<b>Prisons Law amendments</b> To introduce new offences in respect of the conveyance into the prison of prohibited articles (existing Law does not provide enhanced penalty for drugs). 8 days allocated in 2010.	HA	Deliver instructions in 2010	None
<b>2010.03 NEW</b>	<b>Repatriation of Offenders legislation</b> To enable the repatriation of offenders from Jersey to the UK. 20 days allocated in 2010.	HA	Deliver instructions in 2010	No immediate capital implications. Would reduce the running costs of the prison if significant numbers of prisoners are repatriated.
<b>Reinstate</b>	<b>Police Procedures and Criminal Evidence Part 5 (Bail and Detention)</b> to complete the redrafting of Part 5. 3 days allocated in 2009.	HA	Work in progress; target lodge in 2009	Consultation on costs to courts, police and legal profession are ongoing
2008.15	<b>Plant Health Order</b> Legislation to implement EU Directives for the purpose of eliminating the risk of potentially damaging pests and diseases entering Jersey. 10 days allocated in 2010.	P&E	Deliver instructions in 2010	Original bid said no direct compliance costs to businesses and legislation will protect them from financial loss. Implementation covered within existing resources.
2008.21 rec'd end June 2008	<b>Pesticides Law and Pesticides Order:</b> Amendments to implement Directive 91/414, imposing measures to protect the community and environment from the harmful effects of pesticides.	P&E	Work in progress; target lodge Law in 2009	Original bid said that around 300 businesses will be affected, with no change in compliance costs. The legislation facilitates export of produce. Departmental implementation from within existing resource.
2008.26 rec'd Sept 08	<b>Energy Policy</b> Bye-laws amendments re thermal efficiency	P&E	Work in progress; target make in 2009	Original bid said that costs to developers in adhering to higher standards are likely to be low in proportion to the overall cost of development and add value to the sale price.

Reference	Description	Minister	Status	Resource implications
2006.09	<b>Community Provisions (Animal By-Products) Regulations 200-</b> New provision to prevent animal by-products that are not fit for human consumption from entering the animal feed chain; to control potential contamination from biowaste and the spread of disease from catering waste; and to avoid the risks that are associated with feeding animals with protein from their own species.	P&E	Work in progress; target lodge in 2009	Original bid (2004) said that the States abattoir and knackers yard will have to have increased controls on some by-products Livestock production and fisheries industry will have to dispose of their by-products in a controlled manner; catering waste from international carriers will have to be disposed of in a controlled manner
2005 or earlier	<b>CITES (Implementation) Law</b> New Law to give effect to the Convention on the trade in endangered species.	P&E	Work in progress; target lodge Law in 2009	
2009.08	<b>Community Provisions (Trade in Bovine Embryos) Regulations</b> To implement Directive 1989/556 on animal health conditions governing intra-Community trade in and importation from third countries of embryos of domestic animals of the bovine species. 20 days allocated in 2009.	P&E	Instructions due in 2009	Implementation costs to be met from within existing resources. There may be a small licensing charge to importers and exports to cover vet time.
2009.11	<b>Diseases of Animals (Transmissible Spongiform Encephalopathy) Order</b> To implement Regulation 2001/999 laying down rules for the prevention, control and eradication of certain transmissible spongiform encephalopathies. 20 days allocated in 2010.	P&E	Deliver instructions in 2010	If there was an outbreak, cost of compensation would arise, plus increased workload for abattoir
2009.12	<b>Diseases of Animals Law</b> To replace the outmoded provisions of the 1956 Law and 2 items of subordinate legislation to ensure that adequate powers exist to identify, control and eradicate notifiable diseases in accordance with recognized international standards. 40 days allocated in 2010.	P&E	Deliver instructions in 2010	nil
2009.13	<b>Community Provisions (Fish Health) Regulations</b> To implement Directive 2006/88 on animal health requirements for aquaculture animals and products thereof, and on the prevention and control of certain diseases in aquatic animals. 20 days allocated in 2010.	P&E	Deliver instructions in 2010	Met from within existing resources; cost to public said to be nil.

Reference	Description	Minister	Status	Resource implications
2008.07	<b>Social Security Law And Subordinate Legislation</b> Amendments for reform of incapacity benefit, pensions and funding arrangements – reallocate time to funding of supplementation and changes to age of pension entitlement. 25 days allocated across 2009 and 2010.	SOC SEC	Deliver instructions 2009/2010	2012 implications
2008.16	<b>Long-Term Care</b> New legislation providing for the cost of long term care to be shared by individuals and the States. 30 days allocated in 2010.	SOC SEC	Deliver instructions in 2010	There will be IT and development costs but the method of funding is not yet determined (States v Soc Sec Fund). Once the scheme is in place, there will be a requirement for 3 FTEs at a cost of £115K.
2006.11 Rec'd 2007	<b>Employment Law amendments re TUPE and redundancy</b> Introduces provision for rights on redundancy (DONE) and for transfers of undertakings.	SOC SEC	Work in progress; target lodge in 2009	Implemented from within existing resources.
2007.22	<b>Health and Safety (Management in Construction) Regulations</b> To set out a number of detailed requirements for ensuring health and safety in the construction industry by requiring risks to be systematically identified and then controlled.	SOC SEC	Work in progress; target lodge in 2009	Originally identified 1 FTE at a cost of £70K in respect of this item – this reflected the view that the inspectorate is unable to carry out the level of proactive work in the construction industry that is considered essential to ensure that existing Regulations are appropriately enforced. The introduction of these new proposals will not change this position.
<b>2010.04 NEW</b>	<b>Insolvency Fund</b> 30 days allocated in 2009/2010.	SOC SEC	Deliver instructions in 2009/2010	Fund would be created by levy on employers (and possibly employees). Original estimates of amounts required to administer the fund (£1.50 per employee p.a.) may now be too low. States: the fund and payments will require administration – at present estimated at 1FTE @ £38K.
2005 or earlier	<b>Road Traffic Orders consolidations</b> Consolidation and update of the Road Traffic Signs Order and the Pedestrian Crossings Order.	TTS	Work in progress; target make in 2009	Should be nil
2006.15	<b>Road Traffic legislation amendments to ensure HR compliance</b> Miscellaneous amendments to ensure human rights compliance.	TTS	Work in progress; target lodge in 2009	Should be nil

Reference	Description	Minister	Status	Resource implications
2007.23	<b>Streetworks Law</b> A Law to replace the Public Utilities Road Works Law 1963 and amend other Laws in order to enforce a co-ordinated and managed streetworks policy. 25 days allocated in 2010.	TTS	Deliver instructions in 2010	To be met within existing resources
2007.24	<b>Road Traffic Law/ Motor Traffic Law/ Parking Charges Order</b> Amendments related to buses and public parking charges. 20 days allocated in 2010.	TTS	Deliver instructions in 2010	To be met within existing resources
2008 contingency rec'd April 08	<b>Rear seat belts and child booster seats</b> To impose requirements for the use of rear seat belts and the use of child booster seats.	TTS	Work in progress; target complete in 2009	Other than some costs for publicising changes to the seat belt legislation, the only possible outlay in resources for the States may be where correct restraints are not fitted in school minibuses. Savings should be made, however, in fewer and less severe injuries arising in crashes, resulting in lower treatment and after-care costs
<b>NON- MINISTERIAL</b>				
2006.26	<b>Freedom of Information Law</b> New Law to codify the right to be supplied with any information held by a public authority.	PPC	Work in progress	

## FISCAL STIMULUS

### Background

On 19 May 2009, the States approved P55/2009 to permit the withdrawal of up to £44 million from the Consolidation Fund to be reallocated for the net expenditure of a number of departments in order to fund a proposed discretionary economic stimulus package.

The £44 million package of (discretionary) initiatives will provide an extra stimulus to the economy and support employment and businesses in Jersey through the downturn.

The report set out proposals by the Minister for Treasury and Resources and agreed by the Council of Ministers to transfer funds from the Stabilisation Fund in response to the economic downturn. The report stated that the balance on the Stabilisation Fund would reach £156m (if the States approved a transfer of £18m from the Dwelling House Loans Fund).

The report also recommended that after the investment of the £44 million for discretionary economic stimulus that the balance of £112m be earmarked to cover the unexpected increase in financial deficits in 2010 and 2011 due to the economic downturn.

This unforeseen increase in financial deficits is likely to arise largely because of the effect of automatic stabilisers, which are the loss of personal and corporate tax revenue and increase in expenditure in areas such as income support as a result of the deterioration in the economic outlook for the Island.

The report built on work undertaken by Treasury and Resources and the Economics Unit to identify the impact of the economic downturn on the States finances and the assessment of funds available for stabilisation purposes. It also complemented the initial work lead by the Economic Development Department, in tandem with other departments, to determine what policies might be desirable and deliverable in terms of fiscal stimulus.

Finally, the report concluded that the proposals met the objectives for using the Stabilisation Fund, which are to put additional money back into the economy (through both the automatic stabilisers and targeted discretionary policy) and which will add to demand and mean that the fall in output and extent of job losses will be less severe than would otherwise have been the case.

The Minister for Treasury and Resources and the Council of Ministers have agreed that this overall objective of supporting demand in the economy breaks down into three objectives:

- Provide a stimulus to the Jersey economy as conditions deteriorate, to help support employment and businesses in Jersey;
- Support employment in the Island by assisting individuals affected by the economic downturn; and
- Create new opportunities for businesses in Jersey, to support them through the downturn and mitigate job losses.

The remaining issue was then to confirm that the time was right to use the Stabilisation Fund and the Minister for Treasury and Resources has accepted the advice from the Fiscal Policy Panel (FPP), but also recognised that global economic forecasts from the IMF and World Bank show that the world economy will experience the worst economic conditions since the 1930s. Further evidence was available from the States Economics Unit's central estimates for economic growth in Jersey in 2009 and 2010 are -4% and -2% indicating a significant and prolonged downturn. Furthermore, the qualitative information from Economic Development confirmed that sectors including retail, tourism and construction are likely to enter recession this year.

The States also agreed that the funding for various projects within the discretionary stimulus package would only be made available to departments from the allocation following referral to the Corporate Services Scrutiny Panel and by public ministerial decision of the Minister for Treasury and Resources.

## Progress to date

Proposals were sought from departments and a total of 27 were received and assessed in May 2009 and bids are still being received, and will be assessed by the Steering Group if appropriate and there is sufficient unutilised funding. The proposals took the form of a full Project Evaluation and Business Case for each of the initiatives proposed.

The initiatives and the individual business cases were evaluated by a panel consisting of the Chief Executive, the Treasurer of the States and the Economic Adviser. The evaluations were carried out using a scoring system which took into consideration the three Ts (temporary, targeted and timely) as well as value for money, economic benefit, and achievability. In some cases, departments submitting bids were called before the Panel to provide further insight into their bids.

All bids received were provided to the Corporate Services Scrutiny Panel as were the Evaluation Panel's scoring of the bids and initial recommendations. Scrutiny provided their report to the Minister for Treasury and Resources and to the Council for consideration at their meeting on 12 June.

On the basis of the views of Scrutiny and the Council of Ministers the Minister for Treasury and Resources agreed on 17 June to give an "amber light" to an initial range of initiatives. Other projects will be coming forward for similar "amber light" approval over the next couple of months.

Bidding departments are now expected to present further detailed information, including project plans, procurement strategies and financial projections, which will be subjected to further quality review and scrutiny by the Steering Group prior to the release of any funds.

The initial range of projects have been selected from the 27 proposals submitted by 7 States' departments and cover diverse areas; Skills and Training, Support for Business, Support for Individuals, Civil Infrastructure Works, and Construction and Maintenance Works.

### **Skills and Training and Business Support**

Both these types of policy score well in terms of being timely to implement if they are extensions of existing programmes but carry the risk of permanent budgetary implications. If done effectively they should bring longer-term economic benefits. The Council of Ministers sees these policies as being about preparing the foundations for economic recovery whilst accepting that in terms of pure stimulus the initial impact could be weaker than projects in construction and civil infrastructure.

### **Construction and Maintenance and Civil Infrastructure Works**

These programmes score highly in terms of their impact on the economy and score well in the FPP's assessment, although there is a clear need to ensure that any infrastructure investment is timely. This type of spending also has the advantage that already funded projects can be brought forward from the future without a call on the Stabilisation Fund.

### **Support for Individuals**

Support for individuals within the Programme is provided with the extension to full transitional relief to certain people receiving income support for a further 12 months, and via support to the Citizen's Advice Bureau. Policy targeted towards the less well off scores well in terms of economic impact and being timely and targeted, the real difficulty being to ensure that policy is temporary.

## **Management of the Fiscal Stimulus Programme**

The Minister recognises that appropriate management of these projects will be essential to their success. It is therefore the Minister's intention to include all Fiscal Stimulus projects in a single programme to be overseen by the Treasury, a means of detailed central oversight that acknowledges this as a unique intervention significantly increasing the spend of the States over the next 18-24 months. There is a commitment to allocating resource from the stimulus monies to achieve this.

Departments will form Project Teams which follow the project groupings noted above. They will be responsible for ensuring that Fiscal Stimulus projects undertaken provide value for money and achieve a timely, targeted and temporary economic stimulus to the Jersey economy. Project teams will also need to demonstrate, amongst other things, that they have the capacity to deliver the projects in a timely fashion and progress will be subject to ongoing Treasury scrutiny throughout execution.

The Fiscal Stimulus Evaluation Team has been replaced by the Fiscal Stimulus Steering Group, which comprises the same members - the Chief Executive, the Treasurer and the Economic Adviser. The Steering Group will recruit a Programme Manager who will report to the Deputy Treasurer on a day to day basis. Each Project Team is expected to report at least monthly to the Steering Group, via the Programme Manager, throughout the duration of their projects, and the teams will also be required to undertake post implementation reviews for all completed projects. Performance of departments in executing fiscal stimulus projects may have an impact on future Budget or Business Plan decisions, so the significance of high standards relating to the stewardship of monies and the delivery of the projects cannot be emphasised enough.

The Minister also recognises that it is important to ensure that the projects can be supported by the capacity available in Jersey, particularly in the construction industry. The Economic Adviser has meetings in train with the construction industry and Social Security to gauge the capacity available for the proposed projects.