



The States of Jersey

Economic Development

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FOREWORD

2006 has seen the introduction of our new system of government and for Economic Development this has meant the addition of Jersey Harbours and Jersey Airport to our portfolio. 2007 will see the addition of the Fisheries sector and this will complete the centralisation of all the key economic sectors within the Economic Development Department.

Over the last few years, the States has embarked on a radical reorganisation of both the structure of government and the fiscal and economic environment. In 2005 we spoke of the green shoots of economic recovery. We are now seeing the results in increased economic activity and a return of real confidence. Most of if not all our key economic barometers show an optimistic outlook for the economy in 2007 and beyond.

Whilst we are optimistic, there is no room for complacency. The Business Plan sets out a huge variety of initiatives and policy reviews which are designed to sustain the momentum of economic growth in 2007.

The outward face of Economic Development will change with the centralisation of nearly all the departments into two buildings at Jubilee Wharf and Liberty Wharf. Economic Development aims to become even more customer focused with everything that we do designed to assist and grow entrepreneurial spirit in Jersey.

This Business Plan sets out policy initiatives in tourism, financial services, retail, agriculture as well as e-commerce.

2007 presents window of opportunity for business growth in the economy. We are going to do everything we can to assist that in all the work that we do.

Economic Development also has important regulatory responsibilities in Trading Standards and the Regulations of Undertakings areas, in addition to the responsibilities we have for the Jersey Financial Services Commission and the Jersey Competition Regulatory Authority. We recognise the importance of a proportionate but effective regulatory environment.

I take this opportunity of recognising the significant efforts made by the hard-work personnel in all departments and I would like to thank all of them in advance for their assistance in delivering this exciting plan.

Senator Philip Ozouf
Minister for Economic Development

SECTION 1

INTRODUCTION BY THE CHIEF EXECUTIVE OFFICER

The first full year of Ministerial Government, that brought Jersey Airport and Jersey Harbour into the Economic Development Department (EDD), has proven extremely productive. The Department has been very active in the development of policy, strategy and delivery in all sectors of the economy. This activity, which played a role in Jersey's economy returning to a position of real growth, forms the foundation on which the 2007 Business Plan is built. The objective of the Plan is clear – to sustain diversify and further develop the economic growth delivered by Jersey businesses and their employees.

The 2007 Business Plan includes a greatly increased emphasis on support for businesses both existing and new across all sectors, reflected by a 74% increase in funding for business support activity. This activity is driven by the new Enterprise and Business Development Strategy which represents a step change in the Department's engagement with business. In the early part of 2007 the EDD will move into Jubilee Wharf where a business contact centre will be established. This facility, which will be collocated with the Population Office, will allow companies to access business support products and services through a network of business advisors. In addition increased emphasis will be placed on export trade development and broad based inward investment that will include the integration of the Bureau de Jersey in Caen into the Department. The intention is to develop the operation of the bureau as the economic gateway for trade and investment with France and Continental Europe.

The department's budget dedicated to agriculture will continue to emphasise diversification as the route to a sustainable future for the sector through the Rural Initiative Scheme. Our activity in this area of the economy is now fully integrated with the Planning and Environment Department and managed as a single function from Howard Davis Farm in Trinity.

During 2007 Jersey Tourism will be implementing the findings of the Destination Audit undertaken by Locum Consulting. This will result in the development of clear deliverable actions including, but not limited to, the definition of the organisational options to take the sector forward in closer partnership with the private accommodation and activity providers. Instrumental in this will be the role of the Tourism Development Fund which, with the guidance of its independent Board makes recommendations to the Minister in support of major projects to increase the economic value of the sector to the Island. In addition a new approach will be taken to marketing Jersey as a destination into our key UK and European markets. The integration of Jersey Harbour and Jersey Airport in to the Department will be used to develop the air and sea transport network to our key markets.

I would like to thank EDD staff for all their efforts in 2006. The challenges posed by our 2007 business plan will not be easily achieved but I am confident that we have the skill, ability, budget and Ministerial support to succeed.

Mike King
Chief Executive Officer
Economic Development Department

WHAT WE DO

Alongside the strategic aims and objectives, the Department provides a range of services and undertakes a range of regulatory functions. These currently include administration of the gambling legislation, the Air Transport Permits (Jersey) Law and policy relating to air and sea travel, Regulation of Undertakings & Development Law, consumer protection legislation, intellectual property legislation, Sunday trading legislation, tourism-related legislation, agriculture-related legislation and broadcasting legislation. The Department also has responsibility, in partnership with the Jersey Financial Services Commission, for a wide range of legislation relating to the financial services sector and, in partnership with Jersey Finance Limited, for the promotion of Jersey as a place to do financial business.

WHO WE ARE

Senator Philip Ozouf, Minister for Economic Development

Deputy Alan MacLean, Assistant Minister (Responsible for Jersey Harbours & Airport and Gambling)

Connétable Geoffrey Fisher, Assistant Minister (Responsible for the Finance Industry and Dairy matters)

Chief Executive Officer

Ensure that Jersey's economy remains strong and competitive, not only in today's environment but also for future generations, constantly refining and developing its service offering whilst encouraging enterprise and the creation of new value-adding businesses in the Island. As a member of the Corporate Management Board, implement wide-ranging government reform.

Executive Director – Economic Development

Lead a team of professional Directors in the delivery of integrated economic policy to ensure the successful implementation of the Economic Growth Plan, the provision of a wide range of services and the administration of all relevant legislation.

Director of Policy and Strategy

Develop, implement and deliver policies, strategies and plans in support of the economic growth plan:

1. Aviation and maritime transport policy
 - License air transport services between Jersey and the United Kingdom, the Isle of Man and the other Channel Islands.
 - Consider and safeguard the Island's interests in all matters connected with external transport links to and from the Island.
 - Have access to, and be consulted by, any airline or shipping service operator in all matters affecting transport links to and from the Island.
 - Give attention to the way in which air and shipping transport interests of the Island can best be fostered and co-ordinated.
2. Intellectual Property

- Develop modern intellectual property legislation in the areas of Copyright, Design Right, Performers' Protection, Patents and Registered Designs and Plant Breeders Rights;
 - Work with the Intellectual Property Services Industry to identify and take advantage of new intellectual property based business opportunities (legal services, patent and trademark agents, licensing bodies, trust and financial Services);
3. Strategic Development
- Work with the Retail industry to support its further development and contribution to the economic growth plan and implement the retail industry framework;
 - Establish, improve and extend trade and commercial links with France.
 - Develop industry policies, strategies and plans as appropriate in support of States objectives to grow and diversify the economy.

Director of Regulatory Services

1. Administer the Regulations under the Gambling (Jersey) Law (1964) as amended. This involves dealings with the public, clubs and societies and, in relation to the CI Lottery, the States of Guernsey and CI Lottery Main Agents on all Islands. The section has also been tasked to deliver drafting instructions for a new modern Gambling Law, together with a new regulatory structure based upon a Jersey Gambling Commission.
2. Administer the Hawkers and Non-Resident Traders (Jersey) Law, 1965.
3. Monitor the effectiveness of the Competition (Jersey) Law 2005, the Telecommunications (Jersey) Law 2001 and the Postal Services (Jersey) Law 2004.
4. Oversee matters concerning the way the Jersey Competition Regulatory Authority conducts its business as a public body.
5. Monitor, enforce and advise in relation to Maritime Law and ensure that the Island complies with International Conventions, introducing new legislation as required.
 - Oversee the Jersey Shipping Register and the duties of the Registrar, ensuring that Jersey-registered ships comply as required.
6. Monitor and advise with regard to broadcasting matters in relation to the Communications (Jersey) Order 2003, Wireless Telegraphy Act (as extended) and Broadcasting (Jersey) Order 2003. This provides the regulatory structure for the broadcasting of television and commercial radio as well as the need for a licence to receive television broadcasts. Stakeholders are the Law Officers and UK Departments for Culture, Media and Sport, and Trade and Industry, together with Ofcom, Digital UK and the Public.
7. Review and amend legislation relating to Policing of Beaches, Places of Refreshment and the Tourism Law, enforcing relevant provisions as required.
8. Develop proposals in consultation with multiple stakeholders for a modern, effective regulatory system for liquor licensing that maintains public confidence, prevents criminality and mitigates harm.
9. Develop, as Chair of the Knowledge Economy Working Group, an action plan and work programme for the British-Irish Council, culminating in a Ministerial meeting and Heads of Government Summit in 2008.
10. Develop sectoral strategy, e.g. e-commerce, TMT sectors, States-owned Utilities etc.

Regulation of Undertakings and Development

Although the Population Office is under the administration of the Chief Minister's Department, political responsibility for the Regulation of Undertakings and Development Law remains with the Minister for Economic Development.

- Administer the Regulation of Undertakings and Development (Jersey) Law, 1973, as amended,
- Develop policies and strategies in relation to the Regulation of Undertakings and Development (Jersey) Law, 1973, as amended.

Director – Finance Industry Development

Develop, implement and deliver policy and legislative developments in relation to the Financial Services Industry that will enable that Industry to contribute fully to the economic growth strategy:

- Identify areas of potential growth for the Financial Services Industry and assist in the development of new products and services of benefit to the industry.
- Identify areas in existing legislation affecting the Financial Services Industry that are currently curtailing the ability of the Industry to respond to client demands.
- Manage the process of amending existing legislation and developing new legislation in order to ensure that the legislation used by the Financial Services Industry is at the forefront of international development while maintaining Jersey's reputation as a well-respected and fully accountable International Finance Centre. In particular, this process demands:
 - forming working parties to consider proposals
 - discussing proposals at an early stage with key stakeholders (including the Jersey Financial Services Commission (JFSC), Jersey Finance Limited (JFL) and the Law Officers' Department)
 - drafting and issuing public consultation papers
 - analysing the responses to consultation papers
 - formulating law drafting instructions and managing the law drafting process
 - at all times keeping the Minister and key stakeholders informed in relation to the progress and content of new legislation.
- Legislation currently in the process of being drafted or considered includes:
 - Companies (Jersey) Law 1991, in relation to which a significant amendment permitting the creation of cell companies is expected to come into force in February 2006
 - A new Security Interests Law that will provide a cutting edge framework in relation to the provision of security over intangible assets
 - Trusts (Jersey) Law 1984 which will be significantly amended in 2006 to provide additional flexibility and certainty
 - Limited Partnership (Jersey) Law 1994 and the Limited Liability Partnership (Jersey) Law 1997, both of which are being reviewed in detail
 - A new law permitting the creation of Jersey Foundations.
- Manage the day to day relationship between Government and JFL, ensuring a clear understanding between the Minister and JFL in relation to States strategic aims and the role of JFL in helping the Financial Services Industry

to play a full part in realising those aims, and ensuring that JFL is held accountable for all monies received by it from the Department.

- Manage the day to day relationship between Government and the JFSC, ensuring that legislation and regulation are developed in a co-ordinated manner that encourages the continued development of a vibrant and sustainable Financial Services Industry.
- Provide advice in relation to the exercise of statutory powers and rights arising from commercial laws affecting the Financial Services Industry.
- Provide advice in relation to the relationship between the Financial Services Industry and the wider community generally, including matters such as researching the likely benefits and costs arising from the introduction of a Financial Services Ombudsman.

Director - Rural Economy

Develop and implement strategies that will ensure a viable future for the rural economy, including the agriculture and fisheries industries.

- Strategic development for the rural sector as a whole including the key sector of Agriculture.
- Implement the Rural Economy Strategy which promotes economic, efficient and diverse land use whilst at the same time promoting appropriate custodianship of the countryside.
- Administration of the Rural Initiative Scheme – a grant based scheme which will accelerate growth in the rural economy by supporting appropriate diversification and enterprise.
- Administration of the Agricultural Loans Scheme made under the Agriculture (Loans and Guarantees) (Jersey) Law 1974 as amended and subordinate Regulations. Currently there is a Loans Portfolio of approx. £8 million.
- Administer the Agricultural Marketing (Jersey) Law 1953 Schemes such as the Milk Marketing Scheme 1954
- Prepare agricultural statistics involving an annual census under the Agricultural Returns (Jersey) Law 1947.
- Ensure compliance with EC trade directives relating to agricultural products.
- Administer and ensure maximum efficiency from the budgets for direct and indirect aid; this includes subsidy schemes, the Rural Initiative Scheme, and industry service provision grants.
- Industry liaison and service links to RJA & HS, Jersey Milk Marketing Board, Jersey Farmers' Union, Planning and Environment Department, Transport and Technical Services department and other key stakeholders and Public Services Departments.

The Rural Economy section is now fully integrated with the Planning and Environment Department and functions such as ecology, countryside management, agricultural advisors and laboratories are managed as a single function from Howard Davis Farm in Trinity.

Director of Consumer Affairs/Chief Trading Standards Officer

The Trading Standards Service is responsible for the enforcement of a range of legislation controlling the distribution of goods and services throughout the manufacturing, importation, distribution and retail chain.

Its remit includes weights and measures, product safety, consumer advice, trade descriptions, trade mark protection and the video recordings law. Through the

enforcement of consumer protection laws, the service helps protect the interests of both consumers and businesses by ensuring a fair trading environment. A free confidential consumer advisory service is available to assist consumers and businesses alike. The service will also investigate allegations of unfair trade practices and provide appropriate advice and guidance where necessary.

New legislation currently in the drafting process includes:-

- the draft Distance Selling Law, which will introduce statutory rights for consumers who buy goods, for example, on the internet or by mail order, etc.
- the draft Supply of Goods and Services Law which will introduce defined statutory rights for consumers in all business to consumer transactions
- the draft Supply of Goods to Children Law which will enact the States decision to ban the sale of butane gas refill canisters to minors. The law will be flexible in that other products could be added as and when the need arises.

Director - Enterprise & Business Development

2007 will see an enhanced level of support for potential and existing businesses. A new section within the Department will be developed to deliver the Enterprise and Business Development Strategy resulting in the opening of a new Business Centre. This new service will work closely along side our partners such as the Jersey Business Venture.

The Enterprise and Business Development section will focus on three key areas:

1. increasing the rate of business start ups and growth;
2. developing international trade and inward investment;
3. encouraging commitment and investment into work related skills training.

The Enterprise and Business section will include responsibility for work previously undertaken by the Training and Employment (TEP). This will include allocating TEP's existing £1.2 million annual budget and 5 staff to the new business unit. The extra £1.3million will be drawn largely from the £1 million of additional funding, allocated to deliver the Economic Growth Plan, and a reallocation of other funds from within the Department.

The new budget, in addition to staff costs and the opening of the new Business Centre, will be used to deliver growth objectives through projects such as, but not limited to:

- a Small Firms Loans Guarantee Scheme that will allow a small business access to finance at a vital stage in its development;
- the Jersey Export & Trade Initiative to encourage and support the exports of local products and services;
- Jersey's Innovation Grants to encourage local businesses research and develop new technology, products or services;
- a business incubator to provide access to start up premises;
- expanding of the Jersey Undergraduate Internship Scheme;
- the continued support for trade apprenticeship, the Cadet Nursing Scheme and many other work related training initiatives;

The new Enterprise and Business Development function will require an extra five staff in addition to the staff transferred from the TEP and will be funded from the allocated budget.

The Enterprise and Business Development section will work very closely with other business development functions within the Department and the private sector. It will play a significant role in facilitating the growth of the non-financial service sectors of Jersey's economy.

Director - Tourism and Marketing

Implement the Tourism strategy for revitalising the industry in Jersey ensuring that new growth opportunities are addressed especially for urban and sports tourism.

Encourage new investment in the Islands tourism industry to ensure that the product offering meets the needs of the future generation of potential visitors and work with partner organisations to develop the range of transport links into key source markets.

Market Jersey and its produce to the maximum benefit through collaboration throughout the industry and by using the new brand to communicate Jersey to the maximum benefit.

Provide a range of events and entertainments to support event led tourism at key times of the year and ensure that these are effectively marketed.

Director of High Value Residency

Attract high-wealth individuals, who will contribute economically and socially, to take up residency in the Island.

Jersey Airport

Jersey Airport conducted a strategic review which was presented to the States by the Assistant Minister in November 2006. The *Future Directions Strategy 2006 - 2011* includes seven key strategies:

- Grow passenger numbers by increasing the network of destinations between Jersey, the UK and Europe while sustaining existing air services
- Reduce the reliance on aeronautical revenue by increasing yield from non-aeronautical sources and increasing commercial development activity
- 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
- Improve operational and commercial efficiency through restructuring the organisation with no detrimental impacts on staff terms and conditions, and no compulsory redundancies
- Invest in the personal and professional development of staff
- Ensure Jersey Airport is prominent in States of Jersey strategies and that the airport remains a strategic asset to the Island
- Implement best practice policies that meet safety, security, environment and corporate governance requirements

Following adoption of the Strategy, a detailed business plan is being developed to action the respective points. The business plan will be complete in the first quarter of 2007.

Jersey Harbours

98.6% of goods arriving in the Island enter Jersey through the Port of St Helier, and the viability and availability of the port is a vital and absolute necessity for the well being of the Island's economy.

The success of our many and varied customers has a direct impact on the Island's economy. By acting as a key enabler of their prosperity, we can contribute in an additional, indirect way to the economy, and together, Jersey Harbours and its customers play significant roles maintaining and protecting the Island's environment.

A five-in-one port

The unique nature of Jersey Harbours as a business is easy to overlook. Few ports in Europe can offer the same potential benefits that come from managing the full range of maritime related services on one site under one organisation.

Jersey Harbours has responsibility for the activities of five maritime activities:

J E R S E Y H A R B O U R S				
COMMERCIAL PORT (FUEL, FREIGHT & FISHING)	PASSENGER PORT & TERMINAL	COASTGUARD & VESSEL NAVIGATION INFORMATION SERVICE	MARINE LEISURE (INCLUDING 3 MARINAS)	PORT ESTATE (& OTHER ASSETS)

Combining these five elements, the 'five-in-one port' brings clarity to manage the unique challenges and the often conflicting needs and expectations of users, customers and stakeholders. The combination also provides integrated knowledge and experience that has evolved across each of the five business areas. The application of this expertise benefits all our customers and the Island.

Each of the ports has a priority for progress in 2007, some of which are listed below:

Commercial Port – to align Port Policy and Service Strategies and their delivery with the requirements of the JCRA and EDD; review infrastructure investment requirements to suit.

Passenger Port – Develop further and agree 2007 incentive schemes and partnerships with key customers, aimed at maintaining and maximising capacity and passenger numbers; to create a positive first and lasting impression for the travelling public as they pass through the port.

Coastguard - to ensure that the public and emergency services are aware of and understand the role of the 'Coastguard' as an integral part of the International and Island's Emergency framework.

Marine Leisure – to start to implement and further develop the Marine Leisure Growth Plan, recruiting and reorganising team to deliver short and long term growth.

Port Estate – to further secure the port estate enabling and fostering growth interdependently for each & all of the '5 ports' and their users.

OUR VALUES

We put the customer at the heart of everything we do

We take pride in delivering an effective public service for Jersey

We relentlessly drive out waste and inefficiency

We will always be fair and honest and act with integrity

We constantly look for ways to improve what we do and are flexible and open to change

We will achieve success in all we do by working together

OUR STRATEGIC AIMS

Show the world that economic and environmental success can work together (1.1)

Economic growth is sustained through improved productivity (1.2)

Low inflation is sustained (1.3)

The potential of the Island's workforce is maximised (1.4)

The economy is diversified and developed (1.5)

Jersey is a world class business centre (1.6)

The economy is more competitive (1.7)

There is a flourishing finance industry with an international reputation for integrity (1.8)

Full employment (2.5)

A skilled, motivated and qualified local workforce able to meet the Island's economic and social objectives (2.6)

Maximise the potential of States owned strategic resources (6.3)

Recognise the strategic importance of the Harbours and Airport (6.5)

SECTION 2a – SUMMARY OF KEY OBJECTIVES AND PRIORITIES

AIM

The aim of the Economic Development Department is to achieve sustainable economic growth with low levels of inflation coupled with economic diversification and the creation of job opportunities.

KEY OBJECTIVES AND PERFORMANCE/SUCCESS CRITERIA

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE CRITERIA FOR 2007

Objective 1: Sustainable long term economic growth, at or above planned targets, delivering additional tax receipts and more diverse employment opportunities for local people whilst managing inflationary pressures within the economy.

Performance/success criteria:

- Controlled, sustainable real economic growth at or above 2% p.a.
- Increased tax revenue allowing for the introduction of 0/10.
- New strategies to support economic growth, including but not limited to retail strategy, tourism strategy and a Business Enterprise Development strategy developed and implemented.
- Launch of a Business Service Centre.
- An increase in job opportunities for local people in both existing and new sectors.
- Full employment for local people.
- Net inward migration to be within States policies over the plan period.
- Higher efficiency and profitability in all sectors of the economy.
- Less reliance on government subsidy within the rural economy.
- Increased economic diversity across all sectors of the economy.
- Increased capital expenditure in the tourism sector to align the Jersey product to current market demand.
- Increased number of visitors to the island.
- Increased on-island visitor spend.
- A shift in seasonal occupancy in the tourism industry.
- Increased profitability in the finance industry.
- Increased tax take from the finance industry allowing for the introduction of 0/10.
- Broaden skills base in the island meeting business needs.

Strategic Plan Commitment(s): 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 2.5,, 2.6,, 2.10, 6.3,1.2.1, 1.2.3, 1.3.4, 1.4.1, 1.4.2, 1.4.3, 1.4.4, 1.5.1, 1.5.2, 1.5.3, 1.5.4, 1.5.5, 1.5.6, 1.6.1, 1.6.2, 1.6.3, 1.7.1, 1.7.2, 1.7.3, 1.7.4, 1.8.1, 2.5.1, 2.6.1, 4.1.1, 4.2.1, 4.5.1, 5.1.8 and 6.3.1

Objective 2: Development of new enterprises and companies with high value-added potential through the implementation of a Business and Enterprise strategy.

Performance/success criteria:

- Increased number of business start-ups with high value-added potential.
- Increased business success defined by % of start ups still trading after three years.
- Increased number of high value-added businesses migrating to the island.

Strategic Plan Commitment(s): 1.4, 1.5, 1.6, 1.7, 4.1, 4.5, 1.4.1, 1.4.2, 1.4.3, 1.5.1, 1.5.5, 1.5.6, 1.6.1, 1.7.1, 1.7.2, 1.7.3, 1.7.4, 4.1.1, 4.2.1 and 4.5.1.

Objective 3: Attraction of high-wealth individuals who will contribute economically and socially to the future of the Island

Performance/success criteria:

- Increased tax revenue from high-wealth individuals.

Strategic Plan Commitment(s): 1.7 and 1.7.6

Objective 4: Implementation of a comprehensive external transport strategy which will benefit both business and residents

Performance/success criteria:

- Provision of regular, reliable and sustainable services.
- Maintain low passenger charges.
- Reduce or maintain low freight charges.
- Increased passenger traffic across a broader transport network.
- Increased freight traffic.

Strategic Plan Commitment(s): 1.2, 1.5, 1.6, 1.2.3, 1.5.3, 1.5.4, 1.6.2, 1.6.3, 6.5.1, 6.5.2 and 6.5.3

Objective 5: Roll out a 'Brand' for the Island by the end of 2007

Performance/success criteria:

- Agreed Island Brand in use by stakeholders.
- Fully integrated marketing strategy for Harbours, Airport and Tourism.
- Finance and other sector marketing aligned with Island branding.

Strategic Plan Commitment(s): 1.1, 1.4, 4.1, 1.1.3, 1.4.3, 1.4.4, 4.1.1, 4.5.1 and 5.1.8

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
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SECTION 2b – KEY OBJECTIVES, KEY PERFORMANCE INDICATORS, KEY RISKS

SSP Ref - States Strategic Plan Reference

Detailed Service Analysis 2007							
Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
Enterprise & Business Development	Encourage undergraduates to return to the Island & establish links with potential future employers to gain work skills	Increased job opportunities for higher education students	50 Undergraduates, 50 Graduates, 50 Full time Further Education Students engaged in new temporary employment positions	2007	Budget pressures may restrict numbers of students supported	1.2.1-1.4.3 - 2.5- 2.6	LR
	Create first time entrants career paths that lead to a trade & recognised qualification apprenticeships, nursing cadet scheme, traineeships	Increased job opportunities for first time entrants to the labour market	100 craft/trade apprenticeships supported, 16 Cadet Nurses supported.	2007	Lack of job opportunities for apprentices	1.2.1-1.4.3 - 2.5- 2.6	LR
	Promote & support the best practice business standards such as Investors in	10 organisations gain recognition, 20 organisations commit to the Standard	Improved business practices and performance	2007		1.2 - 1.4	LR

ECONOMIC DEVELOPMENT DEPARTMENT

2007 BUSINESS PLAN

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	People & Business Excellence						
	Open a First Stop Shop business contact centre	All business enquires coming into and being managed by First stop shop	New facility open delivering customer relationship/management services for all businesses.	2007	Delays in opening Jubilee Wharf, restrictions on new staff	1.2-1.4-1.5	LR
	Review, identify skills gaps & business challenges Employers Survey 2007, Skills Audit	Present findings of skills gaps to Minister/CoM/SMT	Complete research project to identify skills gaps	2007		1.4-2.5-2.6	LR
	Improve access to finance, Small Firms Loan Guarantee Scheme, Business Angels Network & links to the British Venture Capital Association	100 business helped gain access to finance	Improve access to business finance	2007	Lack of support from banks	1.2-1.4-1.5	LR
	Seek out and attract high value businesses and	5 new high value low footprint businesses	New business start ups.	2007	New staff restrictions	1.5	LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	new market opportunities to Jersey	established in Jersey					
	Establish R&D incentives to encourage entrepreneurs to develop new & innovative ideas, products & services	50 business help to develop new products and services	New products and services being developed	2007	New staff restrictions	1.5	LR
	Encourage & support the growth in exports of Jersey products & services	100 business assisted into new export markets	New export opportunities and increased export trade	2007	New staff restrictions	1.5	LR
	Introduce Business Advisory Service generic business coaches/mentors, marketing and IT consultants, access to professional advice from Lawyers, accountants, etc	250 businesses supported. All sizes and sectors	Improve access to business advisory service	2007	Political relationship with the Jersey Business Venture	1.2-1.4-1.5	LR

ECONOMIC DEVELOPMENT DEPARTMENT

2007 BUSINESS PLAN

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	Invest in work related skills training & development	700 individuals helped with specific work related training and development	More training and development opportunities	2007		1.4-2.6	SP
	Develop a Business Incubator to provide easy access to start up premises	20 business provided access to start-up facilities	Improved access to business start up premises	2007		1.2-1.4-1.5	LR
	Work with ESC & others to introduce new & enhance existing enterprise education programmes	Enterprise Education included on the 14-16 curriculum	Better match of skills needs versus supply.	2007	Political responsibility cross-over between ESC and ED.	1.2.2-2.5-2.6	SP
	Develop Jersey Business Clusters network & to encourage on Island trade & grow the supply chain	4 cluster developed	Increased trade development opportunities	2007	New staff restrictions	1.2-1.5	LR
	Create opportunities for	Increased job opportunities for	50 returnees helped into employment	2007		1.2.1-1.4.3 -	LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	individuals to return to the workplace	returnees to work				2.5- 2.6	
	Help to establish good trading conditions with countries e.g. Government guarantees, obtaining trade references, international bank partners & contacts	New trade partnerships established in new countries	Increased trade development opportunities	2007		1.5	LR
	Introduce a quality standard for training provision	All publicly funded training providers meet minimum practices	Improved training practices	2007		1.4- 2.6	SP
	Recognise good practices through the Jersey Awards for Enterprise	Manage Jersey Enterprise event- 60 entries, 500 plus people awards event.	Encourage better business practices	2007		2.6-1.5- 1.2	LR
Tourism & Marketing	Develop Jersey's potential as a conference and incentive	No and value of conferences and incentives achieved.	Conference statistics increase in numbers and value	2007/2010		1.1	LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	destination.						
	Develop Jersey.com and subordinate site [s] to maximise the potential for on-line sales of tourism and other products	Value of CRS bookings. Value of click through billings.	Number of unique site visits and value of sales	2007	Competition with commercial sites	1.1	LR
	Develop and implement a brand marketing strategy to promote Jersey for year round tourism visits and to increase demand for Jersey's exports.	Value of leisure visitors. No of web hits. Awareness of Jersey products.	Number and spend by staying leisure visitors from each active market	2007	Quality of industry offering needs improvement	1.1, 5.2	LR
	Identify and facilitate the development of new business opportunities which will support the future of the visitor economy, including the cruise market and	States support for new initiatives. Increased visitor volumes in relevant market segments.	Progress on new projects planning applications investment confirmed	2007/13	May require seed corn funding.	1.1	LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	golf. To continue to develop Jersey as a maritime destination for Visiting yachts and cruise ships						
	Raise Jersey's profile as a distinctive destination in source markets by identifying, stimulating and organising media exposure.	Advertising equivalent. ROI. Opportunities to see. Number of visits, Number of articles in press, radio, TV. % partnership activity.	£2 million plus average, Circa 150 visits per annum. Results c/o Independent assessment. 1000+ articles.	2007		1.1, 5.2	LR
	Develop new marketing initiatives to deliver shoulder season business i.e. sports and activities.	Value of shoulder season business measured by market segment	Number and frequency of visiting sports participants	2007/2008	Partnership required with ESC	1.1, 2.8	LR
	Evaluate marketing /industry performance through effective management of visitor economy	Meeting delivery dates and accuracy of information	Delivery of monthly data and reports	2007		1.1	LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	data						
	Deliver co-operative marketing programmes with carriers, tour operators, hotel operators and other suppliers within the industry.	Value of industry marketing activity generated through joint marketing campaigns.	Value of joint marketing spend by industry trade performance measures	2007	Reduction would effect Tour Operator support for Jersey	1.1	LR
	Fund and manage a series of events to encourage visits to Jersey and to enhance visitor enjoyment.	Customer satisfaction analysis. Visitor value during periods of key events.	Visitor satisfaction survey number attending key events	2007	Commercial sponsorship increasingly difficult to generate	1.1, 2.7	LR
	Operate information and sales outlets to ensure that potential and actual visitors are directed to relevant segments of the Jersey offering and to maximise	Sales of retail goods. Customer satisfaction.	Visitor numbers attending VSC. Visitor satisfaction survey as events above	2007	New location for VSC	1.1, 2.7	LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	revenue.						
High Value Residency	Actively promote & encourage high wealth individuals to take up residency	Increased number of applications from high Value Residents wishing to live in Jersey	Increased number of High Value Residents taking up residence in the Island. Increased tax receipts	Ongoing	Global economic / financial market trends. Increased competition from other more attractive jurisdictions	1.1.4	LR
Regulatory Services	Work with the JCRA to create a more competitive commercial environment through the application of the Competition (Jersey) Law in line with the States Strategic Plan	Monitoring of SLA, especially timeliness of response to complaints. Number of complaints. Number of complaints investigated. Number of complaints successfully resolved. Number of Article 6(4) requests.	Increase in consumer choice in telecommunications, postal services and other sectors. Possible price reductions.	Ongoing	Lack of resources to carry out functions efficiently	1.2.1 1.6.1 1.7.1	LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	Ensure that a new draft Gambling Law is presented to the Minister	Produce Law Drafting instructions Q4, 2007. Prepare draft Law and accompanying report for Minister.	All legal issues resolved. Draft Law produced. Minister approves for debate in States. Report and Proposition prepared.	2007-8	Delay caused by negotiations with other jurisdictions or local consultation process		LR
	Present new Gambling Commission (Jersey) Law to the Minister	Produce Law Drafting instructions Q4, 2007. Prepare draft Law and accompanying report for Minister.	All legal issues resolved. Draft Law produced. Minister approves for debate in States. Report and Proposition prepared.	2007-8	Delay caused by negotiations with other jurisdictions or local consultation process		LR
	Administer e-gaming Disaster Recovery Regulations	Remote Gambling (Disaster Recovery) (Jersey) Regulations passed by States. Number of licences awarded.	The Regulations will be in force and 3 DR Licences will have been awarded.	2007-8	Regulations not passed by the States		LR
	Work with Ofcom & the JCRA to ensure that there is sufficient competition in the communications industries	Competitor companies to JT achieve technical roll-out. Choice of products for local consumers increase and price	Jersey consumers have increased choice of service provider, product and price. The market will stabilise allowing long-term competition with at least two	Ongoing	Consumer values price over choice and price 'war' ensues.		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
		variability enhanced.	providers.				
	Work with Jersey Harbours & Jersey Finance to expand the local Shipping Register & related marine industry	Jersey Register of British Ships action plan agreed	Potential expansion of the Jersey Register of British Ships will have been assessed	2007	Potential to grow the industry may not be realistic.		LR
	Continue to monitor & keep up to date TMT related legislation in line with UK (Communications, Broadcasting, Wireless, Telegraphy)	All necessary UK sponsored legislation reviewed, adapted and extended to the Island in a timely manner.	All legislation extended within prescribed periods and no disruption of service.	Ongoing	UK authorities often give very little lead-in time, causing delays in other projects.		LR
	Review the role & purpose of the Tourism Law and subordinate legislation	Targeted discussions with JHA and wider industry undertaken. Wider public consultation process if necessary. Report with recommendations submitted to the Minister.	Tourism industry given opportunity to comment. General agreement reached on way forward and recommendations for legal revision. If appropriate, Minister presents Report to the States.	2007-8	Lack of resource delays administration		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	Undertake Registration, inspection & complaints administration of Tourism Law	Numbers of premises registered under the Law. Number of complaints by registration category. Number of complaints resolved within one week. (Complaints must be received during visitor stay). Percentage of complaints from total visitor numbers.	The Registration process will be kept separate from grading which will be provided commercially. Registration complaints will be investigated within one week and total complaints should be no higher than 5% of total visitor numbers.	Ongoing	Lack of resource delays administration		LR
	Papers concerning regulatory principles including financial contribution from the industry, harm reduction & the broadening of the gambling industry	Regulatory papers produced by end Q1 and consultation process complete during Q3.	A final set of core principles adopted with the support of the public that will inform the drafting instructions for all new Gambling legislation.	2007	Public either apathetic or else so involved that process delayed by numbers of responses.		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	in Jersey to be put out to consultation						
	Prepare draft legislation for the extension of the National Lottery to Jersey	Liase with Guernsey, DCMS and National Lottery Commission to agree way forward. Produce drafting instructions for new National Lottery (Jersey) Regulation.	Tickets on sale in Jersey by start of new licence period (Q1 2009).	2007-8	Agreement between all parties may not be achieved.		LR
	Work with Treasury and Resources to address the proposed privatisation of States-held utilities	Liase with Treasury and Resources Department to ensure that utilities legislation sponsored by Economic Development is reviewed.	To ensure that in the event of a sale, the public interest is protected and the consumer is offered appropriate safeguards.	2007-8			LR
	Produce Law drafting instructions to ensure modern and compliant	Produce Law Drafting instructions as necessary. Produce	All legislation extended within prescribed periods and with no breach of legal obligations. All international treaties in	Ongoing	The timescales for producing new legislation hinge upon receiving a		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	marine legislation and monitor and enforce existing maritime legislation (navigation, safety at sea etc.)	supervisory system for compliance enforcement. Level of political and industry support. Number of non-compliance issues.	force complied with.		Law Drafting allocation.		
	Produce work stream under 'Knowledge Economy' Heading of the British Irish Council to encourage take-up of business continuity planning by SMEs and micro businesses	Interim progress report produced and accepted by all participating jurisdictions. Final plan and report produced and agreed by Heads of Government Summit.	Meetings will have taken place in participating jurisdictions and all parties will have agreed a progress report by Q3 2007. A final report and presentation will have been received at the Jersey BIC Summit in 2008.	2007-8	Progress not agreed by all participants causing delay to programme.		LR
	Administer Gambling (Jersey) Law (1964) as amended	Monitor numbers of licences issued. Monitor incidents of non-compliance. Monitor numbers of complaints. Complaints to be	No successful appeals of departmental decisions. Any illegal activity to be prevented or halted.	Ongoing	Registrations and issuing of permits are time consuming but low risk. Resource may need to be		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
		investigated within two days. Registrations and Permits to be processed within ten days. All income to be paid into Treasury within a month.			diverted from this task periodically.		
	Work with Ofcom, States of Guernsey and UK Government departments to produce an integrated Digital Television Strategy for the Channel Islands	Strategy developed to ensure delivery of digital television and supporting infrastructure in line with UK Digital Action Plan.	An agreed action plan which ensures that the same percentage of residents have access to TV reception after analogue switchover.	Ongoing	Commercial investment to offer full terrestrial coverage may not be possible.		LR
	Review the role and purpose and administer the Places of Refreshment Law	Places of Refreshment licences awarded within justifiable timeframe (subject to police checks). Report on the future status and administration of the Law to be presented to the	The future of this legislation will have been reviewed and recommendations made to the Minister. Subject to this review the Law will continue to be administered as efficiently as possible.	Ongoing	There may be disagreement between the various administering stakeholders on the best way forward.		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
		Minister by Q3 2008					
	Administer the relevant sections of the Licensing Law and review licensing legislation by the end of 2008 in line with objective 3.2.5 of the States Strategic Plan	Attend upon the Licensing Assembly. By Q3 2007, decide whether the section can review the Law and consult with all stakeholders within existing resources. If yes, produce project plan for the review. If no, produce brief for consultancy.	The Licensing Assembly will have answers to any queries raised by applications from premises registered under the Tourism Law. A project plan for the review of the Licensing Law will be completed by Q4 2007.	2007	Lack of resource may delay implementation		LR
	Manage the contract with the BBC for use of spectrum by BBC Radio Jersey	Monitor the contract with the BBC for compliance. Liase with the BBC as necessary. Monitor the number of complaints. Refer complaints to BBC within two days.	The continued broadcasting of BBC Radio Jersey in accordance with the agreed terms of reference.	Ongoing	The BBC may choose not to renew the contract.		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	Continue to administer the Policing of Beaches Regulations and advise the Minister on licensing applications there-under	Licences issued within justifiable timescale. Continue to liaise with Jersey Harbours on marine safety issues and concessionaires on improving the process.	The creation of a transparent and accepted process for the awarding of licences under the Policing of Beaches Regulation.	2007	Beach concessions continue to be highly emotive & demanding.		LR
	Continue to monitor and enforce the Hawkers & Non-Resident Traders (Jersey) Law 1965	All publicised events policed and licensing enforced.	Compliance with the Law maintained and infractions discovered.	Ongoing	Resource demands may not allow all events to be inspected.		LR
	Continue to support Public Lotteries Board and operate CI Lottery at a profit	Board continues to meet, inform and advise the Minister on policy relating to the CI Lottery. The Board to meet at least twice a year.	A successful exchange of views between the Board and the Minister.	Ongoing	The views of the Board and the Minister may not be in agreement.		LR
	Monitor and enforce a new	The provisions of the SLA will be	The provision of an efficient and adequately	Ongoing	The future incorporation of		SP

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	SLA between Jersey Harbours and Regulatory Services for the provision of the Beach Lifeguard Service	monitored quarterly and reported against annually.	resourced beach life guard service.		Jersey Harbours may impact upon the daily management of this service.		
	Manage contract with CTV to provide sub-titling services for the benefit of the deaf and hard of hearing	The provisions of the contract will be monitored quarterly and reported against annually.	The provision of an adequate sub-titling service that caters for the legitimate expectations of the deaf and hard of hearing.	Ongoing			LR
Policy & Strategy	Modernise Jersey's Intellectual Property Legislation to secure WTO membership	% of Laws presented to and accepted by the States	Copyright, Design Right, Performers Protection, Plant Varieties Laws presented to and accepted by the States. {Patents and Registered Designs amendments presented to and accepted by the States	2007	Agreement on quasi judicial process and resources to administer laws may be difficult		C
	Coordinate the development of policy on the registration of ships up to the	Jersey Register of British Ships action plan agreed	Potential expansion of the Jersey Register of British Ships will have been assessed	2007	Economics may not support investment in expansion of		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	400 ton limit				the register		
	Establish, improve and extend trade and commercial links with France	% of trade development programme implemented	Strategy and action plan produced for Jersey / Normandy economic development working group. % of Jersey / Brittany economic development working group action plan implemented. Economic Development represented on CMD working group on French relations.	2007	Success is dependent on the activities of other parties over which the Department has little influence		SP
	Develop Policy for Duty Free & Tax Free shopping	% of duty and tax free shopping programme delivered	Duty free and tax free shopping strategy and action plan produced	2007	Cross cutting issue which would require broad based support that might not be forthcoming		C
	Benchmark Jersey's retail environment identify gaps in provision and encourage entry	% of programme delivered	Benchmark Jersey's retail environment, identify gaps in provision and facilitate entry	2007 and ongoing	Barriers to entry may prevent this		LR
	Work with	% of programme	Establish and implement	2007	Nature of the		SP

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	wholesale and supply industry to identify, and where possible, address barriers to growth and productivity	delivered	programme to identify and assess potential barriers to growth and productivity in the wholesale and supply industry		programme may require implementation over a longer time frame		
	Work with town retailers on regeneration agenda and Waterfront impacts, create a town retailers focus group and facilitate the development of a brand identity for the St Helier retail environment.	% of programme delivered	We will have worked with town retailers on the St Helier regeneration agenda, facilitated the establishment of a focus group for town retailers and supported the development of a brand identity for the St Helier retail environment	2007	Level of support for the EDAW strategy will influence the regeneration agenda		LR
	Work with Guernsey to secure sea transport services for the Channel Islands from January 2009.	Process for procuring ro ro services from 1 January 2009 agreed	Sea transport links maintained	2007	Consensus between Jersey and Guernsey may not be achieved		SP
	Assess European Union and United	Levels of UK / EU monitoring and	key airport routes maintained /	2007	Jersey may not be able to		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	Kingdom position on slot allocation and regional access to the London hub airports and respond as necessary.	responses to external threats	safeguarded		trade directly in slots if necessary, commercial decisions by airlines may affect access to London hub Airports		
	Bring new Sunday trading legislation to the States for debate	% of Sunday trading law and Regulations presented to and accepted by the States	New Sunday Trading Law and Regulations in place	2007	May prove difficult to achieve consensus on the Law and Regulations		LR
	Monitor and enforce service level Agreements for Ro Ro Services on routes serving the Island	Levels of compliance with service level agreements	Sea transport links maintained	2007	Implementation of service level agreements dependent on JCRA advice and outcome of further work on legislative and regulatory framework		LR
	Work with the retail sector on inclusive pricing issues	Retail sector's views represented	Retail sector's views will have been represented	2007	Consensus may be difficult to achieve		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	Upgrade Jersey's Regulatory framework to introduce policy considerations in granting Ramp Permits.	Regulatory framework updated to enable policy considerations to be included in granting ramp permits	Sea transport links maintained	2007/08	International obligations will have a direct effect on what is achievable		LR
Consumer affairs / Trading Standards	Implement the Distance Selling (Jersey) Law	Law passed by States	Law in force - improved contractual rights for consumers	2007	Time with Law Draftsman	1.7.2	LR
	Provide effective Trading Standards / Consumer Advisory Service	Increased number of inspections Reduction in instances of non-compliance. Consumer disputes resolved more quickly.	More compliant and knowledgeable traders. Increased awareness of contractual rights by Jersey consumers	2007	Lack of resources to carry out functions efficiently Time with Law Draftsman	1.7.3	LR
	Ensure a strong Consumer voice in Jersey	Number of public campaigns - price watch information published	Well informed and more price conscious consumers	2007	CC independent of States	1.7.3	LR
	Introduce Supply of Goods & Services Law	Law lodged for debate	Statutory rights for Jersey consumers	2007	Time with Law Draftsman	1.7.2	LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	Consult on the possible introduction of retail price marking legislation	Consultation completed and analysed	Better protection for consumers from new price marking legislation	2008	States do not legislate		LR
	Introduce a Consumer Safety (Supply of Goods to Children) Law	Law passed by States	Incidents of butane abuse by juveniles are reduced	2007	States do not accept legislation		LR
Rural Economy	Strategic development for the Rural Sector. Implementation of the Rural Economy Strategy. Ensure compliance with EC trade directives relating to agricultural products. Compliance to environmental legislation	2% Real economic growth in the Rural Economy per annum	Compliance with EU Trade commitments Growth in the Rural economy esp. Agriculture	Ongoing		1.4.6, 4.1, 4.5.1	LR
	Rural Initiative Scheme: Grant	Ratio of new vs. existing	Growth in Rural economy due to	2007	Planning control & land	1.5.6	LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	based scheme to encourage enterprise & growth	businesses levels of investment	diversification and enterprise		prices stifle growth		
	Run & run a plant varieties office to administer Plant Varieties law & appeals	Increase in registered plant varieties in Jersey	Increase in Rural GVA	2007	No new varieties bred in Jersey	1.4.6, 4.1, 4.5.1	LR
	Promote relocation & development of high value / low weight land based produce & products (with IP) to Jersey – e.g. Nutraceuticals, Medical herbs, Aromatic oils/extractions, etc	Relocation of 1 high value rural business to Jersey per year	Increase in Rural GVA Increase in GVA per verge	2007	Jersey climate, legislation, etc. for business	1.4.6, 4.1, 4.5.1	LR
	Develop & implement Agriculture land occupancy policy to include smallholder (Land Law 1974)	Increase in economically active land occupancy esp. by smallholders	Increased land occupancy	2007	Threshold too high	1.4.6, 4.1, 4.5.1	SP
	Help develop & implement countryside	Adoption and take-up of linked development	Increased investment in rural enterprises	2007	Policy not adopted	1.5.6, 4.1.2, 4.5, 4.7.1	SP

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	planning policy e.g. Linked development. Input into Island Plan review						
	Funding for Genuine Jersey to promote Local produce & products. Link with Island brand	Increase number of members. Increased business growth of members. Increase in exports of members	Increased economic activity of members. Higher recognition of Brand.	2007	Brand value lowered through members or poor management	1.4.6	LR
	Single area payment; Consolidation of the present range of agricultural crop subsidies into a Single Area Payment linked with conditionality	Increase in GVA per verge. Increased number of new business	Sustain economic growth through new and number of businesses supported	2007		1.4.6, 4.1, 4.5.1	LR
	Provide UK based produce export managers to QC & market Jersey produce	Increase in export of Rural economy produce and products	Increased GVA in Rural economy	Ongoing	Products not suitable/quality, etc for export market. Costs too high from freight, etc.		LR
	Prepare agricultural statistics involving	Annual report produced by following June	Good data leading to intelligence led decisions.	2007	Holdings not picked up in system	1.4.6, 4.1, 4.5.1	LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	an annual census under the Agricultural returns (Jersey) Law 1947. Land user survey. Analysis of effect of Rural Economy Strategy over time.						
	Quality Milk Payment - additional but reducing subsidy to the dairy industry linked with conditionality	100% of holdings receiving a QMP to have a FMWMP. Reduced infractions of Dairy Hygiene regulations	increased EBITA of top 50%	2007	Husbandry not improved.	1.4.6, 4.1, 4.5.1	LR
	Administration of the Agricultural Loans Scheme made under the Agriculture (Loans and Guarantees) Jersey Law 1974 as amended and subordinate regulations	Arrears lowered by 10% per annum	More payments up-to-date	2007			LR
	Provide Statutory	Payments made	Compensation paid to	2007	Higher budget	1.5.6	LR

ECONOMIC DEVELOPMENT DEPARTMENT

2007 BUSINESS PLAN

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	compensation payments e.g. BSE	against validated claims	farmers.		might be necessary if cohort cull is necessary		
	Administer industry provision service grants (reducing budget)		Quarterly payment met.	2007			LR
	Provision of school milk			2007			LR
	Provision of VRD rebate (50%) stopped end of 2007			Ongoing			LR
Finance Industry Development	Funding for Jersey Finance Ltd.	Fulfilment of the obligations set out in the partnership agreement with JFL, particularly carrying out the promotional activities as set out in the annual business and marketing plans agreed in advance with the Minister	As with all promotional activity, this can be hard to measure, but the key target is for Jersey to remain a well-known and well-regarded international finance centre with expertise in increasing market areas.	Ongoing	Insufficient funding or difficulty in recruiting staff may lead to an inability to fully realise market opportunities		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	Amend the Limited Liability Partnerships Law to ensure it offers a viable product to potential users	Legislative changes approved by the States.	Creation of a viable and increasingly popular limited partnership product (when legislation is brought into force)	2007/8	States do not accept legislation		LR
	Work with Jersey Finance Ltd. The Commission & Industry Bodies to identify the challenges & opportunities facing the industry and to co-ordinate the Islands response	A swift and co-ordinated response to opportunities and threats presented to the finance industry	Continued strength and growth within the finance industry.	Ongoing	Lack of resources to bring forward changes quickly		LR
	Introduce the Foundations (Jersey) Law 200-	Law approved by States and brought into force	Creation of a viable and increasingly used Jersey foundation product	2007	States do not accept legislation		LR
	Introduce a facility permitting limited partnerships to be established with legal personality	Legislative changes approved by the States and brought into force.	Creation of a viable and increasingly used new limited partnership product	2007	States do not accept legislation		LR
	Amend the Companies (Jersey) Law to simplify the regime	Legislative changes approved by the States.	Contribute to the increase in the number of Jersey companies on the register.	2007/8	States do not accept legislation		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	concerning the maintenance of capital						
	Amend the Trusts (Jersey) Law to bring greater certainty & flexibility	Legislative changes approved by the States.	Contribute to the continued popularity of Jersey trusts.	2007/8	States do not accept legislation		LR
	Assist the Jersey Financial Services Commission in reviewing & updating those laws the Commission is charged with administering	Legislative changes identified and brought into force with the support on industry.	Continued strength in the finance industry and a positive IMF report in 2008	Ongoing	Lack of resources to bring forward changes quickly		LR
Regulation of Undertakings & Development	Regulation of Undertakings & Development	1% working population growth (calculated on a 5 year rolling average basis) within the context of 2% economic growth	A balance between economic growth and demand on the resources of the Island.	2007/8	Application of controls produce adverse impacts on wage and price inflation	2.11.1, 2.11.2, 2.11.3	LR
Corporate Resources	Corporate Resources -						LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	Supplies and Services						
	Corporate Resources - Administrative Costs						LR
	Corporate Resources - Premises and Maintenance						LR
	Grants and Subs						LR
	Corporate Resources - Manpower						LR
Fisheries legislation	To ensure sustainable use of the marine resources of the Bailiwick of Jersey through regulation and enforcement of EU, UK and Jersey legislation and policies	Regulation of fishing effort as measured by number of boardings of vessels and inspections of landings. Liaison with EU, UK, French and regional authorities as	No decline in the incidence of marine / land species. No further loss of habitats or species due to high impact or destructive fishing methods. Harmonious and rational exploitation of fisheries resources with Guernsey. Active participation in Jersey's	Ongoing			LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
		measured by the following participation in meetings per year: <ul style="list-style-type: none"> ●One per year with UK Government and associated ad hoc meetings as required to ensure fisheries regulations remain in line with UK. ●Two per year with French authorities in relation to implementation of Granville Bay Treaty ●Three per year with Association of Sea Fisheries Committees (UK). Put in place an agreed fisheries management agreement with Guernsey. Scheduled amendments to Jersey's fisheries 	own right in the newly emerging Regional Advisory Council (RAC) for the Western Waters. Legislation and associated orders kept up to date with EU and UK fisheries regulations.				

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
		regulations approved by States of Jersey.					
	To maximise overall benefits of marine resources to the fishing and aquaculture industry and the people of Jersey	The maintenance and diversification of a prosperous aquaculture and fishing industry that exploits Jersey's marine resources in a sustainable manner as indicated by the First Hand Landed Value.	Provision of industry advice to Economic Development Department and Industry to assist sustainable development of fishing and aquaculture industry	Ongoing			LR
Jersey Harbours	To meet the statutory obligations of the department, including a commercial contribution back to the States whilst guaranteeing the long term viability of the port.	Return to the States	24% PBIT £366,000	2007	Operating environment factors as listed below by Port. Budget figures based on the 10 Year Strategic Analysis carried out in 2005, based on the assumptions of		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
					that report.		
	Commercial Port: To conserve and facilitate the safe use of the harbour and its land, open to all persons for the movement of goods, including efficient and effective cargo handling; to ensure profit to meet the objectives of the port, including re-investment in infrastructure, staff and resources.	Cost/Income Ratio; Freight tonnage; Vessel Movements; Harbour Dues per Vessel Movement; Profit per FTE; FTE; Margin per Tonne	£1,747,000	2007	Service Level Agreements on freight routes; awaiting JCRA Report findings; constraints due to East of Albert Project; aging infrastructure; erosion of profitability due to price increase limits		LR
	Passenger Port: to conserve and facilitate the safe use of the harbour and its land, providing a quality service for the embarking and disembarking	Cost/Income Ratio; Passenger Movements (split north / south); Vessel Movements; Harbour Dues per Vessel Movement; Profit per FTE;	£1,179,000	2007	Service Level Agreements on passenger routes; declining sea transport passenger numbers (north);		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	of passengers; to ensure profit to meet the objectives of the port, including re-investment in infrastructure, staff and resources, using partnerships to stimulate profit. Coastguard: to improve safety and reduce the frequency and severity of incidents in Jersey territorial waters for search and rescue and pollution; to provide a benchmarked value for money service to recognised standards	FTE, Margin per Passenger			constraints due to East of Albert Project; JCRA Report findings; Employee Relations issues; erosion of profitability due to price increase limits; competition with the airport		
	Coastguard: to improve safety and reduce the frequency and	Incident numbers; bench marked costs	-£928,000	2007	Erosion of service quality due to inability to		

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	severity of incidents in Jersey territorial waters for search and rescue and pollution; to provide a benchmarked value for money service to recognised standards				independently control costs; public awareness and understanding of the Coastguard		
	Marine Leisure: to develop Jersey Marinas into a profitable business, continuing to provide a full range of services, building the foundations for future growth, to become a top quality European maritime destination Port Estate: to achieve, where possible, a commercial return	Cost / Income Ratio; visitor / local statistics; competitiveness of Jersey as a destination; Margin per FTE; Maintain 5 Gold Anchor Status; Capacity / Occupancy; Margin per full time berth	£786,000		Constraints due to East of Albert Project; inability to make best use of property due to constraints of East Of Albert Project at present; loss of market share to competitors		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
	for property identifying subsidies where applied; to transfer property in and out to ensure operational and financial viability and secure the asset base of each of the other ports						
	Port Estate: to achieve, where possible, a commercial return for property identifying subsidies where applied; to transfer property in and out to ensure operational and financial viability and secure the asset base of each of the other ports	% variance from Open Market Value as appropriate for each port; ROCE by port	£1,063,000	2007	Constraints due to East of Albert Project; environmental constraints on use of property (public, political, etc)		LR

Service	Description of Service	Key performance indicators	Target/What will success look like	Implementation year	Key risk	SSP reference	LR/SP/C
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SECTION 3 - RESOURCES

AIM

The aim of the Economic Development Department is to achieve sustainable economic growth at or above the annual target of 2% whilst constraining the growth in the working population to 1% per annum. Growth must be delivered whilst maintaining low levels of inflation, economic diversification and the creation of job opportunities.

FINANCIAL COMMENTARY

Financial Implications 2007 to 2009

The transition to ministerial government completed the process of consolidating the economic activities of five former States Committees and Departments. As a consequence the Economic Development Department is now directly responsible for the policy, strategy and economic outputs of all areas of the Jersey economy.

Subsequent to the consolidation of those activities and related budgets the Department has undertaken a fundamental reorganisation to deliver a coordinated customer focused operation that is both fit for delivering sustainable economic growth and is responsive to the demands of both the local and global economy. The significant variations from the previously published Annex to the Annual Business Plan are highlighted in the attached tables.

The 2007 budget of the Economic Development Department has increased by only £340,000 (2%) since 2005. Over this period service cuts have been agreed through the FSR process of £1.1 million mostly in the services of tourism (£780,000) and agriculture (£250,000).

Significant growth funding of £1 million has been provided in 2007 for the Economic Growth Plan. This funding underlines the significance of this policy document and its endorsement by the Council of Ministers. Major initiatives that will be funded from the budget include:

- a Skills Strategy that will ensure a skills base in the Island that meets the needs of business;
- an Enterprise and Business Development Strategy that will create an environment conducive to economic growth in the Island;
- a Tourism Strategy for revitalising the industry and raising the profile of the Island;
- an external transport policy that will ensure reliable services and low passenger and freight charges; and
- the promotion of competition and consumer interests.

Other initiatives to be funded from the 2007 budget include:

- the Rural Economy Strategy which promotes the economic and efficient use of land;
- a lead role in the governance of the fulfilment, e-commerce and retail industries; and
- the implementation of the Consumer Safety (Jersey) Law 2006.

School Milk is included in the budget for a further year. The intention remains to withdraw this funding pending the successful reorganisation of the Dairy industry.

Service reductions totalling £640,000 and £430,000 have been previously agreed for 2007 and 2008 respectively. The cuts were agreed principally in tourism and agriculture marketing.

Efficiency Savings 2007 to 2009

The Department supports the further allocation of efficiency savings. These equate to £230,000 over the three year period of which £148,000 has been allocated for procurement savings which will rely on the corporate negotiations undertaken by the Treasury.

Summary of three year position

The £1 million funding approved for the Economic Strategy underlines the importance the Council of Ministers has placed on long term economic growth. The Department now has a clear responsibility for the economy and one over-riding objective – to ensure the Island's economy delivers 2% real growth with inflation and growth in working population at or below target levels. The Department is committed to achieving this within the budget granted.

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			

Detailed Service Analysis 2007							
Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
Enterprise & Business Development / Training & Employment Partnership	Encourage under-graduates to return to the Island & establish links with potential future employers to gain work skills	100,000	22,938	122,938	0	122,938	0.4
	Create first time entrants career paths that lead to a trade & recognised qualification apprenticeships, nursing cadet scheme, traineeships	300,000	27,937	327,937	0	327,937	0.5
	Promote & support the best practice business standards such as Investors in People & Business Excellence	50,000	27,937	77,937	0	77,937	0.5
	Open a First Stop Shop business contact centre	125,000	100,000	225,000	0	225,000	2.0
	Review, identify skills gaps & business challenges Employers Survey 2007, Skills Audit	70,000	17,938	87,938	0	87,938	0.3
	Improve access to finance, Small Firms Loan Guarantee Scheme, Business Angels Network & links to the British	200,000	27,937	227,937	0	227,937	0.5

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	Venture Capital Association						
	Seek out and attract high value businesses and new market opportunities to Jersey	50,000	52,936	102,936	0	102,936	1.0
	Establish R&D incentives to encourage entrepreneurs to develop new & innovative ideas, products & services	100,000	22,938	122,938	0	122,938	0.4
	Encourage & support the growth in exports of Jersey products & services	200,000	47,937	247,937	0	247,937	0.9
	Introduce Business Advisory Service generic business coaches/mentors, marketing and IT consultants, access to professional advice from Lawyers, accountants, etc	150,000	52,936	202,936	0	202,936	1.0
	Invest in work related skills training & development	300,000	27,937	327,937	0	327,937	0.5
	Develop a Business Incubator to provide easy access to start up premises	50,000	27,937	77,937	0	77,937	0.5
	Work with ESC& others to introduce new & enhance existing enterprise education programmes	125,000	17,938	142,938	0	142,938	0.3

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	Develop Jersey Business Clusters network & to encourage on Island trade & grow the supply chain	50,000	22,938	72,938	0	72,938	0.4
	Create opportunities for individuals to return to the workplace	50,000	12,938	62,938	0	62,938	0.2
	Help to establish good trading conditions with countries e.g. Government guarantees, obtaining trade references, international bank partners & contacts	40,902	7,938	48,840	0	48,840	0.1
	Introduce a quality standard for training provision	10,000	7,938	17,938	0	17,938	0.1
	Recognise good practices through the Jersey Awards for Enterprise	20,000	12,937	32,937	3,000	29,937	0.2
	Sub-total	1,990,902	539,935	2,530,837	3,000	2,527,837	9.8
Tourism & Marketing	Develop Jersey's potential as a conference and incentive destination.	240,000	0	240,000	0	240,000	0
	Develop Jersey.com and subordinate site [s] to maximise the potential for on-line sales of tourism and other products	150,000	68,700	218,700	35,000	183,700	1.5
	Develop and implement a brand marketing strategy to promote Jersey	2,240,162	228,100	2,468,262	102,000	2,366,262	5.2

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	for year round tourism visits and to increase demand for Jersey's exports.						
	Identify and facilitate the development of new business opportunities which will support the future of the visitor economy, including the cruise market and golf. To continue to develop Jersey as a maritime destination for Visiting yachts and cruise ships	150,000	63,000	213,000	0	213,000	1.0
	Raise Jersey's profile as a distinctive destination in source markets by identifying, stimulating and organising media exposure.	360,000	148,000	508,000	0	508,000	3.0
	Develop new marketing initiatives to deliver shoulder season business i.e. sports and activities.	150,000	0	150,000	0	150,000	0
	Evaluate marketing /industry performance through effective management of visitor economy data	210,000	40,000	250,000	0	250,000	0.5
	Deliver co-operative marketing programmes with carriers, tour operators, hotel operators and other suppliers within the industry.	950,000	152,500	1,102,500	40,000	1,062,500	3.4
	Fund and manage a series of events to	640,000	132,000	772,000	0	772,000	3.0

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	encourage visits to Jersey and to enhance visitor enjoyment.						
	Operate information and sales outlets to ensure that potential and actual visitors are directed to relevant segments of the Jersey offering and to maximise revenue.	115,000	282,700	397,700	190,000	207,700	9.0
	Sub-total	5,205,162	1,115,000	6,320,162	367,000	5,953,162	26.6
High Value Residency	Actively promote & encourage high wealth individuals to take up residency	48,696	79,700	128,396	0	128,396	1.0
	Sub-total	48,696	79,700	128,396	0	128,396	1.0
Regulatory Services	Work with the JCRA to create a more competitive commercial environment through the application of the Competition (Jersey) Law in line with the States Strategic Plan	556,513	14,035	570,548	0	570,548	0.1
	Ensure that a new draft Gambling Law is presented to the Minister	75,000	71,261	146,261	0	146,261	0.5
	Present new Gambling Commission (Jersey) Law to the Minister	70,000	22,850	92,850	0	92,850	0.5

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	Administer e-gaming Disaster Recovery Regulations	0	9,697	9,697	0	9,697	0.3
	Work with Ofcom & the JCRA to ensure that there is sufficient competition in the communications industries	0	12,237	12,237	0	12,237	0.1
	Work with Jersey Harbours & Jersey Finance to expand the local Shipping Register & related marine industry	0	3,569	3,569	0	3,569	0.2
	Continue to monitor & keep up to date TMT related legislation in line with UK (Communications, Broadcasting, Wireless, Telegraphy)	0	25,681	25,681	15,000	10,681	0.2
	Review the role & purpose of the Tourism Law and subordinate legislation	0	9,566	9,566	0	9,566	0.1
	Undertake Registration, inspection & complaints administration of Tourism Law	0	0	15,391	0	15,391	0.4
	Papers concerning regulatory principles including financial contribution from the industry, harm reduction & the broadening of the gambling industry in Jersey to be put out to consultation	0	25,424	25,424	0	25,424	0.5
	Prepare draft legislation for the extension of the National Lottery to	0	3,678	3,678	0	3,678	0.1

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	Jersey						
	Work with Treasury and Resources to address the proposed privatisation of States-held utilities	0	1,471	1,471	0	1,471	0.1
	Produce Law drafting instructions to ensure modern and compliant marine legislation and monitor and enforce existing maritime legislation (navigation, safety at sea etc.)	0	26,976	26,976	0	26,976	0.3
	Produce work stream under 'Knowledge Economy' Heading of the British Irish Council to encourage take-up of business continuity planning by SMEs and micro businesses	0	16,430	16,430	0	16,430	0.2
	Administer Gambling (Jersey) Law (1964) as amended	30,000	30,825	60,825	178,313	-117,488	0.5
	Work with Ofcom, States of Guernsey and UK Government departments to produce an integrated Digital Television Strategy for the Channel Islands	0	14,223	14,223	0	14,223	0.1
	Review the role and purpose and administer the Places of Refreshment Law	0	11,465	11,465	7,000	4,465	0.2

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	Administer the relevant sections of the Licensing Law and review licensing legislation by the end of 2008 in line with objective 3.2.5 of the States Strategic Plan	0	9,133	9,133	260,000	-250,867	0.2
	Manage the contract with the BBC for use of spectrum by BBC Radio Jersey	0	3,569	3,569	0	3,569	0.1
	Continue to administer the Policing of Beaches Regulations and advise the Minister on licensing applications there-under	0	17,127	17,127	20,000	-2,873	0.4
	Continue to monitor and enforce the Hawkers & Non-Resident Traders (Jersey) Law 1965	0	6,134	6,134	10,000	-3,866	0.1
	Continue to support Public Lotteries Board and operate CI Lottery at a profit	0	14,149	14,149	35,000	-20,851	0.5
	Monitor and enforce a new SLA between Jersey Harbours and Regulatory Services for the provision of the Beach Lifeguard Service	195,000	3,153	198,153	0	198,153	0.2
	Manage contract with CTV to provide sub-titling services for the benefit of the deaf and hard of hearing	67,536	2,153	69,689	0	69,689	0.1

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	Sub total	994,049	370,199	1,364,248	525,313	838,935	6.0
Policy & Strategy	Modernise Jersey's Intellectual Property Legislation to secure WTO membership	500	70,703	71,203	0	71,203	1.2
	Coordinate the development of policy on the registration of ships up to the 400 ton limit	0	6,645	6,645	0	6,645	0.1
	Establish, improve and extend trade and commercial links with France	1,800	35,351	37,151	0	37,151	0.6
	Develop Policy for Duty Free & Tax Free shopping	0	5,309	5,309	0	5,309	0.1
	Benchmark Jersey's retail environment identify gaps in provision and encourage entry	1,000	12,029	13,029	0	13,029	0.2
	Work with wholesale and supply industry to identify, and where possible, address barriers to growth and productivity	0	22,647	22,647	0	22,647	0.4
	Work with town retailers on regeneration agenda and Waterfront impacts, create a town retailers focus group and facilitate the development of	0	8,139	8,139	0	8,139	0.1

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	a brand identity for the St Helier retail environment.						
	Work with Guernsey to secure sea transport services for the Channel Islands from January 2009.	500	32,067	32,567	0	32,567	0.5
	Assess European Union and United Kingdom position on slot allocation and regional access to the London hub airports and respond as necessary.	500	8,763	9,263	0	9,263	0.1
	Bring new Sunday trading legislation to the States for debate	0	5,662	5,662	0	5,662	0.1
	Monitor and enforce service level Agreements for Ro Ro Services on routes serving the Island	0	8,763	8,763	0	8,763	0.1
	Work with the retail sector on inclusive pricing issues	0	2,831	2,831	0	2,831	0.1
	Upgrade Jersey's Regulatory framework to introduce policy considerations in granting Ramp Permits.	1,000	8,763	9,763	0	9,763	0.1
	Sub total	5,300	227,672	232,972	0	232,972	3.7

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
Consumer affairs / Trading Standards	Implement the Distance Selling (Jersey) Law	1,132	20,350	21,482	0	21,482	0.4
	Provide effective Trading Standards / Consumer Advisory Service	30,000	194,000	224,000	4,000	220,000	3.8
	Ensure a strong Consumer voice in Jersey	55,647	0	55,647	0	55,647	0
	Introduce Supply of Goods & Services Law	1,132	10,607	11,739	0	11,739	0.2
	Consult on the possible introduction of retail price marking legislation	1,132	17,678	18,810	0	18,810	0.3
	Introduce an age restricted products law	1,132	14,142	15,274	0	15,274	0.3
	Sub Total	90,175	256,777	346,952	4,000	342,952	5.0
Rural Economy	Strategic development for the Rural Sector. Implementation of the Rural Economy Strategy. Ensure compliance with EC trade directives relating to agricultural products. Compliance to environmental legislation	93,193	140,145	233,338	3,000	230,338	2.5
	Rural Initiative Scheme: Grant based	505,000	21,293	526,293	0	526,293	0.6

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	scheme to encourage enterprise & growth						
	Run the plant varieties office to administer Plant Varieties law & appeals	5,000	2,113	7,113	0	7,113	0.1
	Promote relocation & development of high value / low weight land based produce & products (with IP) to Jersey	25,000	2,113	27,113	0	27,113	0.0
	Develop & implement Agriculture land occupancy policy to include smallholder (Land Law 1974)	0	4,226	4,226	0	4,226	0.2
	Develop & implement countryside planning policy e.g. Linked development. Review Island Plan	0	4,226	4,226	0	4,226	0.2
	Funding for Genuine Jersey to promote Local produce & products. Link with Island brand	97,500	1,774	99,274	0	99,274	0.1
	Single Area Payment	1,520,000	14,872	1,534,872	0	1,534,872	0.4
	Provide UK based produce export managers to QC & market Jersey produce	40,400	103,126	143,526	30,000	113,526	2.0
	Prepare agricultural statistics involving an annual census under the Agricultural returns (Jersey) Law 1947	0	7,775	7,775	0	7,775	0.2
	Quality milk payment	665,000	3,549	668,549	0	668,549	0.1
	Administration of the Agricultural Loans	100,000	12,677	112,677	80,000	32,677	0.3
	Provide Statutory compensation payments e.g. BSE	30,000	1,774	31,774	0	31,774	0
	Administer industry provision service	238,855	0	238,855	0	238,855	0

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	grants						
	Provision of school milk	185,000	0	185,000	0	185,000	0
	Provision of VRD grants (50%) stopped by 2008	60,000	1,774	61,774	0	61,774	0
	Sub-total	3,564,948	321,437	3,886,385	113,000	3,773,385	6.7
Finance Industry Development	Funding for Jersey Finance Ltd.	1,000,000	0	1,000,000	0	1,000,000	0
	Amend the Limited Liability Partnerships Law to ensure it offers a viable product to potential users	0	8,614	8,614	0	8,614	0.2
	Work with Jersey Finance Ltd. The Commission & Industry Bodies to identify the challenges & opportunities facing the industry and to co-ordinate the Islands response	0	8,614	8,614	0	8,614	0.2
	Introduce the Foundations (Jersey) Law 200-	0	8,614	8,614	0	8,614	0.2
	Introduce a facility permitting limited partnerships to be established with legal personality	0	8,614	8,614	0	8,614	0.1

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	Amend the Companies (Jersey) Law to simplify the regime concerning the maintenance of capital	0	8,614	8,614	0	8,614	0.1
	Amend the Trusts (Jersey) Law to bring greater certainty & flexibility	0	8,614	8,614	0	8,614	0.1
	Assist the Jersey Financial Services Commission in reviewing & updating those laws the Commission is charged with administering	0	8,614	8,614	0	8,614	0.1
	Sub-total	1,000,000	60,300	1,060,300	0	1,060,300	1.0
Regulation of Undertakings & Development	Regulation of Undertakings & Development	55,056	214,300	269,356	0	269,356	4.8
	Sub-total	55,056	214,300	269,356	0	269,356	4.8
Corporate Resources	Corporate Resources - Supplies and Services	111,900	0	111,900	0	111,900	
	Corporate Resources - Administrative Costs	130,650	0	130,650	0	130,650	
	Corporate Resources - Premises and Maintenance	322,600	0	322,600	0	322,600	
	Grants and Subs	80,000	0	80,000	0	80,000	
	Corporate Resources - Manpower	0	396,000	396,000	0	396,000	

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	Sub total	645,150	396,000	1,041,150	0	1,041,150	6.0
Fisheries legislation	To ensure sustainable use of the marine resources of the Bailiwick of Jersey through regulation and enforcement of EU, UK and Jersey legislation and policies	0	0	0	0	0	
	To maximise overall benefits of marine resources to the fishing and aquaculture industry and the people of Jersey	0	0	0	0	0	
	La Collette Reclamation Scheme	0	0	0	163,943	-163,943	
	Sub-total	0	0	0	163,943	-163,943	
Total Net Revenue Expenditure 2007		13,599,438	3,581,320	17,180,758	1,176,256	16,004,502	70.6

Jersey Harbours	To meet the statutory obligations of the department, including a commercial contribution back to the States whilst guaranteeing the long term viability of the port.						
	Commercial Port: To conserve and facilitate the safe use of the harbour and its land, open to all persons for the movement of goods, including efficient	2,400,700	382,300	2,783,000	4,530,000	1,747,000	

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	and effective cargo handling; to ensure profit to meet the objectives of the port, including re-investment in infrastructure, staff and resources.						
	Passenger Port: to conserve and facilitate the safe use of the harbour and its land, providing a quality service for the embarking and disembarking of passengers; to ensure profit to meet the objectives of the port, including re-investment in infrastructure, staff and resources, using partnerships to stimulate profit.	1,616,500	344,500	1,961,000	3,140,000	1,179,000	
	Coastguard: to improve safety and reduce the frequency and severity of incidents in Jersey territorial waters for search and rescue and pollution; to provide a benchmarked value for money service to recognised standards	155,100	1,012,900	1,168,000	240,000	-928,000	
	Marine Leisure: to develop Jersey Marinas into a profitable business, continuing to provide a full range of services, building the foundations for future growth, to become a top quality European maritime destination	1,362,400	681,600	2,044,000	2,830,000	786,000	
	Port Estate: to achieve, where	1,255,500	171,500	1,427,000	2,490,000	1,063,000	

Service	Description of Service	Gross Expenditure			Income £	Net £	Total FTE
		Direct £	Staff £	Total £			
	possible, a commercial return for property identifying subsidies where applied; to transfer property in and out to ensure operational and financial viability and secure the asset base of each of the other ports						
		6,790,200	2,592,800	9,383,000	13,230,000	3,847,000	71

Economic Development

Revenue Cash Limits 2007 to 2009

	2007 £'000	2008 £'000	2009 £'000
Base Budget b/fwd	15,256.8	16,004.5	16,006.7
Departmental Transfers	(52.5)	-	-
Resource Allocation Process	(483.2)	(280.0)	-
Strategic Plan funding	1,000.0	-	-
Efficiency savings	(98.4)	(118.3)	(12.8)
Pay awards	75.4	76.1	78.0
Non-staff inflation	306.4	324.4	322.6
Cash Limit	16,004.5	16,006.7	16,394.5
Variation (%)	4.9%	0.0%	2.4%
Manpower Costs (£'000)	3,709	3,785	3,863
Manpower Numbers (FTE)	67.96	67.96	67.96
Manpower Costs per Business Plan (£'000)	3,581	3,657	3,735
Manpower Numbers per Business Plan (FTE)	70.60	70.60	70.60

Note:

Staff and FTE budgets have been revised to reflect a more detailed analysis of the Economic growth Plan funding.

Economic Development

Capital Programme 2007 to 2009

2007	£
<hr/>	
Total	-
2008	£
<hr/>	
Total	-
2009	£
<hr/>	
Total	-

Economic Development

Service	2007	Variation to	Revised 2007	Reasons for variation
	Estimate as per Business Plan	2007 Estimate	Estimate	
	£	£	£	
Rural Economy	4,542,000	(660,605)	3,881,395	Transfer of the Jersey Royals Marketing Campaign budget to Tourism and Marketing.
Tourism and Marketing	5,932,100	449,694	6,381,794	Increase re transfer of the above less reductions arising from efficiencies in marketing spend.
Enterprise and Business Development	2,423,900	261,808	2,685,708	Introduction of new schemes aligned to delivering the objectives of the Economic Growth Plan.
Policy and Strategy	487,100	(194,424)	292,676	Transfer of non core budgets.
Regulatory Services	346,600	18,538	365,138	Increased expenditure budgeted for Gambling Prevalence Study.
Regulation of Undertakings	331,400	15,310	346,710	Revised overhead apportionment.
Consumer Affairs / Trading Standards	318,000	49,898	367,898	Increase of one FTE (from within existing manpower cap)
High Value Residency	144,700	(260)	144,440	
Jersey Competition Regulatory Authority	556,500	14,000	570,500	Revised FTE apportionment.
Jersey Consumer Council Grant	90,000	(34,300)	55,700	Reduced funding requirement for 2007.
Finance Industry Support	1,000,000	76,440	1,076,440	Inclusion of direct overheads.
Jersey Harbours La Collette	(163,900)		(163,900)	
Net Revenue Expenditure	£ 16,008,400	-£ 3,900	£ 16,004,500	
Allocation of Additional Funding for the Comptroller and Auditor General	(3,900)	3,900		
Net Revenue Expenditure	£ 16,004,500	£ 0	£ 16,004,500	

Note:

During 2005 long term commitments which were held on the balance sheet were written down to reflect the contractual liability in accordance with GAAP. The gross spend in Enterprise and Business Development during 2005 was £1.3 million.

Note:

The Council of Ministers received an additional funding request from the Comptroller and Auditor General for £109,000. The Council of Ministers agreed the request, but were not prepared to increase total expenditure, and consequently have agreed a pro-rata reduction in all Ministerial departments' cash limits.

Economic Development

Net Expenditure - Service Analysis

2005 Actual £	2006 Estimate £		2007 Estimate £
5,006,566	4,444,000	Rural Economy	4,542,000
7,171,216	6,406,000	Tourism and Marketing	5,932,100
(135,603)	1,384,000	Enterprise and Business Development	2,423,900
613,214	726,500	Policy and Strategy	487,100
255	101,000	Regulatory Services	346,600
310,533	363,000	Regulation of Undertakings	331,400
277,237	314,000	Consumer Affairs / Trading Standards	318,000
22,573	133,000	High Value Residency	144,700
258,469	595,000	Jersey Competition Regulatory Authority	556,500
45,000	90,000	Jersey Consumer Council Grant	90,000
586,000	850,000	Finance Industry Support	1,000,000
(162,093)	(149,700)	Jersey Harbours La Collette	(163,900)
£ 13,993,367	£ 15,256,800	Net Revenue Expenditure	£ 16,008,400
-	-	Allocation of Additional Funding for the Comptroller and Auditor General	(3,900)
£ 13,993,367	£ 15,256,800	Net Revenue Expenditure	£ 16,004,500

Note:

The Council of Ministers received an additional funding request from the Comptroller and Auditor General for £109,000. The Council of Ministers agreed the request, but were not prepared to increase total expenditure, and consequently have agreed a pro-rata reduction in all Ministerial departments' cash limits.

Economic Development

Reconciliation of 2007 Net Revenue Expenditure to 2006 Net Revenue Expenditure

	£	£
2006 Net Revenue Expenditure		15,256,800
Departmental Transfers		
Removal of PECRS Provision	(48,600)	
Allocation of Additional Funding for the Comptroller and Auditor General	<u>(3,900)</u>	(52,500)
2006 to 2008 Resource Allocation Process:		
Additional Funding Approved:		
Increase in marketing activity by Jersey Finance Limited	<u>158,000</u>	158,000
Service Reduction Approved:		
On-Island Festivals and events, including grant support.	(339,000)	
Removal of School milk provision.	(186,000)	
Agriculture Marketing	(52,850)	
Projects funding to Jersey Competition Regulatory Authority	(52,850)	
La Collette Reclamation Scheme	<u>(10,500)</u>	(641,200)
Strategic Plan Funding		1,000,000
Allocation of Efficiency Savings		(98,400)
		15,622,700
Additional Expenditure:		
Annual Pay Awards	75,400	
Non-Staff Inflation	306,400	
		381,800
2007 Net Revenue Expenditure		16,004,500

Note 1:

An outcome of the 2006 to 2008 Resource Allocation Process was the removal of the budget for School Milk. However this budget is reinstated for 2007 with compensatory savings being made for 2007.

Economic Development

Detailed Revised Service Analysis 2007

Service	Description of Service	Gross Expenditure			Income £'000	Net £'000	Total FTE
		Direct £'000	Indirect £'000	Total £'000			
Rural Economy	To develop and implement strategies that will ensure a viable future for the rural economy, including the agriculture and fisheries industries.	3,887	108	3,995	(113)	3,882	7.3
Tourism & Marketing	To implement the Tourism strategy for revitalising tourism in Jersey. To market Jersey and its produce in ways which will yield the optimum economic, social and environmental benefit. To raise the profile of the Channel Islands region and promote regional benefits more effectively.	6,320	429	6,749	(367)	6,382	29.1
Enterprise and Business Development	To create an environment that is more conducive to both business start up and business growth. To introduce a customer facing service offering information, advice, guidance and registration as well as working along side existing regulatory frameworks and within policies on population. To create economic growth by supporting new business start ups, assisting with the development of existing businesses and helping create new jobs.	2,531	157	2,688	(3)	2,685	10.7
Policy and Strategy	To develop, implement and deliver policies such as Intellectual Property policies, Aviation and Maritime transport policies, along with strategies and plans in support of the economic growth strategy.	233	60	293	-	293	4.0
Regulatory Services	To administer the Regulations under the Gambling (Jersey) Law (1964), the Hawkers and Non-Resident Traders (Jersey) Law (1965) and also monitor the effectiveness of the Competitions (Jersey) Law (2001) and Postal Services (Jersey) Law (2004). To monitor, enforce and advise in relation to Maritime Law, Communications (Jersey) Order (2003), Wireless Telegraphy Act and Broadcasting (Jersey) Order (2003).	794	97	891	(525)	366	6.6
Regulation of Undertakings	To administer the Regulation of Undertakings and Development (Jersey) Law (1973) and also develop policies and strategies in relation to the Regulation of Undertakings and Development (Jersey) Law (1973).	269	77	346		346	5.1
Consumer Affairs/Trading Standards	Enforce a range of legislation controlling the distribution of goods and services. Provide a consumer advice and information service.	291	81	372	(4)	368	5.5
High Value Residency	Actively promote and encourage high-wealth individuals, who will contribute economically and socially, to take up residency in the Island.	128	16	144		144	1.1
Jersey Competition Regulatory Authority	Provide funding to the JCRA for the administration of the Competition Law and other Competition issues.	570		570		570	0.1
Jersey Consumer Council Grant	Investigate, highlight and publicise anomalies and irregularities in consumer affairs and to encourage good trading practice by local business.	58		58	-	58	0.0
Finance Industry Support	Supporting the promotion, diversification and further development of the Financial Services Industry in the Island.	1,060	16	1,076		1,076	1.1
Jersey Harbours La Collette		-	-	0	(164)	(164)	0.0
Total Net Revenue Expenditure 2007		16,139	1,041	17,180	(1,176)	16,004	70.6

Economic Development

Service Analysis - Objectives and Performance Measures

Service	Objectives	Performance Measures
Rural Economy	Sustain economic growth through new and existing businesses.	Number of businesses supported.
	Explore new opportunities in the rural economy.	Number of new initiatives.
Tourism & Marketing	Increase visitor numbers to the Island.	Visitor numbers.
	Increase visitor spend on the Island.	Visitor spend.
	Promote the profile of the Island in external markets	Customer feedback.
Enterprise and Business Development	Increase the number of new business start ups in the non financial services sector.	Numbers of new businesses.
	Grow existing businesses.	Increased profitability of Jersey businesses.
	Update skills strategy.	Project completion.
Policy and Strategy	Implement the legislation programme.	Programme complete.
	Deliver the policy and strategy programme from the business plan.	Policies and strategies delivered.
Regulatory Services	Implement the legislation programme.	Programme complete.
	Deliver the policy and strategy programme from the business plan.	Policies and strategies delivered.
Regulation of Undertakings	Continue to develop relationships with the Business Community.	Number of meetings & presentations held with key representatives.
	Issue licences within 14 days of receipt of full details.	Time taken to issue licences.
Consumer Affairs/Trading Standards	Support a safe and fair trading	Consumer feedback.
High Value Residency	Attract new high wealth individuals to the Island.	Number of new high wealth individuals attracted to the Island.
Jersey Competition Regulatory Authority	Promote competition and consumer interests through economic regulation and competition law.	Number of complaints received/number of complaints substantiated & outcome of remedial action.
	Regulation of telecommunications (and postal if and when Jersey Post is incorporated).	New entrants to the market place leading to choice of supplier and product and more flexible pricing.
Jersey Consumer Council Grant	Seek information, investigate, highlight and publicise anomalies and irregularities in consumer affairs.	Number of newsletters/pressreleases issued.
	Promote: good trading practices, the ability to exercise individual rights, value for money and adequate compensation.	Customer satisfaction.
Finance Industry Support	Finalise the Foundations (Jersey) Law.	Law completed.
	Bring the Companies (Amendment 2) Jersey Regulations into effect.	Regulations accepted.
	Prepare a report to the States with respect to the possible introduction of a Financial Services Ombudsman.	Report completed.
Jersey Harbours La Collette	To realise the optimum revenue from the Fuel Farm site at La Collette.	Revenue.

Statement of Support Service Costs Economic Development Department Budget Book 2007					
	Direct Expenditure (£)	Total Income (£)	F Net Expenditure (£)	G Total FTE's	Basis of Allocation
<u>Support Service</u>					
Service Management	224,560		224,560	2.40	Estimated % of time spent
Finance	8,421		8,421	0.09	Estimated % of time spent
IT	78,500		78,500		Non-staff costs
HR	8,421		8,421	0.09	Estimated % of time spent
Training	24,307		24,307	0.03	Estimated % of time spent plus non-staff costs
Property	329,307		329,307	0.03	Estimated % of time spent plus non-staff costs
Transport	6,500		6,500		Non-staff costs
Admin	253,064		253,064	3.06	Estimated % of time spent plus non-staff costs
Other	108,070		108,070	0.30	Estimated % of time spent
	<u>1,041,150</u>	<u>0</u>	<u>1,041,150</u>	<u>6.00</u>	

Economic Development

Summary of Efficiency Savings Allocations in Cash Limits

	<-----Efficiency Savings----->			
	2007 £'000	2008 £'000	2009 £'000	Total £'000
Departmental Efficiencies	49.9	27.7	12.8	90.4
Corporate Efficiencies				
- Human Resources	-	-	-	-
- ICT	(47.2)	-	-	47.2
- Finance	-	-	-	-
- Property	(0.1)	-	-	0.1
- Procurement	76.6	71.5	-	148.1
- Other	19.2	19.2	-	38.4
	48.5	90.7	-	139.2
Total Efficiency Savings	98.4	118.4	12.8	229.6

Notes:

This table shows the commitment to significant savings from Corporate Support Service budgets across the States. The baselines are drawn from the 2005 Budget but will be updated as the current transformation projects are completed. In the case of Property, Procurement and Other the baselines are less clear and savings are allocated on gross expenditure.

