



The States of Jersey

# Social Security

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## **Business Plan 2007**

### **Social Security Department**

#### **Section one**

##### **Foreword**

2007 will represent a milestone not only for the Social Security Department but also the Island's entire Social Benefits system, with the introduction of the Income Support Scheme which will replace not only many contributory benefits administered by the Department, but also Housing Department rent subsidies and the Parish Welfare system.

The change will be a significant one for customers and staff alike. Our existing team will be joined by officers from the Housing Department and the Parish of St Helier.

A great deal more planning, preparation and implementation will take place, including extensive publicity and communication relating to the changes and keeping individuals informed of what those changes will mean for them, on a case by case basis.

The importance and significance of this major initiative is reflected in the Department's Business Plan objectives for 2007, which also includes the implementation of the Employment Relations Law and progressing the next phase of employment reform; the introduction of a Winter Fuel Payment Scheme for pensioners; planning for changes arising from the independent review of the Incapacity Benefit system; determining priorities for developing the Social Insurance system; and new Health and Safety regulations for the construction industry.

This challenging programme for 2007 will only be achieved through the hard work and dedication of the staff, who along with these initiatives will continue to provide their customary high level of service to the public.

I extend my appreciation and thanks to all the staff for their endeavours.

Senator Paul Routier  
Minister

## INTRODUCTION

This document sets out the Business Plan objectives for the department for 2007 in more detail, further to the approval of the States Strategic and Business Plans, recognising the ongoing business of the Department, as well as the significant initiatives to be developed.

### Strategic Plan 2006 -2011 and Business Plan 2007

The States Strategic Plan 2006 -2011 and Annual Business Plan for 2007 identify a number of strategic responsibilities for the Department.

Major initiatives for 2007 include:

- Implementing the Income Support scheme in 2007 (SP ref 3.6.2)
- Undertaking public consultation and developing future strategies for the States to consider for the Island's Social Insurance system (SP ref 3.6.1)
- Introducing the Employment Relations (Jersey) Law
- Extending Employment reform by preparing legislation in respect of redundancy and business transfers and then addressing family friendly and flexible working policies including aspects arising from the introduction of Discrimination legislation. (SP Ref 3.6.3)
- Introducing a Winter fuel payment scheme for pensioners by November. (SP ref 2.2.5)
- Continue to develop programmes to support people with long-term health conditions to retain, and where necessary find suitable employment, both directly and in partnership with other providers. (SP ref 3.6.3)

The Department will also play a significant part in initiatives being led by other States departments, in particular in contributing to the development of the Primary Healthcare system of the Island in partnership with Health and Social Services and in implementing the Island's Migration Policy, in conjunction with the Population Office and other departments.

### Income Support

In 2006 the Income Support (Jersey) Law was approved by the States and considerable progress was made on the project throughout the year. Regulations, including benefit rates, are now being drafted for consideration by the States. This year will see an intense period of preparation for the implementation of the new scheme, including communicating with likely recipients and the public generally. Also staff training, policy guidelines and further Information Systems and accommodation re-organisation will be completed.

The Department will also continue to work with the Treasury and Resources Department to ensure that those receiving Income Support are protected from any additional costs arising from the introduction of GST in 2008.

## **Social Insurance**

Once Income Support has been introduced attention will turn to addressing strategies for the future of the Social Insurance scheme in Jersey, further to the interim report published in 2004.

The Department participated in the Jersey Annual Social Survey 2006 by formulating questions with a view to developing policy and the Department will continue to gather evidence in 2007 to determine the priorities for future development of the Social Insurance system. Major areas to be considered will be pension provision and the funding of long-term care. The Government Actuary will undertake his triennial review of the Social Security Fund in 2007.

In addition, the Department will lead a review of the Supplementation scheme, outlining alternative options, in partnership with the Treasury and Resources Department and the Economic Adviser.

## **Employment Reform**

The Employment Relations (Jersey) Law has now received Royal Assent and its implementation and that of the underlying Codes of Practice will be progressed in the first half of the year

In addition, the independent Employment Reform will shortly report upon the findings of its consultation in respect of the first subjects of the next phase of employment reform, redundancy and business transfer legislation. The Forum will then move on to family friendly and flexible working arrangements. Policy will be developed in tandem with Discrimination legislation.

## **Winter fuel Payments**

Following an amendment to the Strategic Plan, the Department has taken on the additional task of introducing a Winter Fuel Payment scheme for pensioners by November 2007.

## **Employment for those with long-term health conditions**

A major external review of the incapacity benefit system was undertaken by Professor Stafford during 2006. An Action Plan arising from the recommendations of that review will be formulated in 2007 for implementation in that year and beyond.

## **Administration of Benefits**

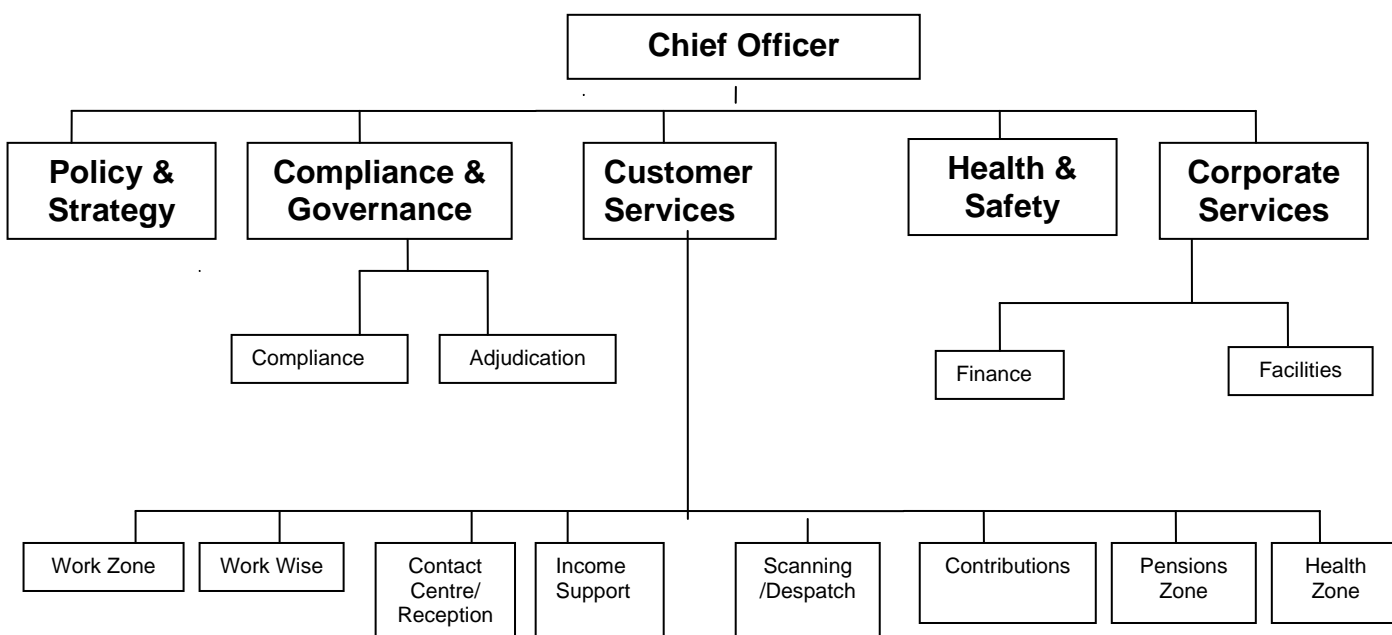
In addition to these initiatives, the Department continues with its vitally important “day-to-day” business of collecting over £130 million pounds in contributions from local employers and employees annually and distributing £180 million pounds through a range of benefits to clients, whilst ensuring that those clients receive a high level of customer service and advice.

**WHO WE ARE**

The Minister for Social Security is Senator Paul Routier and the Assistant Minister is Deputy Peter Troy.

During 2007 the Department will employ 127.24 full time equivalent staff to deliver services. The structure of the Department will change as a result of the introduction of Income Support, the headcount increasing as a result of the transfer of staff from the Housing Department and the Parish of St Helier.

**Department Organisation Chart**



## WHAT WE DO

The Department is responsible for -

- A compulsory, contributory Social Security Insurance Scheme that receives contributions from employers, employees and general tax revenues and provides contributors with benefits at times when they are unable to work and pensions when they reach a certain age.
- A compulsory, contributory Health Insurance Scheme that receives contributions from employers and employees and provides residents with subsidies for GP visits and prescriptions.
- A range of income-barred and means-tested benefits, funded from general tax revenues, which provide targeted support for families, the disabled and the elderly.
- Employment and Health and Safety legislation which provides a legal framework in which employers and employees are protected.
- Employment support services for adults, including those with special needs, already in the workplace or seeking to enter the workplace.

## OUR VISION /VALUES

A series of staff workshops led to the adoption of five key qualities which provide a standard to guide all members of the Department:

1. Customer Focus:

We provide a caring responsible service with the customer as our first priority.

2. Teamwork:

We are working towards a common goal and support each other through trust, co-operation and communication.

3. Professionalism:

We have high standards and are efficient and effective in our business activities.

4. Accountability:

We are honest, reliable and consistent and take full responsibility for our actions.

5. Fairness:

We listen to our customers, treat them with respect and are non-judgemental and unbiased in our behaviour.

## **OUR STRATEGIC AIMS**

### **Mission:**

Helping people to achieve and maintain financial independence

The Social Security Department sees its purpose as -

Offering **Support, Opportunity and Service** by

- Supporting people to achieve and maintain an acceptable standard of living
- Providing opportunities for higher skills and better employment
- Helping employers and employees to work well together for their mutual benefit and economy of the Island
- Delivering high quality services now and in the future



## Section 2(a)

### Summary of Key Objectives and Priorities

#### AIM

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Helping people to achieve and maintain financial independence

#### OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

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

***Performance/success criteria:***

- Maintain and enhance existing contributory benefits and develop policies to address issues arising from demographic trends.
- Maintain existing non-contributory benefits and provide a smooth transition to Income Support benefits during 2007
- Implement the Income Support scheme during 2007
- Contribute to the H&SS Health Care Strategy including an affordable and sustainable approach to primary healthcare
- Implement a Winter Fuel Allowance for pensioners (subject to funding being provided)

**Strategic Aim(s)** 2.1, 2.2, 3.6, 2.1.2, 2.2.1, 2.2.5, 3.6.1, 3.6.2

**Objective 2:** Provide opportunities for higher skills and better employment

***Performance/success criteria:***

- Provide facilities and careers advice for adults and young people wishing to improve their job skills and employment opportunities
- Ensure that there is an integrated approach to the provision of specialist help to adults and young people with special employment needs who might have difficulty entering the workplace
- Maintain and continue to strengthen systems of support, including employment services, to facilitate individuals in returning to, or remaining in, work as a major component of the incapacity benefit and income support policies.

**Strategic Aim(s)** 1.3, 2.5, 3.6, 3.6.3

**Objective 3:** Help employers and employees to work well together for their mutual benefit and economy of the Island

***Performance/success criteria:***

- Promote good employment practice and relations
- Continue to implement Employment Relations legislation

- Continue to monitor and enforce Phase I of the Employment Legislation programme
- Prepare redundancy and business transfers legislation (Phase 2 of the Employment Legislation programme)
- Continue work on Phase 2 with family friendly and flexible working policies including aspects arising from the introduction of Discrimination legislation
- Maintain and enhance occupational health and safety programmes and operations with proactive resources targeted to key risk areas
- Develop the proposals for the replacement of Health and Safety legislation affecting the construction industry.

**Strategic Aim(s)** 3.1, 3.1.1

**Objective 4:** Deliver high quality services now and in the future

***Performance/success criteria:***

- Implement a new administrative structure for Income Support
- Complete the Integration of Income support benefits (including Housing subsidies) into the ICT system and implement a programme of continuing ICT improvements
- Take active steps to co-ordinate efforts to deter and detect fraud and abuse within the benefit systems
- Maintain efficient and cost effective benefit administration
- Manage the Social Security Fund, the Social Security (Reserve) Fund and the Health Insurance Fund to a high standard

**Strategic Aim(s)** 3.6, 6.2

**SECTION 2 – KEY OBJECTIVES, KEY PERFORMANCE INDICATORS, KEY RISKS**

SSP Ref - States Strategic Plan Reference

SSP Ref	Key Objective	Imp Year	Key Performance Indicator (KPI)	Target	risk
<b>Objective 1: Support people to achieve and maintain an acceptable standard of living</b>					
2.1	Ensure that workers have insurance to provide for basic needs during times when they are unable to work through incapacity, widow(er)hood, maternity or old age by:  >Administering a contributory social security insurance scheme          > Proposing and then implementing agreed changes to Incapacity Benefits arising from independent review   >Maintaining and extending reciprocal	Ongoing	Proportion of individuals aged between 18 and 65 covered by contributory system	Maintain	Reliance upon IT resources
3.6			Turnaround time on STIA applications	4 working days	
			Turnaround time on pension applications	7 working days once all necessary information is received from reciprocal partners	
		% of new businesses surveyed within first 6 months of trading and found to be compliant	70%		
		2007-2008	Proposals agreed by Minister December 2007; legislation lodged with the States 2008	Maintain timetable	Availability of staff resources
		Ongoing	Number of existing	Maintain at	Availability of law drafting

SSP Ref	Key Objective	Imp Year	Key Performance Indicator (KPI)	Target	risk
	agreements with other jurisdictions in respect of contributory benefits		agreements kept up-to-date Implement Irish agreement	100% December 2007	resources Counter party priorities
2.2	Help to promote good health within local residents by mitigating the costs of primary health care through:  >Administering a contributory health fund scheme  >Transferring Health Insurance Fund reserves to Treasury and Resources for investment	On going	Average net ingredient cost of subsidised prescription  Identify with Treasury and Resources Department investment vehicle and complete transfer of funds	Increase below UK drug cost index  June 2007	
2.1.2 3.6.1	Respond to demographic, social and economic trends by reviewing the benefits provided by the Social Security and Health Insurance Schemes as set out in RC 49/2004 by:  > Undertaking policy research and customer surveys to stimulate discussion on a range of policy initiatives including a long term care funding scheme	2007-9	Project to start on completion of establishing Income Support Scheme.	Start September 2007	Delay to Income Support implementation
2.1.2	Support and encourage arrangements for ensuring adequate pension provision by:  >Preparing for policy initiatives including increased flexibility in pension age, secondary pensions, etc  Review system of supplementation	2007-9 2007	Establishing timetable  Present proposals to COM	Agree timetable  September 2007	Competing pressures on staff time, in particular arising from any delay to Income Support implementation.

SSP Ref	Key Objective	Imp Year	Key Performance Indicator (KPI)	Target	risk
2.1	Assist in the management of the balance between economic growth and social and environmental objectives by playing a full part in the preparation of a new migration policy, in particular:				
	<p>&gt;Contributing to the implementation of the migration policy</p> <p>&gt;considering how the Social Security computer system could be adapted to provide a unique reference identity for each resident</p>	<p>2007-2009</p> <p>2007-2008</p>	<p>Progress against timetable</p> <p>Progress against timetable</p>	<p>Maintain timetable</p> <p>Maintain timetable</p>	<p>Availability of IT resources sufficiently expert in system, given competing priorities</p>
3.6 3.6.2	Work towards the eradication of financial exclusion in the Island and a fair distribution of financial support by:				
	>Administering a range of non-contributory benefits to provide financial support to residents on low incomes	Up to July 2007	Turnaround time on HIE applications	5 working days once all necessary information is received	Reliance on IT systems.
	>Developing and implementing an Income Support scheme (and transitional arrangements) directed towards the needs of low income households.	Up to July 2007	Turnaround time on DTA applications	14 working days	Sufficiency of implementation resources
		2007	Meet the project deadlines necessary to implement scheme on target	July 2007	Sufficiency of available data

SSP Ref	Key Objective	Imp Year	Key Performance Indicator (KPI)	Target	risk
	<p>&gt;Preparing detailed budgets for the Income Support Scheme proposals</p> <p>&gt;Working closely with the Parishes to agree terms of reference for the delivery of Income Support and agree a timetable for the transfer of administration</p> <p>&gt;Agreeing a placement tool for residential care assessments with H&amp;SS</p> <p>&gt;Maintaining close links with the fiscal review and ensuring that safeguards exist in Income Support to protect those on low incomes from the impact of fiscal review implementation</p> <p>&gt;Maintaining close links with the Health review – “New Directions”</p>	<p>2007</p> <p>2007</p> <p>2007</p> <p>2007-2009</p>	<p>Quantify impacts of GST on Income Support recipients</p>	<p>March 2007</p> <p>February 2007</p> <p>April 2007</p> <p>March 2007</p>	<p>Failure to agree details of transfer of administration</p>
<p><b>3.6</b></p>	<p>Improve labour market choices for parents by:</p> <p>&gt;contributing to the development of a strategy for early years by ESC</p>	<p>2007-8</p>			
<p><b>2.2.1</b> <b>2.2.3</b></p>	<p>Help to promote good health within local residents by:</p> <p>&gt;Continuing to participate in the “New Directions” integrated healthcare strategy in order to improve the integration of primary and secondary healthcare including the reviewing</p>	<p>2007-2009</p>			

SSP Ref	Key Objective	Imp Year	Key Performance Indicator (KPI)	Target	risk
	and, if appropriate, the restructuring of funding and remuneration to primary healthcare providers and the reviewing of Health Insurance legislation				
2.2.5	Provide additional financial support to pensioners by:  > Introducing a winter fuel payment scheme for pensioners	2007	Lodge Council of Ministers proposals for States debate  Implement agreed scheme	February 2007  November 2007	Shortage of staff resources  Shortage of IT resources  Uncertainty regarding funding  Short timescale to implementation
<b>Objective 2: Provide opportunities for higher skills and better employment</b>					
1.3 2.5 3.6.3	Encourage all individuals to achieve and maintain employment suitable to their abilities by:  >Providing a range of employment and career services for all individuals requiring assistance in improving their employment prospects  >Contributing to a corporate review of careers advice and guidance and implementing its recommendations  >Maintaining and enhancing support for people with special employment needs entering the employment market	Ongoing  2007-8  Ongoing	Number of career and guidance interviews  Number of individuals completing computer assisted programmes Agreement of recommendations  Number of Workwise clients retained in job for at least 3 months  Number of Workwise clients taking on new jobs	Number of interviews  Number of sessions  In accordance with timetable, once agreed  Increase  Increase	Availability of staff resources  Failure to agree priorities on timely basis  Availability of appropriate opportunities

SSP Ref	Key Objective	Imp Year	Key Performance Indicator (KPI)	Target	risk
	<p>&gt;Working with partner organisations to ensure that support is available for people with special employment needs entering the employment market</p> <p>&gt; Contributing to the Skills Agenda Strategy and implementing agreed recommendations</p> <p>&gt; Developing effective programmes to support individuals receiving LTIA or about to transfer to LTIA to find and retain suitable employment</p>	<p>Ongoing</p> <p>2007</p> <p>2007</p>	<p>Number of referrals to other organisations</p> <p>Agreement of recommendations</p> <p>No of LTIA recipients in paid employment (by % award)</p>	<p>Monitor</p> <p>In accordance with timetable once agreed</p> <p>Increase</p>	<p>Availability of staff resources</p> <p>Availability of appropriate opportunities</p>
<b>Objective 3: Help employers and employees to work well together for their mutual benefit and economy of the Island</b>					
3.1 3.1.1	<p>Promote human rights and equal opportunities in the workplace by:</p> <p>&gt; ensuring that employment legislation sets a framework within which equal opportunity measures can be effectively introduced</p> <p>&gt;Continuing the planned employment legislation programme including</p> <p>&gt;Preparing implementation of, and guidelines for, Employment Relations Law</p> <p>&gt;Preparing legislation for redundancy and business transfers, as part of Phase 2 of employment legislation</p> <p>&gt;Consulting on and preparing legislation for maternity and family friendly flexible working, as part of Phase 2 of employment legislation,</p>	<p>Ongoing</p> <p>2007</p> <p>2007-2008</p> <p>2007-2008</p>	<p>Progress against legislative timetable</p> <p>Law introduced</p> <p>Law drafting to commence</p> <p>Commence consultation</p>	<p>Maintain progress against timetable</p> <p>July 2007</p> <p>December 2007</p> <p>July 2007</p>	<p>Discrimination legislation delayed</p>



SSP Ref	Key Objective	Imp Year	Key Performance Indicator (KPI)	Target	risk
	<p>&gt;Monitoring and reviewing Employment Law, particularly minimum wage including recommending increases in minimum wage as appropriate</p> <p>&gt;Monitoring the outcomes of the Employment Tribunal</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>% of compliant employers</p> <p>Report to States proposing Minimum Wage levels</p> <p>Publish Tribunal's Annual review</p>	<p>February 2007</p> <p>October 2007</p>	
<p><b>3.1</b> <b>3.5.3</b></p>	<p>Maintain a high standard of health and safety in the workplace by:</p> <p>&gt;Enforcing existing Health and Safety legislation and providing advice to local employers and employees</p> <p>&gt;Developing new health and Safety Regulations for construction industry</p> <p>&gt;Contributing to the working group conducting review of Emergency Measures Plan</p> <p>&gt;Encouraging employers and employees to have a greater awareness of occupational health issues</p> <p>&gt;Revising Health and Safety at Work Law to reflect requirement for risk managed approach to protecting employees.</p>	<p>Ongoing</p> <p>2007-2008</p> <p>2007</p> <p>Ongoing</p> <p>2007</p>	<p>% of enquiries and complaints about working conditions responded to within 5 working days</p> <p>Regulations lodged with the States</p> <p>Programme for development of Jersey Council for Safety and Health at Work.</p> <p>Amendment to legislation lodged with the States</p>	<p>Maintain above 95%</p> <p>December 2007</p> <p>Programme in place by December 2007</p> <p>December 2007</p>	<p>Increasing workload resulting in delay in response time</p>

SSP Ref	Key Objective	Imp Year	Key Performance Indicator (KPI)	Target	risk
<b>Objective 4: Deliver high quality services now and in the future</b>					
6.2	<p><b>P</b> Improve access to services for all Soc Sec customer groups by:</p> <ul style="list-style-type: none"> <li>&gt;Maintaining and enhancing customer-facing services (Contact Centre and Front Office, leaflets and website)</li> <li>&gt;Increasing the use of electronic payments and receipts</li> <li>&gt;Maintaining an effective complaints procedure</li> <li>&gt;Ensuring that all customer procedures are Human Rights compliant</li> </ul>	<p>Ongoing</p> <p>2007</p> <p>Ongoing</p> <p>2007</p>	<p>Customer satisfaction surveys</p> <p>% of telephone calls answered by Contact Centre</p> <p>Number of website 'hits' Number of transactions conducted electronically</p> <p>% of complaints resolved within 10 working days</p> <p>Implement all required changes</p>	<p>Improve satisfaction rating</p> <p>90%</p> <p>Increase Maintain</p> <p>90%</p> <p>Dec 2007</p>	<p>Reliance on IT system</p> <p>IT infrastructure unable to provide additional services</p>
6.2	<p>Ensure that Social Security policies, procedures and performance are well understood by all sectors of the community by:</p> <ul style="list-style-type: none"> <li>&gt;Ensuring effective communications within department and to local media</li> <li>&gt;Progress against Business Plan objectives</li> </ul>	<p>Ongoing</p>	<p>Timely and comprehensive press releases and regular Staff team meetings</p> <p>Prepare Communications Strategy</p> <p>Departmental objectives communicated internally to all staff</p> <p>Progress against KPIs</p>	<p>Increase Understanding</p> <p>Increase</p>	<p>Complexity of information</p>

SSP Ref	Key Objective	Imp Year	Key Performance Indicator (KPI)	Target	risk
	throughout year > Providing quarterly management information and a balanced scorecard		available on a quarterly basis  Statistics available within 6 weeks of quarter end	Maintain	
6.2	Continue to develop a more consultative approach to governance and encourage public participation in policy-making by:  >Extending the use of independent, non-political stakeholder groups such as the Social Security Advisory Council, the Employment Forum and the Health and Safety Council  >Publishing consultative documents and actively encouraging public participation in the development of policies and services  > Maintaining a co-ordinating group to oversee staff involvement in policy formulation	Ongoing        Ongoing        Ongoing	Number of comments on current policymaking received from bodies and responded to   Number of comments on current policymaking received from individuals and responded to   Number of comments on current policy making received from staff and responded to	Increase   Increase   Increase	Lack of interest from stakeholders
6.2	Encourage the integration of services throughout the States as a whole for more effective delivery by:  >Maintaining representation on the Organisation Development phase of the Change Programme  >Contributing and responding to the Organisation Development phase of the Change programme  >Sharing experiences of the Social Security Contact Centre and Front Office with other States departments and in particular with the	2007-2008  2007-2008  Ongoing	Joint User Group established	March 2007	

SSP Ref	Key Objective	Imp Year	Key Performance Indicator (KPI)	Target	risk
	new customer services centre at Cyril Le Marquand House				
6.2	Provide a high level of employee support to Social Security Staff by:  >Providing relevant training opportunities to all staff  >Providing a range of consultative routes for staff opinion and views  >Providing a safe environment in which to work	Ongoing  Ongoing  Ongoing	Average training hours per staff member  Number of reported H&S incidents	Increase  Maintain at a minimal level	
6.2	Ensure that Social Security handles data efficiently, effectively and to a high level of confidentiality by:  >Introducing automated activity analysis for all team leaders and managers  >Completing the introduction of direct debit and debit card receipting	2007  2007	Reports available  Debit card receipting available  Direct debit receipting available	December 2007  July 2007  December 2007	
6.2	Control current Social Security spending and accurately assess future departmental budgets by:  >Maintaining effective budgetary systems  >Maintaining effective controls on departmental income and costs	Ongoing  Ongoing	Quarterly reports produced  % of contributions collected within timetable	To Minister month after quarter end  80%	

SSP Ref	Key Objective	Imp Year	Key Performance Indicator (KPI)	Target	risk
	>Analysing current trends in order to assess future budgets accurately	Ongoing	% return on cash investments Administration cost per £1 of benefit Variance between budget and actual	0.5% below base rate Maintain at current level for 2007 Reduce	Unpredictable economic conditions
6.2	Minimise the impact of fraud within social protection schemes by:  >Taking active steps to co-ordinate efforts to deter and detect fraud and abuse within the benefit systems of the Island as a whole  >Developing a fraud strategy for the Income Support scheme	Ongoing  2007	Value of fraud detected  Strategy in place	Monitor  April 2007	

**SECTION 3 – RESOURCES****Social Security 2007 Budget**

2006 Original		2007 Estimate		
-	192,830,000	Contribution Collection Income	-	209,920,000
	112,090,000	Pensions and Survivors' Benefits		114,500,000
	53,200,000	States Contribution to the Social Security Fund		54,657,800
	-	Income Support - Implementation and Protection of Claimants (IS)		3,000,000
	3,340,000	Health Insurance Exceptions (Part IS)		3,406,500
	5,400,000	Non Native Welfare and Residential Care (IS)		5,083,300
	-	Native Welfare and Residential Care (IS)		12,000,000
	5,710,000	Family Allowances (IS)		5,823,700
	4,050,000	Attendance Allowances (IS)		4,503,100
	2,061,000	Invalid Care Allowance		2,089,800
	969,000	Disability Allowances (IS)		1,076,700
	37,730,000	Incapacity Allowances		37,000,000
	680,000	Childcare Allowances (0-5) (5-12) (IS)		699,600
	2,120,000	Maternity Benefits		2,300,000
	14,280,000	Health Insurance Ordinary		14,500,000
	440,000	Health and Safety at Work		449,600
	990,000	Employment Services		1,010,800
	470,000	Employment Relations		481,400
	660,000	Jersey Employment Trust		711,300
	150,000	Dental Benefit Scheme		135,000
	6,650,000	Disability Transport Allowance (IS)		6,686,900
	260,000	Social Fund (Housing Adaptations and Family Nursing)		265,100
	610,000	Jersey 65+ Health Plan		396,100
	21,200	Non-Contributory Death Grants		33,900
	450,000	Contributory Death Grants		420,000
	1,580,000	Christmas Bonus		1,608,900
	100,000	Gluten Free Vouchers		120,000
	300,000	TV Licences 75+		303,000
	470,000	Milk at Reduced Rate (IS)		449,600
<b>61,951,200</b>	<b>NET EXPENDITURE</b>			<b>63,792,100</b>

\*Includes Social Security and Health Insurance Fund Income and Expenditure

\*\*Excludes the Social Security (Reserve) Fund

(IS) Will become part of Income Support Benefits during 2007

<b>Net Expenditure - Service Analysis</b>				
2007 Estimate £	2006 Voted £		2006 Actual £	2005 Actual £
55,257,800	53,200,000	States Contribution to the Social Security Fund	56,566,578	50,776,415
2,089,800	2,056,000	Invalid Care Allowance	2,152,247	1,774,632
449,600	440,000	Health and Safety at Work	384,812	393,762
1,010,800	990,000	Employment Services	965,166	1,199,451
481,400	470,000	Employment Relations	505,098	492,322
711,300	1,225,000	Jersey Employment Trust	1,259,000	694,000
135,000	150,000	Dental Benefit Scheme	136,142	130,478
265,100	260,000	Social Fund	151,079	262,485
396,100	610,000	Jersey 65+ Health Scheme	215,729	316,582
33,900	19,600	Non Contributory Death Grants	20,887	34,393
1,608,900	1,570,000	Christmas Bonus	1,498,302	1,453,344
303,000	300,000	TV Licence 75+	187,204	-
<b>Income Support Benefits</b>				
3,000,000	1,737,800	Income Support - Implementation	1,843,179	-
1,362,600	1,380,000	States Contribution to Health Insurance Exceptions	1,362,472	1,321,990
5,083,300	4,800,000	Non Native Welfare and Residential Care	5,251,409	4,404,882
11,400,000	8,768,060	Native Welfare and Residential Care	8,598,798	896,303
5,823,700	5,650,000	Family Allowances	5,870,327	5,761,993
4,503,100	4,040,000	Attendance Allowances	4,080,374	3,744,122
1,076,700	964,000	Disability Allowance	1,114,412	1,164,572
699,600	670,000	Childcare Allowance	617,992	574,808
6,686,900	6,640,000	Disability Transport Allowance	6,586,348	6,516,067
449,600	460,000	Milk at a Reduced Rate	399,439	420,488
<b>£ 102,828,200</b>	<b>£ 96,400,460</b>	<b>Net Revenue Expenditure</b>	<b>£ 99,766,994</b>	<b>£ 82,333,089</b>
<b>Income and Expenditure Category</b>				
2006 Voted £			2006 Actual £	2005 Actual £
<b>Income</b>				
5,000	Fees and Fines		7,150	4,900
5,000	-		7,150	4,900
<b>Expenditure</b>				
1,972,900	Manpower - States Staff Costs		1,944,852	1,839,485
2,310,200	Supplies and Services		2,309,042	617,039
370,400	Administrative Costs		370,916	618,778
167,800	Premises and Maintenance		184,449	184,982
<b>Grants and Subsidies</b>				
54,500,000	States Contribution to the Social Security and Health Funds		57,784,325	51,947,325
34,983,960	Community Benefits		35,048,074	25,789,941
1,460,200	Special Needs Schemes		1,464,261	930,283
640,000	Payments made to third parties for benefit administration		668,225	410,156
96,405,460	-		99,774,144	82,337,989
<b>£ 96,400,460</b>	<b>Net Revenue Expenditure</b>		<b>£ 99,766,994</b>	<b>£ 82,333,089</b>

<b>Revenue Cash Limits 2007 to 2009</b>			
	<b>2007</b>	<b>2008</b>	<b>2009</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Base budget brought forward</b>	92,530	102,828	110,691
Departmental transfers	3,375		
Resource allocation process	1,400	1,500	
Strategic plan funding	3,000	3,750	500
Efficiency savings	(32)	(18)	(2)
Pay awards	41	42	43
Non-staff inflation	71	71	72
Other adjustments	2,443	2,518	2,646
	<b>102,828</b>	<b>110,691</b>	<b>113,950</b>
<b>Cash limit variation (%)</b>	11.1%	7.6%	2.9%

<b>Reconciliation of 2007 Net Revenue Expenditure to 2006 Net Revenue Expenditure</b>		
	£	£
<b>2006 Net Revenue Expenditure</b>		<b>85,929,600</b>
Transfer of Native Welfare and Residential Care (Estimate)		<b>6,600,000</b>
Adjusted 2006 Budget		<b>92,529,600</b>
<b>Departmental Transfers</b>		
Transfer of Native Welfare and Residential Care (Estimate)	3,400,000	
Allocation of additional funding for the Comptroller and Auditor General	(25,000)	
		<b>3,375,000</b>
<b>2006 to 2008 Resource Allocation Process:</b>		
Additional Funding Approved:		
Growth in Native Welfare and Residential Care		<b>1,400,000</b>
Service Reduction Approved:		
<b>Strategic Plan Funding</b>		
Income Support Transitional Protection for Claimants		<b>3,000,000</b>
<b>Allocation of Efficiency Savings</b>		<b>(32,300)</b>
		<b>100,272,300</b>
<b>Additional Expenditure:</b>		
Annual Pay Awards	40,900	
Non-Staff Inflation	70,800	
Uprating of Benefits	2,444,200	
		<b>2,555,900</b>
<b>2007 Net Revenue Expenditure</b>		<b>£102,828,200</b>



**Social Security - Tax Funded Services and Benefits**  
**(excluded Health Insurance and Social Security Funds)**  
**Service Analysis - Objectives and Performance Measures**

<b>Service</b>	<b>Objectives</b>	<b>Performance Measures</b>
States Supplementation to Social Security Fund	Protection of lower earners - Supplementation is a top-up from taxation for lower earning employees to ensure they build up a full record of Social Security contributions, protecting them when they cannot work through incapacity, accident, maternity and through old age.	% of contributors receiving supplementation.
Invalid Care Allowances	Invalid Care Allowance is targeted compensation for loss of earnings for carers of severely disabled people.	Number of individuals receiving Invalid Care Allowance. Average turnaround time.
Health and Safety at work	Health and Safety assistance and guidance to reduce accidents and illness in the workplace - thus reducing health and benefit costs and to regulate the work environment.	% of incidents responded to within 5 working days.
Employment Services	Employment Services offer opportunities and support in returning to work.	Number of vacancies advertised.
Employment Relations	Aims to minimise disputes and bad practice in the workplace.	Number of enquiries to JACS. % of enquiries referred to JACS and resolved.
Jersey Employment Trust	Assisting people with disabilities by providing sheltered work and additional training and development.	% of clients referred to JET obtaining employment. % of such clients retained in employment for 6 months.
Dental Benefit Scheme	Benefit for dental insurance targeted at 11-18 (up to 21 if in full time education) age groups from low income families.	Number of individuals receiving dental benefit. Administration cost as % of benefit.
Social Fund	Includes targeted assistance with the costs of essential home adaptations for very sick and disabled people to enable them to continue to live at home, and targeted support to those who require specialist dietary products or appliances that are not catered for elsewhere.	Number of individuals assisted through home adaptations. Administration cost as % of benefit for dietary products.
Jersey 65+ Health Plan	Optical, Dental and Chiropody benefit for over 65's targeted at those on low incomes.	Number of individuals enrolled in 65+ Health Plan. Administration cost as % of benefit.
Death Grant	Grant toward funeral costs for those deceased who do not qualify under the Social Security scheme.	Number of individuals receiving Grant. Average turnaround time for applications.
Christmas Bonus	Annual Christmas bonus.	Number of individuals receiving Christmas Bonus. Average turnaround time.
TV Licence 75+	Provision of free television licences for those on low income who are aged 75 and over living in domestic accommodation.	Number of individuals receiving TV Licence benefit. Average turnaround time for applications.

<b>Income Support</b>		
Income Support Protection	Funds have been granted to provide phased protection to those households who may be affected by the removal of existing benefits.	
States Supplementation to Health Insurance Exceptions	States contribution to the cost of doctor visits and prescriptions targeted at people on low incomes.	Number of households receiving HIE.
Non Native Welfare and Residential Care	Payment of welfare by the parishes to residents not born in Jersey. Welfare is targeted to provide income to people who do not have enough money to meet basic needs or to support people in residential care.	Administration cost as % of benefit.
Native Welfare and Residential Care	Payment of Welfare to residents born in Jersey	Administration cost as % of benefit.
Family Allowance	The aim of this benefit is to eradicate child poverty and it is targeted on the basis of income.	Number of households receiving Family Allowance. Average turnaround time for applications.
Attendance Allowance	This is a payment targeted on the basis of income to provide assistance with the extra cost of being severely disabled. It ensures people with severe disabilities do not suffer poverty, and enables them to continue to live in their own home rather than residential care.	Number of individuals receiving Attendance Allowance. Average turnaround time for applications.
Disability Allowances	Disablement Allowances are targeted payments for those unable to work due to being disabled, but not sufficiently severely disabled to qualify for Attendance Allowance.	Number of adults/children receiving Disability Allowance. Average turnaround time for applications.
Childcare Allowances	Benefit targeted at working parents with children under 12 to assist in the cost of childcare to enable parents to return to work and make work pay.	Number of households receiving Childcare Allowance. Average turnaround time.
Disability Transport Allowance	Help with the additional cost of getting out and about targeted at those unable to walk unaided.	Number of individuals receiving Disability Transport Allowance. Average turnaround time for applications.
Milk at a Reduced Rate	A contribution to costs of milk for Children under 5 and expectant mothers and people aged 70+ (and special categories between 65 - 70).	Number of individuals receiving Milk Subsidy.

**Social Security - Tax Funded Services and Benefits****(excluded Health Insurance and Social Security Funds)****Detailed Service Analysis 2007**

Service	Gross Expenditure			Income £'000	Net £'000	Total FTE
	Direct £'000	Indirect £'000	Total £'000			
States Supplementation to Social Security Fund	55,257,800	0	55,257,800		55,257,800	0.0
Invalid Care Allowances	2,067,900	21,900	2,089,800		2,089,800	0.6
Health and Safety at work	393,100	56,500	449,600		449,600	5.8
Employment Services	852,600	163,200	1,015,800	(5,000)	1,010,800	11.4
Employment Relations	466,300	15,100	481,400		481,400	1.2
Jersey Employment Trust	711,300	0	711,300		711,300	0.0
Dental Benefit Scheme	131,100	3,900	135,000		135,000	0.1
Social Fund	259,600	5,500	265,100		265,100	0.2
Jersey 65+ Health Plan	415,200	5,900	421,100		421,100	0.2
Death Grant	30,000	3,900	33,900		33,900	0.1
Christmas Bonus	1,594,700	14,200	1,608,900		1,608,900	0.4
TV Licence 75+	303,000	0	303,000		303,000	0.0
<b>Income Support</b>	The new Income Support System will be introduced in 2007 and will replace the following benefits and grants:					
Income Support Protection	3,000,000	0	3,000,000		3,000,000	0.0
States Supplementation to Health Insurance Exceptions	1,311,000	51,600	1,362,600		1,362,600	1.4
Non Native Welfare	5,055,400	27,900	5,083,300		5,083,300	0.1
Native Welfare and Residential Care	11,400,000	0	11,400,000		11,400,000	11.0
Family Allowance	5,629,900	193,800	5,823,700		5,823,700	5.4
Attendance Allowance	4,459,400	43,700	4,503,100		4,503,100	1.2
Disability Allowances	1,054,800	21,900	1,076,700		1,076,700	0.6
Childcare Allowances	666,100	33,500	699,600		699,600	0.9
Disability Transport Allowance	6,645,500	41,400	6,686,900		6,686,900	1.2
Milk at a Reduced Rate	432,000	17,600	449,600		449,600	0.5
Funds Allocated for Comptroller and Auditor General					(25,000)	
<b>Total Net Revenue Expenditure</b>	<b>102,136,700</b>	<b>721,500</b>	<b>102,858,200</b>	<b>(5,000)</b>	<b>102,828,200</b>	<b>42.2</b>

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