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**SECTION 2A – SUMMARY OF KEY OBJECTIVES AND PRIORITIES****AIM**

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

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

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**SUMMARY OF KEY OBJECTIVES AND KEY SUCCESS CRITERIA**

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**Objective 1: Improvement in solid waste management and recycling processes****Success criteria:**

- (i) Maintain reliability of existing EFW plant to handle the Island's waste whilst new plant is being constructed;
- (ii) Construction of new Energy from Waste plant maintained according to programme;
- (iii) Long term sustainable funding route for solid waste identified;
- (iv) The most harmful elements of the waste stream (e.g. TVs, electrical goods, end of life vehicles) segregated for recycling;
- (v) Improvement to La Collette composting facilities completed by Q3, 2010;
- (vi) Improved recycling system to expand recycling and composting to levels defined in the Solid Waste Strategy Model, subject to Environmental Taxes;
- (vii) Measured increase in levels of community awareness of recycling through JASS, subject to funding.

**Strategic Plan Priority(s):** 10 and 13.

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

- (i) Approval of Liquid Waste Strategy gained and the implementation plan prepared by Q4 2010;
- (ii) Identify long term sustainable funding route for liquid waste to ensure proper support for the provision of the service;
- (iii) Reduce the amount of waste treatment required by undertaking as many surface water separation projects as budgets will allow;
- (iv) Effluent quality maintained or improved;
- (v) Energy Audit undertaken for Liquid Waste system to optimise energy usage.

**States Strategic Priority (s):** 10 and 13.

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

- (i) Long term sustainable funding route identified in order to maintain minimum standards;
- (ii) Best use is made of the funds available through the allocation of budget prioritised against condition assessment;
- (iii) Disruption to the travelling public affected by road works minimised through liaison with utility companies and careful management of traffic arrangements.

**States Strategic Priority (s): 10.**

**Objective 4: Sustainable on-Island transport for Jersey****Success criteria:**

- (i) Policy approved by the States by Q1 2010;
- (ii) Funding mechanisms for the Policy approved by the States.

**States Strategic Priority (s): 13.**

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

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

**States Strategic Priority (s): 10.**

**Objective 6: Well maintained public places and amenities****Success criteria:**

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

**States Strategic Priority (s): 13.**

**Objective 7: Road users are safe and comply with legislation****Success criteria:**

- (i) Proportion of vehicles in road checks being issued with defect notices is reducing;
- (ii) Proportion of vehicles in road checks with invalid documentation is reducing.

**States Strategic Priority (s): 7.**

**Objective 8: The States and industry supported through the provision of specialist services for the benefit of the Island****Success criteria:**

- (i) Animal carcass incinerator that meets regulatory standards;

- (ii) Abattoir that meets regulatory standards;
- (iii) Successful implementation of the recommendations made in the abattoir and animal by-products service review completed in 2009.

***States Strategic Priority (s): 2 and 10.***

**Objective 9: Staff and resources managed so as to improve performance and provide value for money.**

***Success criteria:***

- (i) Financial balance achieved;
- (ii) Explicit link between budget prioritisation process and Strategic Plan objectives demonstrated;
- (iii) Staff developed to help them achieve their full potential.
- (iv) Business improvement projects undertaken to ensure that processes are efficient, display value for money, are customer focussed and deliver tangible benefit.

***Strategic Plan Commitment(s): 2.***

**JERSEY CAR PARKING****AIM:**

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The aim of Jersey Car Parking is to:

- Provide and manage public parking facilities in accordance with the Island's needs.

**SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA**

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

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

***Strategic Plan Commitment(s): 10.***

**Objective 2: Police public parking areas effectively and fairly*****Performance/success criteria:***

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

***Strategic Plan Commitment(s): 10.***

**JERSEY FLEET MANAGEMENT****AIM:**

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The aim of Jersey fleet Management is to:

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

**SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA**

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

- (i) Lease hire contract for the car fleet achieves best value for the States;
- (ii) Specialist vehicles procured at best possible prices and fit for purpose

***Strategic Plan Commitment(s): 3.***

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

***Performance/success criteria:***

- (i) Minimise cost and turnaround time for servicing and repairs;
- (ii) Ensure the minimum level of operational availability is met for emergency vehicles;

***Strategic Plan Commitment(s): 3***



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

SSP Ref - States Strategic Plan Reference; LR – Lead Responsibility; SP – Strategic Partner; C - Contributor

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. Dept Key Objective
	<b>Departmental Objectives</b>					
1.	Ensure all infrastructure is managed as valuable Island assets with plans in place to maximise lifespan	Proposal for asset management system within TTS	December 2010	2010	Lack of funding and human resources that can be diverted to support the project	<b>1-6, 8</b>
2.	Improve service delivery through analysis of performance and exploring and instigating improved processes and procedures	Monitoring of performance indicators and taking appropriate actions  Improvement programme rolled out 2 further sections to develop improvement programmes  Achieve efficiencies and savings	Quarterly Balanced Scorecard Reports  December 2010  At least £383k	Ongoing  2010  2010	Conflicting pressures on staff time	<b>1-9</b>
3.	Review and develop plans to ensure business continuity in the event of an unexpected disruption to business	Review and ensure that robust plans are in place to manage any disruptive challenges to routine activity  Ensure the high level continuity plan is reviewed and developed	August 2010  October 2010	ongoing		<b>1-9</b>
4.	Improve service provision and customer satisfaction through listening to customer feedback, providing information and undertaking consultation	JASS survey results analysed and appropriate action taken  Informative media releases issued	January 2010  Issued in sufficient time for information to be of value	Ongoing		<b>1-9</b>

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. Dept Key Objective
		<p>Consultations undertaken where appropriate</p> <p>Advertisements placed</p>	<p>Consultations undertaken at appropriate time to inform policy</p> <p>Public informed of projects/services in a timely way</p>			
5.	Develop, communicate with and manage staff to ensure they are in the best position to do their jobs	<p>Successful Modern Manager Programme</p> <p>Successful implementation of Future Leaders Programme</p> <p>'Have Our Say' programme actions implemented</p> <p>Training undertaken to meet the needs of the job</p> <p>Regular team meetings</p>	<p>December 2010</p> <p>December 2010</p> <p>May 2011</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Ongoing</p> <p>Ongoing</p> <p>2010/11</p> <p>Ongoing</p> <p>Ongoing</p>		<b>9</b>
6.	Improve and further develop the use of risk assessment and method statements as key health and safety risk management techniques within the Department, including a system for ensuring ongoing review and update	<p>Written risk assessments produced by all sections for principle areas of work or common routine tasks</p> <p>Staff involvement with the communication, development</p>	<p>All sections to have a risk assessment inventory covering principal work areas with associated method statements by June 2010</p> <p>All assessments and method statements to</p>	2010	Operational pressures prevent this work being undertaken, or it is given a lower priority	<b>1-6, 8</b>

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. Dept Key Objective
		and review of risk assessments and method statements  Information to be communicated in an appropriate way and available to staff as required  Every section to have a formal method of ensuring document review	have been reviewed and agreed with key staff by Dec 2010  All staff managing and controlling the process to have had training in risk assessment by March 2010  Arrangements in place for communication and review of documents by March 2010			
7.	Ensure effective financial management throughout the department from support to budget holders to Senior Management Team monthly review.	Budget variance reports presented to SMT monthly  Quarterly finance report to Treasury  Financial training sessions and Support given to budget holders	Debate of financial variances achieved  100% on time  100% budget holders receive timely monthly reports and appropriate training.	2010	Unforeseen budget pressures  External factors create unforeseen demands on finance team  Lack of resources	<b>9</b>
8.	Identify long term locations for TTS services	Work with Property Holdings and assist with the development of their Office Strategy with regard to the relocation of TTS services	December 2010	2010	Property Holdings do not progress the Office Strategy in 2010	<b>1-9</b>

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. Dept Key Objective
9.	Identify and manage the main risks associated with the work undertaken by the Department	Review the Risks Register	Quarterly	Ongoing		
	<b>Municipal Services</b>					
10.	Maintain the Island's sea defences in accordance with the Island's Sea Defence Strategy	Sea Defence Strategy for 2010-2020 approved  Funding secured for future Sea Defence Strategy	February 2010  April 2010	2010	Strategy not approved  Funding withdrawn  Failure of existing structures  Extreme weather causing damage  Reprioritisation of capital vote defers programme	<b>5</b>
11.	Maintain footpaths to ensure public safety and improved appearance	Level of customer complaint/comment	Reduce number of complaints and increase compliments	Ongoing	Reduction in available funding	<b>3</b>
12.	Maintain highway network and infrastructure to maximise lifespan whilst minimising disruption to the travelling public	Continuation of reactive maintenance and patching works to prevent further deterioration of the network  Completion of major resurfacing/reconstruction projects	Strategy implemented in accordance with programme  Victoria Avenue Phase 2 – February 2010  West Park to Cheapside – March 2010	2008/9  2010  2010	Reprioritisation of capital vote defers programme  Unforeseen technical problems	<b>3</b>

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. Dept Key Objective
		<p>Continued maintenance of highway infrastructure assets (street lights, road signs and markings, crash barriers, road side support structures</p> <p>Development and implementation of Streetworks Policy;</p> <ul style="list-style-type: none"> <li>▪ Second consultation with Parishes and Utility companies</li> <li>▪ Debate proposition in the States</li> <li>▪ Implementation of new permit based StreetWorks system to manage Island-wide road openings and closures</li> </ul>	<p>Victoria Avenue Phase 3 – July 2010</p> <p>All assets maintained or replaced in accordance with the Department's Highway Asset Management Plan</p> <p>April 2010</p> <p>December 2010</p> <p>December 2010</p>	<p>2010</p> <p>2010</p> <p>2010</p> <p>2010</p> <p>2010</p>	<p>Insufficient funding allocated to maintain highway assets</p> <p>Unforeseen critical failure of highway asset</p> <p>Parishes and Utilities not happy with proposals</p> <p>States do not approve the new Law and the implantation is delayed</p>	
13.	Maintain parks, gardens, open spaces & sports grounds to as high a standard as budgets will allow	<p>Level of customer satisfaction</p> <p>Results of JASS survey</p>	<p>Reduced number of complaints</p> <p>Increase number of Compliments</p> <p>Favourable survey result</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	Reduced level of service not acceptable to customers or the public.	<b>6</b>
14.	Maintain the quality of life in Jersey, by cleaning roads, beaches, promenades, footpaths, public toilets, harbour areas,	Levels of Customer satisfaction	Reduce number of complaints	Ongoing	Reduced service standards not acceptable to the public	<b>6</b>

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. Dept Key Objective
	States housing areas, States offices & public markets	Results of JASS survey	Favourable survey results		Further reduction in budgets	
15	Develop new Town Park and associated infrastructure (This is a P&E led project and TTS are reliant on P&E to progress it)	Work with P&E to complete master plan and gain States approval  Work with P&E to develop concept and detailed design and submit planning application	April 2010  Dec 2010	2010	Scheme does not gain political approval  Insufficient funding to carry out the project	<b>6</b>
16	Gain approval for the Island's future inert waste site	Agree short term land use at La Collette 2  Agree long term land use of La Collette 2 in conjunction with the East of Albert Project Group  Determine remaining life of La Collette 2 and the location of a future inert waste filling site	Jan 2010  March 2010  Dec 2010	2010	Competing requirements for available land at La Collette 2  Cannot agree land uses with East of Albert Project Group  Unable to locate a suitable replacement site	<b>1</b>
17	Replace and upgrade the fire fighting pump stations and pipe work at the Fuel Farm	Complete design works  Put contract out to tender and appoint contractor  Install new pump stations and pipework	January 2010  June 2010  December 2010	2010/11	Insufficient funding to complete the project	<b>8</b>
	<b>Waste Management</b>					
18	Provide sufficient critical maintenance to the Bellozanne Energy from Waste Plant	Successful completion of maintenance plan	December 2010	2010	Scale of repairs getting larger and more costly	<b>1</b>

	to prolong its life until the new La Collette plant is up and running				each year  Plant failure so extreme that plant is out for too long a period to be able to catch up with waste disposal  Critical integrity of plant compromised	
19.	Implement the solid waste strategy to minimise and manage waste produced.	<p><u>Waste Strategy Projects</u></p> <p>Construction of the new Energy from Waste facility completed</p> <p>Jersey Electricity Company agreement managed and implemented</p> <p>Enabling works projects managed and implemented</p> <p>Implementation completed of approved In-vessel Compost odour management programme</p> <p><u>Recycling Projects</u></p> <p>Increase Island's recycling activities as follows:</p> <ul style="list-style-type: none"> <li>• Paper and cardboard</li> <li>• Metal packaging</li> </ul>	<p>July 2011</p> <p>November 2010</p> <p>July 2011</p> <p>July 2011</p> <p>by December 2010 achieve: 8,613 tonnes 200 tonnes</p>	<p>2010-11</p> <p>2010</p> <p>2010-11</p> <p>2010-11</p>	<p>Technical issues cause delays</p> <p>Supply chain cannot meet programme</p> <p>Current good working relationship between partners breaks down</p> <p>Existing incinerator fails prior to commissioning</p> <p>Delays due to technical problems</p> <p>Change in market for recyclates</p>	<b>1</b>

		<ul style="list-style-type: none"> <li>• Timber</li> <li>• Plastic bottles</li> <li>• Glass</li> <li>• Aggregates</li> <li>• Textiles</li> </ul> <p>Removal of high emission waste from EfW plant in order to minimise pollution</p> <p>Number of Parishes operating scheme</p> <p>Overall recycling rate</p>	<p>1000 tonnes 50 tonnes 7,000 tonnes 60,000 tonnes 570 tonnes</p> <p>250 tonnes of WEEE (Waste Electrical and Electronic Equipment) and batteries diverted</p> <p>6</p> <p>32% by 2010</p>		<p>Fail to develop major infrastructure such as public green waste reception</p> <p>Funding diverted to higher priorities</p> <p>Lack of support from Parishes to implement kerbside collection.</p> <p>Unable to achieve 32% unless permanent funds available</p> <p>Increase in quantity of hazardous waste leads to shortage of storage space</p> <p>Lack of funding</p>	
21.	Foster positive community attitude towards responsible waste management	<p>Increase recycling rates</p> <p>Maintain high quality of materials collected</p> <p>Awareness monitored in survey results</p>	<p>32% by end of 2010</p> <p>Improved awareness recorded</p>		<p>Kerbside schemes lead to drop in quality of materials</p> <p>Lack of resource reduces number of visits</p>	1



		Number of school visits/events	24 school visits 10 public events			
<b>22.</b>	Deliver the recommendations outlined in the 2009 review of the Abattoir, Knackers Yard and Animal Carcass Incinerator	Action Plan implemented	June 2010	2010	Disease outbreak  Lack of long term funding to sustain industry	<b>8</b>
<b>23.</b>	Provide a safe route for the disposal of animal carcasses and SRM through the operation of a knackers yard that meets the requirements of the regulator	Compliance with standards Review of long-term siting of animal carcass incinerator currently located at Howard Davis Farm	June 2010	ongoing	Lack of long term funding to sustain industry  Unable to find suitable alternative location	<b>8</b>
<b>24.</b>	Maintain and develop the liquid waste system to deal with the Island's liquid waste according to environmental standards and to optimise performance	Replacement of pumping station mechanical and electrical equipment  Number of pumping station failures  Implement Phase 2 of odour control installation works  Delivery of sewer system capital projects  Implementation phase 2 of the Sewage treatment process improvements  Incidence of blockages in drains	Ongoing  None  Q 3 2010  100% completed on time and within budget  in accordance with agreed plan	Ongoing	Insufficient budget to maintain renewals programme  Severe weather conditions  Equipment and budget unable to provide sufficient odour removal  Procurement issues with supplier  Failure to reach agreement with Regulator  Severe wet weather  Foreign objects blocking drains	<b>2</b>

		Incidence of spillages			Catastrophic failure of infrastructure	
<b>25.</b>	Gain approval for the Liquid Waste Strategy which deals with Island's liquid waste according to environmental standards and provides the best sustainable options for Jersey	<p>Consultation undertaken</p> <p>Remaining phases of the sludge strategy developed</p> <p>Strategy goes to the States</p> <p>Reach agreement on long term funding principles</p>	<p>Q2 2010</p> <p>Q1 2010</p> <p>Q4 2010</p> <p>Q3 2010</p>		<p>Insufficient long term funding</p> <p>More stringent supermarket protocols place further restrictions on sewage sludge application to land</p> <p>Balance treatment process efficiency against best option for the environment</p> <p>Lack of available land</p>	<b>2</b>
<b>26</b>	<p>Maintain Island's infrastructure for the following departments / areas:</p> <p>Liquid waste</p> <p>Solid Waste</p> <p>Port Engineering</p>	Critical assets are kept operational	Ongoing	Ongoing	Inadequate funding and lack of suitable resources	<b>2</b>
<b>27</b>	Provide a fleet management and maintenance service for States Departments to minimise States budgetary burden whilst maximising effectiveness of States vehicles	<p>Customer satisfaction</p> <p>Waiting list for servicing minimised</p>	100%	Ongoing		<b>8</b>
<b>28.</b>	Support the Harbours Department by providing and delivering a maintenance and refurbishment plan for 2009	<p>Customer satisfaction</p> <p>Service targets within SLA</p>		Ongoing	Funding and staff pressures	<b>8</b>

	Transport					
29	Ensure all developments are assessed for traffic/transport implications and recommendations proposed (if appropriate) so as to minimise the impact of traffic on all road users, pedestrians, residents and businesses in the area.	Traffic impact assessments carried out on major developments evaluated  Comments on key planning applications submitted to P&E	Within required deadlines  Within designated timescales	2010	Specialist resources not available	4
31	Gain approval for the Sustainable Transport Plan (STP)	Draft STP approved by TTS Minister  Draft STP to Scrutiny  STP lodged  STP debated	Feb 2010  March 2010  April 2010  May 2010	2010	Resources not available  Draft policy not supported	4
	Implement some early 'quick wins' following approval of the STP, subject to funding	Schemes identified and implemented	Dec 2010	2010	STP not approved  Resources not available	4
	Implement the allocation of additional funding agreed in the 2010 Business Plan for sustainable transport initiatives	Continue with road safety schemes so far as budget and resources permit  Identify how commuter bus services can be enhanced and implement subject to funding  Support the development of the STP	Dec 2010  Dec 2010  May 2010	2010		4
	Construct Phase 1 of the Eastern Cycle Route from Gorey to Grouville School	Agreement with landowners  Construct sections of route where landowner agreement achieved	Dec 2010  Dec 2010	2010	Unwilling landowners  SSI issues	4
32	Follow up recommendations of the Bus Service Review in relation to the bus	Specialist consultants engaged to advise on contractual	Jan 2010	2010	Funding not available	4

	contract and procurement routes in preparation for tender exercise in 2011	arrangements Consideration given to law changes Report to Minister on options for new contract and law changes	June 2010 Sept 2010			
<b>33</b>	Provide public parking facilities that are well maintained and provide a balance between the requirements of shoppers, commuters, residents, visitors to the island and commercial users.	Progress Gas Place replacement of parking spaces that will be displaced by the Town Park Feasibility of constructing an additional level in Snow Hill Car Park completed and decision taken A new charging system to be installed in new car parks identified and the implications evaluated for both on and off street parking in the future Advance warning signs to car parks installed Car Parks maintained to ensure the public are safe and secure	Dec 2010 June 2010 June 2010 Dec 2010 Reduction in complaints received	2010 2010 2010 2010 Ongoing	Scheme does not gain political approval Scheme does not get Planning and political approval	<b>4</b>
<b>34</b>	Ensure traffic and Parking Control Regulations and Laws are effectively enforced.	All appeals are investigated fairly and responded to promptly Online payment system Implemented and promoted for excess Charge Notices	95% of appeals received responded to within 3 working days Increasing number of payments made electronically	Ongoing		<b>4</b>

<p><b>35</b></p>	<p>Ensure:</p> <ul style="list-style-type: none"> <li>▪ documentation for drivers and vehicles</li> <li>▪ technical standards of vehicles</li> <li>▪ candidates taking driving tests are compliant to internationally recognised standards to maintain the health and safety of all road users</li> </ul>	<p>A secure vehicle registration system maintained</p> <p>Issue all Public Service Vehicle Driver and Vehicle Licences</p> <p>Customer survey developed and implemented to determine level of satisfaction of customers with services at DVS and improvements recommended if appropriate</p> <p>Current vehicle registration legislation updated and amended</p> <p>Annual examinations for all PSVs and oversized vehicles carried out</p> <p>Road checks co-ordinated and carried out</p> <p>Road Traffic legislation reviewed and amended to include alternative transport modes as appropriate</p> <p>Contributions made to the development of STP policy</p>	<p>Post the vehicle registration document to owner within 4 working days</p> <p>Issued on day of application</p> <p>April 2010</p> <p>April 2010</p> <p>PSVs – within 15 working days of application Oversized – within 10 working days of application</p> <p>2 per Parish each year</p> <p>ongoing</p>	<p>Ongoing</p> <p>Ongoing</p> <p>2010</p> <p>2010</p> <p>Ongoing</p> <p>ongoing</p>	<p>No law drafting time allocated</p>	<p><b>7</b></p>
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	<p>development regarding:</p> <ul style="list-style-type: none"> <li>• to ensure adequate supply of adequate modern commercial vehicles in Jersey</li> <li>• requirements to ensure vehicles are properly maintained in Jersey</li> <li>• the provision of an efficient and effective taxi cab service</li> </ul> <p>Implementation of STP recommendations relating to DVS started</p> <p>Continued improvements made to the on-line driving test booking system</p> <p>Theory and practical driving tests conducted</p>	<p>March 2010</p> <p>March 2010</p> <p>March 2010</p> <p>Dec 2010</p> <p>June 2010</p> <p>Theory tests – within 6 weeks Practical test – within 8 weeks</p>	<p>2010</p> <p>2010</p> <p>2010-11</p> <p>2010</p> <p>Ongoing</p>	<p>STP not approved</p> <p>Resources (staff, money and law drafting time) not available</p> <p>Staff not available</p>	
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## SECTION 3 – RESOURCES

## TTS Net Expenditure Service Analysis

2009 Net Revenue Expenditure (as per 2009 Business Plan) £		2010 Gross Revenue Expenditure £	2010 Income £	2010 Net Revenue Expenditure £
	<b>Waste</b>			
4,407,600	Liquid Waste	5,380,900	(296,700)	<b>5,084,200</b>
2,356,500	Energy from Waste	4,173,400	(1,541,000)	<b>2,632,400</b>
3,196,100	Solid Waste	6776,500	(2,777,300)	<b>3,999,200</b>
1,604,300	Drainage	1,904,800	(598,900)	<b>1,604,300</b>
-	Jersey Harbours	2,363,000	(2,363,000)	-
	<b>Municipal Services</b>			
3,202,400	Highways and Infrastructure Maintenance	3,430,900	(154,800)	<b>3,276,100</b>
(1,655,400)	Buildings	-	-	-
942,800	Coastal and Footpath Maintenance	1,404,200	(30,300)	<b>1,373,900</b>
2,058,600	Cleaning	3,993,300	(1,942,400)	<b>2,050,900</b>
2,397,700	Parks and Gardens	3,905,300	(1,505,000)	<b>2,400,300</b>
	<b>Transport</b>			
5,292,300	Transport Policy and Buses	8,532,800	(3,416,800)	<b>5,116,000</b>
(98,000)	Driver and Vehicle Standards	897,400	(979,900)	<b>(82,500)</b>
<b>£ 23,704,900</b>	<b>Net Revenue Expenditure</b>	<b>42,762,500</b>	<b>(15,152,900)</b>	<b>27,609,600</b>

## TTS Capital Programme 2010 - 2014

	2010 £	2011 £	2012	2013	2014
Infrastructure Rolling Vote	2,520,000	2,750,000	2,750,000	2,750,000	2,750,000
Refurbish Sludge Digesters/Sewage Treatment Works (STW) Tanks	-	1,000,000	-	-	-
Refurbish Clinical Waste Incinerator	-	-	-	1,000,000	-
STW – Secondary Treatment Upgrade	-	-	-	7,000,000	7,429,000
Amendment 1 Town Park, Gas Place	10,000,000	-	-	-	-
Amendment 9 Odour Treatment Works	1,000,000	-	-	-	-
Amendment 5 Eastern Cycle Track	500,000	-	-	-	-
<b>Proposed Capital Allocation (net of capital to revenue transfers)</b>	<b>14,020,000</b>	<b>3,750,000</b>	<b>2,750,000</b>	<b>10,750,000</b>	<b>£10,179,000</b>

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

## TTS Service Analysis - Objectives and Performance Measures

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



	<p>commodities.</p> <p>Tonnage of soil improver sold.</p> <p>Tonnage of scrap metal sold.</p>							<p>This is because it is envisaged this will be used on maintenance of capital assets.</p> <p>The reduction is due to the additional income from the introduction of green waste charges of £60,000, arising from the Council of Ministers savings proposals..</p>
<p><b>Drainage</b> Ensure the integrity of the infrastructure to move waste water and effluent.</p>	<p>Number of pollution incidents caused by failure of infrastructure</p> <p>. % of properties connected to main drains.</p>	2	1,604,300	1,759,100	154,800	48.2	50.4	<p>The increase shown includes a transfer of £150,000 from the capital allocation to revenue as part of the GAAP adjustments. This is because it is envisaged this will be used on maintenance of capital assets.</p>
<p><b>Jersey Harbours</b> Provide cleaning, municipal and engineering maintenance to Jersey Harbours.</p>						44.0	53.0	<p>The difference in staff numbers relates to the different treatment of seasonals in 2010. See note below.</p>
<b>Municipal Services</b>								
<p><b>Highways and Infrastructure Maintenance</b> Maintain the highway network and infrastructure to maximise the lifespan of the asset.</p>	<p>Reactive maintenance as a % of budget.</p> <p>% of highway maintenance undertaken annually against recommended life cycle requirements.</p> <p>Cost per linear metre of lane resurfaced.</p>	3	3,202,400	3,276,100	73,700	36.2	35.3	<p>The increase shown includes a transfer of £60,000 from the capital allocation to revenue as part of the GAAP adjustments. This is because it is envisaged this will be used on maintenance of capital assets.</p>
<p><b>Buildings</b> Rental income from Jersey Car Parking</p>			(1,655,400)	-	1,655,400	0.0	0.0	<p>This income is now being received direct to Treasury and Resources as an agreed financial return from Jersey Car Parks. The cash limit has been increased by this amount.</p>

<p><b><u>Coastal and Footpath Maintenance</u></b> Maintain the integrity and upkeep the Island's sea defences, ancient monuments and footpaths.</p>	<p>Number of sea defence breaches.  Customer satisfaction with condition of pavements.</p>	<p>6</p>	<p>942,800</p>	<p>1,373,900</p>	<p>431,100</p>	<p>31.4</p>	<p>31.1</p>	<p>The increase shown includes a transfer of £400,000 from the capital allocation to revenue as part of the GAAP adjustments. This is because it is envisaged this will be used on maintenance of capital assets. Balance relates to increased costs of services.</p>
<p><b><u>Cleaning</u></b> Maintain cleanliness of roads, beaches, promenades, footpaths and toilets.</p>	<p>Feedback on cleanliness of municipal areas.  Cost of beach cleaning.  Cost of cleaning roads and footpaths per metre.</p>	<p>6</p>	<p>2,058,600</p>	<p>2,050,900</p>	<p>(7,700)</p>	<p>99.2</p>	<p>99.0</p>	
<p><b><u>Parks and Gardens</u></b>  Maintain parks, gardens, open spaces and sports grounds to as high a standard as budgets will allow.</p>	<p>Cost of Parks and Gardens.  Customer satisfaction with Parks and Gardens.  Cost of Howard Davis Park.</p>	<p>6</p>	<p>2,397,700</p>	<p>2,400,300</p>	<p>2,600</p>	<p>85.8</p>	<p>92.2</p>	
<p><b><u>Transport</u></b></p>								
<p><b><u>Transport Policy and Buses</u></b>  Provide island-wide transport systems and policy which meet the needs of the community.</p>	<p>Share of trips made by private car.  Number of bus passengers.  Cost of subsidy per bus passenger.  Road Usage.  Number of road accidents.  Number of excess charge/penalty notices issued per Parking control Officer.</p>	<p>4</p>	<p>5,292,300</p>	<p>5,116,00</p>	<p>(176,300)</p>	<p>9.4</p>	<p>10.0</p>	<p>The reduction in net expenditure is due to the increase in bus fares as a result of the Council of Minister savings of 10p per fare. This would give an additional £250,000 which is partly offset by anticipated spend on the preliminary work needed for the new bus contract.</p>

<p><b><u>Driver and Vehicle Standards</u></b></p> <p>Ensure all road users are safe and comply with legislation.</p>	<p>% of vehicles in road checks issued with defect notices number of vehicles impounded.</p> <p>Number of driving and theory tests taken.</p> <p>Test failure rate.</p>	<p>7</p>	<p>(98,000)</p>	<p>(82,500)</p>	<p>15,500</p>	<p>17.2</p>	<p>17.1</p>	
<p><b>Total</b></p>			<p><b>23,704,900</b></p>	<p><b>27,609,600</b></p>	<p><b>3,904,700</b></p>	<p><b>524.8</b></p>	<p><b>546.9</b></p>	<p>The difference in FTEs relates to inclusion of 19 seasonal posts</p>

Note: The budgeted FTE's for 2009 do not include 17 seasonal posts allocated to the Department, whereas the budgeted FTEs for 2010 includes 19 seasonal posts.

**TTS Net Expenditure – Operating Cost Statement**

<b>2009</b>		<b>2010</b>
<b>Net Revenue</b>		<b>Estimate</b>
<b>Expenditure</b>		
<b>(As per 2009</b>		
<b>Business Plan)</b>		
<b>£</b>		<b>£</b>
	<b>Income</b>	
(840,368)	Duties, Fees, Fines & Penalties	(834,800)
(14,790,815)	Sales of goods and services	(14,066,100)
(2,000)	Investment Income	(2,000)
(416,017)	Other Revenue	(250,000)
<b>(16,049,200)</b>	<b>Total Income</b>	<b>(15,152,900)</b>
	<b>Expenditure</b>	
20,199,630	Staff Costs	20,133,900
19,528,874	Operating Expenses	22,548,700
(30,604)	Grants and Subsidies Payment	33,400
-	Depreciation/Capital Charges	-
56,200	Finance Costs	46,500
-	Financial Return	-
-	Pension Finance Costs	-
-	Asset Disposal (Gain)/Loss	-
<b>39,754,100</b>	<b>Total Expenditure</b>	<b>42,762,500</b>
<b>£ 23,704,900</b>	<b>Net Revenue Expenditure</b>	<b>£ 27,609,600</b>

**TTS Reconciliation of Net Revenue Expenditure**

	2010	2011	2012
	£	£	£
<b>Prior year Net Revenue Expenditure</b>	<b>23,704,900</b>	<b>27,609,600</b>	<b>29,038,400</b>
2009 Effect of June Pay Freeze	(229,700)		
<b>Revised Net Revenue Expenditure</b>	<b>23,475,200</b>	<b>27,609,600</b>	<b>29,038,400</b>
<b>Commitments in Base</b>			
Original Environmental Initiatives Proposals	725,000	748,000	-
Overseas Aid Contribution	(17,000)	(36,500)	(38,700)
Town Park Costs	-	340,600	-
<b>Additional Expenditure</b>			
Provision for Annual Pay Awards	321,900	529,200	521,700
Non-staff inflation	69,600	172,500	144,900
<b>Technical Adjustments</b>			
Adjustment in Environmental Initiatives to level of proposed taxes	(725,000)	(748,000)	-
Transfer of car park trading return to General Revenues	1,700,000	-	-
<b>2010 Business Plan Process</b>			
Spending Priorities			
Contribution to Overseas Aid	17,000	-	-
Bellozanne Infrastructure Maintenance	-	200,000	300,000
Highways and Sea Defence Maintenance	-	-	1,800,000
Savings Proposals			
Increase in Bus Fares	(250,000)	-	-
Balance of Allocation of Pro-rata Savings	(73,100)	-	-
Introduction of Green Waste Charge	(60,000)	-	-
Public Service Efficiencies	-	(200,000)	(550,000)
<b>Departmental Transfers</b>			
Transfer of Buildings from Jersey Property Holdings	(1,000)	-	-
<b>Capital to Revenue Transfers</b>			
Bellozanne EfW Maintenance	347,000	(347,000)	-
Equipment Maintenance, Minor Capital	350,000	-	-
Infrastructure Rolling Vote	1,730,000	20,000	-
Inert Waste Disposal Site Infill		750,000	(750,000)
<b>Net Revenue Expenditure</b>	<b>£ 27,609,600</b>	<b>£ 29,038,400</b>	<b>£ 30,466,300</b>
<b>Manpower Numbers (FTE)</b>	<b>546.9</b>	<b>546.9</b>	<b>546.9</b>

**Financial Summary 2010 - 2012**

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

The significant financial pressures facing the Department continue to be:

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

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

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

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

**Business Plan Process**

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

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

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

**Jersey Car Parking****Net Expenditure – Operating Cost Statement**

<b>2009</b> Net Revenue Expenditure (As per 2009 Business Plan) £		<b>2010</b> Estimate £
	<b>Income</b>	
(500,000)	Duties, Fees, Fines & Penalties	(500,000)
(4,989,835)	Sales of goods and services	(5,686,900)
(400,000)	Investment Income	(300,000)
(4,665)	Other Revenue	(6,500)
<b>(5,894,500)</b>	<b>Total Income</b>	<b>(6,493,400)</b>
	<b>Expenditure</b>	
846,300	Staff Costs	871,700
3,666,800	Operating Expenses	2,105,500
-	Grants and Subsidies Payments	-
-	Depreciation/Capital Charges	594,000
6,500	Finance Costs	6,500
-	Financial Return	2,700,000
-	Pension Finance Costs	-
-	Asset Disposal (Gain)/Loss	-
<b>4,519,600</b>	<b>Total Expenditure</b>	<b>6,277,700</b>
<b>£ 1,374,900</b>	<b>Surplus for the year</b>	<b>£ 215,700</b>

**Note:** The financial return of £2.7 million relates to a return to General Revenues. £1.7million was included in 2009 in other operating expenses as a return to Transport and Technical Services. The increase of £500,000 in 2010 relates to the increase in charges proposed by the Council of Ministers plus a further one-off £500,000 to fund the Eastern Cycle Track.

**Trading Fund Balance**

<b>2009</b> Restated £		<b>2010</b> £
<b>10,359,659</b>	<b>Estimated Trading Fund balance as at 01/01</b>	<b>11,684,559</b>
1,374,900	Surplus/(Deficit) for the year	215,700
-	Add back: Depreciation	594,000
(50,000)	Less: Capital Expenditure	(6,339,000)
-	Plus: Capital Receipts	-
<b>11,684,559</b>	<b>Estimated Trading Fund balance as at 31/12</b>	<b>6,155,259</b>

**Jersey Car Parking Capital Programme 2010-2014**

<b>BUCC30</b>	<b>Description</b>	<b>2010 Approval £</b>	<b>2011 Approval £</b>	<b>2012 Approval £</b>	<b>2013 Approval £</b>	<b>2014 Approval £</b>
	<b>Proposed Capital Allocation</b>					
	Rebuilds / Extension of Car Parks	-	3,000,000	-	-	-
	Green Street Concrete Repairs	339,000	-	-	-	-
	Installation of automated charging system	-	1,000,000	-	-	-
	Pier Road Concrete Repairs	-	-	-	-	414,000
	<b>Total Proposed Capital Allocations (net of capital to revenue transfers)</b>	<b>339,000</b>	<b>4,000,000</b>	<b>-</b>	<b>-</b>	<b>414,000</b>



	2010 £
<b>Jersey Car Parking Reconciliation of Net Revenue Expenditure</b>	
<b>Prior year Net Revenue Expenditure</b>	<b>(1,374,900)</b>
2009 Effect of June Pay Freeze	(9,700)
<b>Revised Net Revenue Expenditure</b>	<b>(1,384,600)</b>
<b>Commitments in Base</b>	-
<b>Additional Expenditure</b>	
Provision for Annual Pay Awards	9,600
Non-staff Inflation	(54,700)
Equipment Purchase	120,000
<b>Technical Adjustments</b>	
Introduction of depreciation charges	594,000
Increase in financial return to General Revenues	500,000
<b>2010 Business Plan Process</b>	
Savings Proposals	
COM allocation increase in charges	(500,000)
<b>Departmental Transfers</b>	-
<b>Capital to Revenue Transfers</b>	-
<b>Amendments to Lodged Business Plan</b>	
Financial Return to States	500,000
<b>(Surplus)/Deficit for the year</b>	<b>(215,700)</b>
<b>Manpower Numbers (FTE)</b>	<b>24.0</b>

#### Financial Summary 2010

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

#### Business Plan Process 2010

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

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

## Jersey Fleet Management

## Net Expenditure – Operating Cost Statement

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

## Trading Fund

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

**Jersey Fleet Management Capital Programme 2010 - 2014**

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<b>Description</b>	<b>2010 Approval £</b>	<b>2011 Approval £</b>	<b>2012 Approval £</b>	<b>2013 Approval £</b>	<b>2014 Approval £</b>
<b>Initial Capital Allocations</b>					
Vehicle Plant replacement	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000

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**Jersey Fleet Management Reconciliation of Net Revenue Expenditure**

	<b>2010 Total £</b>
<b>Prior year Net Revenue Expenditure</b>	<b>(148,810)</b>
2009 Effect of June Pay Freeze	(10,900)
<b>Revised Net Revenue Expenditure</b>	<b>(159,710)</b>
<b>Commitments in Base</b>	-
<b>Additional Expenditure</b>	
Provision for Annual Pay Awards	10,900
Non-Staff Inflation	(10,290)
<b>Technical Adjustments</b>	-
<b>2010 Business Plan Process</b>	
Savings Proposals	-
<b>Departmental Transfers</b>	-
<b>Capital to Revenue Transfer</b>	-
<hr/>	
<b>(Surplus)/Deficit for the year</b>	<b>(159,100)</b>
<b>Manpower Numbers (FTE)</b>	<b>24.0</b>

**Financial Summary 2010**

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

**Business Plan Process 2010**

For 2010, there has been an increase in charge to other departments to cover the increased costs of premises and equipment maintenance.

Jersey Fleet Management constantly aim to provide an effective service to the States. To aid this, there will be a review of the operations of Jersey Fleet Management in 2010 with the objective ensuring they are undertaken in the most cost effective and efficient manner.

## Section 4 – Funding Pressures and the Way Forward

Like many departments, TTS has been facing funding pressures which will materially affect the way services and functions are delivered. TTS no longer has a revenue or capital budget that covers the expenditure needed to keep the Island's assets and services in good condition which is a major concern for the Department.

In recent years the Department has absorbed increases in costs such as higher utility bills as well as increased maintenance due to ageing plant. In addition to these increases, the Department has made all the efficiency savings required in recent years and is working on methodologies for delivering efficiency savings for future years. The Department continually reviews the services it provides and regularly carries out internal service reviews of individual areas to challenge and make sure that they are well run, efficient and value for money.

Our key areas of under funding are:

- Infrastructure and Asset Replacement (Sea Defences, Roads etc)
- Liquid Waste Strategy outcomes
- Inert Waste Strategy

TTS is fully aware of the extent of these funding pressures and is working towards developing long term solutions such that the Department is on a sound footing for the future. We are determined to effectively and efficiently deliver the maintenance of the infrastructure assets under our control and to provide appropriate quality public services to the public of the Island.

### Infrastructure and Asset Replacement

The Department currently receives £4.5m capital budget per annum for infrastructure asset maintenance and replacement, only about 50% of what it bids for. This is not sufficient to adequately maintain the assets under its control to the acceptable standard.

The timely investment of funds in our infrastructure assets leads to best use of scarce funds. Delays lead to the need for costly interim repairs. We will continue to bid for funds to maximise the life of our assets. If this funding is not forthcoming standards will drop.

### Liquid Waste Strategy outcomes

The Liquid Waste Strategy (LWS) is currently in development and it is proposed that a green paper will be published for consultation in early 2010. The Strategy will set out what is required to support the Island's liquid waste infrastructure into the future. This includes the staged replacement of the ageing Bellozanne Sewage Treatment works and a renewal programme for the Island's mains drainage system. The capital expenditure is likely to be in the order of £200 million over a 20 year period. The green paper will suggest alternative means of funding the revenue and capital requirement, and possible means of delivery. It is proposed that the States consider the Liquid Waste Strategy in the autumn of 2010

**Inert Waste Strategy**

The Inert Waste Strategy has only recently commenced and will consider and recommend how the Island deals with the disposal of its inert waste once the current land reclamation facility at La Collette is closed.

