

6 month progress review

Government Plan 2020-23



GOVERNMENT PLAN
2020-23



Contents

Foreword by the Chief Minister	5
Foreword by the Minister for Treasury and Resources	7
Foreword by the Medical Officer of Health	8
Purpose of the report	12
Scope of the report	12
SECTION 1 PROGRESS REPORT	13
Approach to reporting	14
Summary	15
CSP 1 - We will put children first	18
What we have achieved	19
What we aim to achieve by the end of 2020	32
CSP 2 - We will improve Islanders' wellbeing and mental and physical health	33
What we have achieved	34
What we aim to achieve by the end of 2020	43
CSP 3 - We will create a sustainable, vibrant economy and skilled local workforce for the future	44
What we have achieved	45
What we aim to achieve by the end of 2020	59
CSP 4 - We will reduce income inequality and improve the standard of living	60
What we have achieved	61
What we aim to achieve by the end of 2020	65
CSP 5 - We will protect and value our environment	66
What we have achieved	67
What we aim to achieve by the end of 2020	74
Modernising Government	75
What we have achieved	76
What we aim to achieve by the end of 2020	91

Contents

SECTION 2 EFFICIENCIES REPORT	92
Summary	93
Delivery Plans A, B & C	94
Impacts	94
Governance	94
What have we achieved	95
Cross cutting efficiencies	96
Departmental efficiencies	105
Customer and Local Services	106
Children Young People Education and Skills	106
Growth Housing and Environment	107
Health and Community Services	107
Justice and Home Affairs	109
Strategic Policy, Performance and Population	110
Treasury and Exchequer	110
What we aim to achieve by the end of 2020	111
SECTION 3 FINANCIAL REPORT	112
Introduction	113
Overview	113
Income and Expenditure – Highlights	114
Income Tax	116
Net Revenue Expenditure	117
Net Revenue Expenditure – By Department	120
Health and Community Services (HCS)	120
Children, Young People, Education and Skills (CYPES)	121
Customer and Local Services	122
Treasury and Exchequer	123

Contents

Growth, Housing and Environment (GHE)	124
Justice and Home Affairs (JHA)	125
Office of the Chief Executive	126
Chief Operating Officer (COO)	127
Non-Ministerial Departments	128
Strategic Policy, Performance and Population (SPPP)	129
Jersey Overseas Aid	130
States Assembly	131
Trading Operations	132
Jersey Car parking	132
Jersey Fleet Management	133
Capital – Highlights	133
Social Security Funds	134
Investment Performance	135
SECTION 4 APPENDICES	137
Appendix 1 - Detailed Breakdown of Spend and Forecast Against Government Plan Growth Allocation	138
Appendix 2 - Breakdown of COVID 19 Identified Pressures	145

Foreword by the Chief Minister

I want to begin by thanking all Islanders, our public sector staff and my Ministerial colleagues for your support, dedication and resolve during the past six months, and the way you have worked together to face the challenges this period has presented to the Island.

When we introduced the first Government Plan in November 2019, the Council of Ministers set out an ambitious programme of work to meet the five key pledges made in our Common Strategic Policy.

We never could have anticipated, at that time, the health and economic crisis that would engulf the global community in the form of the Novel Coronavirus (COVID-19).

It is no exaggeration to say that COVID-19 has provided the most significant challenge to our Island for a generation. There have been two distinct emergencies to face; the immediate healthcare crisis and the resulting global economic downturn. We had to work quickly, and in innovative ways, to meet those challenges as they arrived in our Island.

I do not doubt that we will feel the impacts of the pandemic for many years, and maybe even decades to come. But the necessary focus on the emergency response does not mean that we have abandoned the core work of Government and our wider obligations.

I still firmly believe that the programme of work we set out in the Government Plan, and



Senator John Le Fondré
Chief Minister

the principles that underpin it in the Common Strategic Policy, remain essential to the future prosperity and wellbeing of Jersey. Putting children first, improving Islanders' wellbeing, creating a sustainable and vibrant economy, reducing inequality, and protecting our environment must remain at the heart of the Government's work.

Despite the pandemic, we have made strong headway, having clarity on where we are in the programme of meeting our ambitions.

This report sets out in detail the progress made. While some programmes have been deferred because of the financial, manpower or resources committed to countering the pandemic, I am pleased to see that many remain on track or have already been completed.

Putting children first is the cornerstone of our priorities, and in February we launched a landmark care package, providing £1 million of support for children and young people in care, and those leaving care. That package underpins the role of the Government as a corporate parent and will fund the everyday necessities that any loving parent would normally pay for.

Following an Ofsted inspection, at the end of September 2019, we have also made several permanent appointments to stabilise the workforce at all levels and now have a senior

leadership team, including a new Director of Children's Safeguarding and Care, who are committed to take the children's service forward.

Work to improve Islanders long-term wellbeing continues with significant progress on the Our Hospital project. We have appointed the design and delivery partner and have released a shortlist of feasible sites for the new Hospital. We will shortly begin working on a range of detailed technical assessments for the shortlisted sites, including an environmental impact assessment.

We have made investments in preparing our economy for the impact of new relationship between the European Union and United Kingdom, with significant progress also made on building and enhancing our international Island Identity, and developing an exciting vision for the future of Fort Regent.

Work will shortly continue on the significant research undertaken by Housing Policy Development Board to ensure that we are improving the quality and affordability of housing, as well ensuring that we complete the implementation of the Disability Strategy.

And our commitment to the environment remains steadfast. We published our Carbon Neutral Strategy and Sustainable Transport Policy at the end of 2019, which sets out the strategic and scientific context and proposes the next steps for making Jersey carbon neutral and how transport provision can be developed to better support the wellbeing of all Islanders over the next decade.

COVID-19 has challenged the way that we all work, but it has also demonstrated that we are agile and can adapt quickly to circumstances. Within the public sector our One Government culture has enabled us to maximise the skills and talent available across departments to meet the challenges of COVID-19.

We reached an historic agreement which brought all GPs directly into employment by Health and Social Services, providing more resilience for the hospital, allowing GPs will be able to take shifts in the Emergency Department, and cover for specialist colleagues in the hospital.

Investment in our IT infrastructure ensured that the Government could continue to function effectively, communicate across teams and departments, and serve the public despite the restrictions imposed by the Stay at Home instruction.

I want to thank all of the Government of Jersey employees, across the entire public sector for their commitment; not only in combatting the COVID-19 pandemic and its economic impacts, but to keeping our Government moving to support Islanders and deliver on our promises. It has been a challenging and, at times, difficult few months, but so far we have weathered the storm and I am proud of our record in service to our Island.

As I said at the beginning, COVID-19 presented health, economic and financial challenges. The latter will be addressed in the Government Plan, but we should be under no illusion, that whilst solvable these are not of a small magnitude. The underlying issues that we faced before COVID still remain, and this report shows the positive progress we have made in these areas and what we will continue to achieve, meeting the promise we made to take the important decisions to tackle the future needs of all Islanders and secure the long-term vision we share.

Senator John Le Fondré

Chief Minister

Foreword by the Minister for Treasury and Resources

The first six months of 2020 has been dominated by the COVID-19 pandemic and the significant impact it has had on everyday life, on society and on our economy.

This means that we are reassessing and changing what we said we'd deliver for this year and, due to the pandemic, this will continue into 2021 and the next Government Plan.

Looking specifically at the economy, our Fiscal Policy Panel's updated forecast says that output in Jersey will fall by more than 7.5% in 2020. It is also estimated that the three months of lockdown resulted in a reduction in output (Gross Value Added) in the economy of over £100 million per month.

Falling public revenues and the rising public costs of dealing with the pandemic and the economic impacts mean that Jersey is moving into a budget deficit situation, which will last for several years.

This has meant there has been a need for a renewed fiscal strategy which has to take this reduction in income into account. We will also need to reduce our expenditure where we can and borrow to fund the immediate costs of the pandemic response. We will have to take action to balance our finances, with the aim of closing the deficit by the end of the 2021-2024 period.

It should be noted that we came into the current crisis in a strong financial position, with significant reserves and a healthy balance sheet. This was recently highlighted by our credit rating being reaffirmed by Standard and Poor's.

However, due to the sharp decline in income expected for 2020, to meet our commitments



Susie Pinel
Minister for Treasury and Resources

in the Government Plan and the additional spending we've undertaken to address the COVID-19 related health issues, the Government made the decision to enter into a £500 million rolling credit facility. This will provide us with liquidity over the next couple of years and means we will not need to sell investments at a low point in the market. By allowing our investments time to recover their value, we will be in a stronger financial position over the longer term.

One of our most important roles during the pandemic has been to respond quickly as a Government to the rapidly changing financial situation and support Islanders and businesses through it. As we've moved into the financial 'recovery' phase for the Island, we have introduced a range of measures into our Fiscal Stimulus Package that are providing timely, targeted and temporary support.

We know there will much more adaption to, and investment in, these challenging circumstances as we move through 2020 and into 2021. I am extremely grateful and proud of the way everyone within Government and across the community has responded to the demands of the pandemic so quickly and professionally. We will work together to meet any challenge that faces us.

Deputy Susie Pinel
Minister for Treasury and Resources

Foreword by the Medical Officer of Health

Many of us will look back on 2020 as one of the most, if not the most, extraordinary year of our lives. It has proved to be the most important and significant time in my entire medical career of almost 40 years.

The coronavirus pandemic, announced by the World Health Organisation on 11 March, is widely considered by international experts to be the worst public health emergency in peacetime. As 2020 began, no one knew what was to unfold and how all our lives would be affected in so many different ways. A novel coronavirus had begun to spread in the Far East, first detected in the Wuhan province of China.

Jersey mobilised quickly to respond to the new threat. We knew, based on our pandemic flu planning and our own 2009 H1N1 (swine flu) pandemic response earning recognition nationally and internationally, that we needed once more to enact our urgent resilience measures for the possibility of a rapidly rising epidemic curve. This time, the potential surge of infected Islanders would not have a pandemic variant of flu, but instead a new illness about which very little was known. No available treatment, nor vaccine, nor any understanding of which groups of people may be at higher risk than others. We were conscious, as in 2009, that we had one small hospital and a proportionately small intensive care unit, and our goal should be to protect these becoming quickly overwhelmed by a local epidemic situation. This would have been at a time when it would likely be more



Dr Susan Turnbull
Medical Officer of Health

challenging than usual to expect to transfer any surplus of sick people for care on the UK mainland. Mainland hospitals would be no less likely than our own to be struggling to provide enough hospital and intensive care capacity to match this new and unplanned-for need. The initial strategy focused on delaying the expected epidemic, while containing the spread of the infection, and shielding those thought likely to be most vulnerable to serious COVID-19 illness.

Delay allowed time for expansion of health care resources, including testing and contact tracing, personal protective equipment, and the reconfiguration of medical and healthcare manpower as well as hospital bed and intensive care capacity. The rapid reconfiguration of Jersey's machinery of government and redeployment of staff gave us an able and agile COVID-19 strategy and policy team. Exceptional individuals put aside their 'business as usual' strategic and policy priorities and regrouped around the urgent development of the initial COVID-19 'Delay, Contain, Suppress' strategy. Necessary new legislation was developed with Law Officers' support and taken through the States Assembly approval processes. Policy leadership and expert advice has been provided throughout to the Council of Ministers and the Emergencies Council. Public communications have been and remain a key feature, as were and are regular briefings to States Members and Scrutiny Panels. The

Scientific and Technical Advisory Cell (STAC) began to meet regularly, considering evolving evidence and providing expert medical and technical advice on policy development, and other matters arising requiring such expertise.

A key early, and timely action in the 'Delay' phase was to instigate a lockdown, requiring all Islanders to stay in their homes, other than for certain exceptional, essential reasons.

From the outset, Islanders' general health and wellbeing were a strong consideration, whilst applying necessary and proportionate anti-COVID-19 measures. These were to protect us all from COVID-19, including vulnerable Islanders, who, due their age or existing medical condition(s), were thought likely to be more at risk from COVID-19 complications.

We responded as a community, and with solidarity, to the new restrictions we needed to follow to keep everyone safe. A significant pandemic wave of infection was prevented. The hospital was not overwhelmed.

As at 20 August, we have had 32 COVID-19 related deaths: including deaths certified as caused by COVID-19, probably caused by COVID-19, or where COVID-19 was mentioned on the death certificate. The penultimate COVID-19 related death was in mid-May. The most recent COVID-19 related death (registered in mid-August) was in someone whose COVID-19 infection had been diagnosed in April. We have continued to identify relatively small numbers of new COVID-19 positive cases through either our proactive essential workforce screening, or through our border testing programme. The vast majority detected have been in the asymptomatic category. At the time of writing there is no evidence of onward community transmission of COVID-19 among Jersey's population from these cases.

This has been in the same timeframe as, balancing the risks to Islanders' general health and wellbeing as well as preventing spread of the virus, we have been stepping down through our lockdown levels, cautiously and proportionately following our Safe Exit Framework. Our 'Suppress and Contain' strategy has served us well so far.

Summer 2020 found us 'COVID-ready' in Jersey, having built up capacity and resources during the months of spring. The world has, sadly, had a great deal of experience of COVID-19-related illness, and of deaths. This means that so much more is understood about this new virus. Treatment of those seriously ill has greatly improved, and vaccine development is advancing well. More is known about the characteristics and risk factors that place some people at higher risk of developing COVID-19 complications.

Nonetheless, among international epidemiology experts, there is concern that as Northern Hemisphere countries head into autumn and winter, there will be new surges of infection. Respiratory viruses spread better indoors. This accounts to some extent for the seasonality of flu and common colds. Many countries around Europe including our nearest neighbours are already witnessing rising incidence of infection. It is right that we prepare for a significant impact on Jersey, as we have done before. Development has begun of a set of principles to underlie a COVID-19 Re-Escalation Plan in readiness to respond rapidly to any significant resurgence of COVID-19 infection in the island. We may also be recommending some precautionary pre-emptive measures to help put us in the best possible starting position as we move into autumn.

We are, of course, much more COVID-ready than we were at the beginning of 2020, with much more testing as well as health service capacity locally, together with much more international experience to draw on regarding optimal treatment of COVID-19 illness.

In the meantime, my advice as Medical Officer of Health to everyone in Jersey is this: please take advantage of the current favourable situation, with an extremely low chance of encountering COVID-19 here, and keep enjoying as far as you and your family possibly can, an active and healthy summer in our lovely Island, while following the continuing sensible distancing and hygiene precautions to protect us all, as well as yourself.

Dr Susan Turnbull
Medical Officer of Health

Council of Ministers



**Senator
John Le Fondré**

Chief Minister



**Senator
Lyndon Farnham**

Deputy Chief Minister,
Minister for Economic
Development, Tourism, Sport
and Culture
Assistant Chief Minister



**Senator
Ian Gorst**

Minister for External Relations
Assistant Minister for Treasury
and Resources



**Deputy
Carolyn Labey**

Assistant Chief Minister,
Minister for International
Development



**Deputy
Kevin Lewis**

Minister for Infrastructure



**Deputy
Judy Martin**

Minister for Social Security
Assistant Minister for
International Development



**Senator
Sam Mézec**

Minister for Children
and Housing
Assistant Minister for Education



**Connétable
Len Norman**

Minister for Home Affairs



**Deputy
Susie Pinel**

Minister for Treasury
and Resources



**Deputy
Richard Renouf**

Minister for Health
and Social Services



**Senator
Tracey Vallois**

Minister for Education
Assistant Minister for Children
and Housing



**Deputy
John Young**

Minister for
the Environment

Assistant Ministers



**Connétable
Richard Buchanan**

Assistant Chief Minister,
Assistant Minister for External
Relations



**Connétable Christopher
Taylor**

Assistant Chief Minister
(resigned August 2020)



**Deputy
Scott Wickenden**

Assistant Chief Minister,
Assistant Minister for Social
Security



**Deputy
Lindsay Ash**

Assistant Minister for Treasury
and Resources
Assistant Minister
for Home Affairs



**Deputy
Gregory Guida**

Assistant Minister
for the Environment,
Assistant Minister
for Home Affairs



**Deputy
Jeremy Maçon**

Assistant Minister for Education,
Assistant Minister for Health
and Social Services,
Assistant Minister
for Social Security



**Senator
Steve Pallett**

Assistant Minister for Economic
Development, Tourism, Sport
and Culture
Assistant Minister for
Health and Social
Services



**Deputy
Hugh Raymond**

Assistant Minister for Health
and Social Services,
Assistant Minister for
Infrastructure



**Deputy
Montfort Tadier**

Assistant Minister for Economic
Development, Tourism, Sport
and Culture
Assistant Minister
for the Environment

Purpose of the report

The Government Plan 2020–2023 was the first of its kind for Jersey, bringing to life the priorities set out in the Common Strategic Policy. The plan brought together income and expenditure decisions to improve the transparency of Government finances and linked money to priorities to provide a holistic view of priorities, outcomes and finance.

This report looks back at the first six months of 2020; describing the achievements and delivery of planned activities during the most unprecedented public health emergency in living memory. The report also notes of more initiatives that have been adversely affected by the pandemic, and the revised plans to ensure their delivery under the new circumstances that Jersey is now living in.

The report then provides an updated view of both the efficiencies and overall Government finances. The report structure has been adapted to recognise and address the considerably different fiscal position, due to the pandemic, in which the Island finds itself to that which was planned and approved in the Government Plan for 2020.

Scope of the report

The report covers progress in relation to additional funding approved, progress against agreed efficiencies, the financial position as at the end of June 2020, and the forecast position to December 2020. The report contains three sections as outlined below.

Section 1 – Progress report

- This section provides a high-level narrative of progress to date on all initiatives which were funded (revenue or capital) following the approval of the Government Plan 2020-23
- The structure follows that of the Government Plan 2020-23 and initiatives are collated against each Common Strategic Priority (CSP) and assigned a reference, which allows traceability through the financial section of the report

- A description of the impact of the pandemic on the planned deliverables and an overview of the pandemic related activity, by CSP
- The [Jersey's Performance Framework](#) was published at the start of the year to measure progress towards achieving sustainable wellbeing.

Section 2 – Efficiencies report

- Updates are provided against the approved re-balancing initiatives as set out in the [Efficiencies Plan 2020-23](#)
- They include a general update on the delivery of the efficiency, whether alternative efficiencies are required and/or growth is being deferred to deliver the value of the efficiency
- The impact of the efficiency over the last six months, and anticipated impact over the next six months, are also outlined.

Section 3 – Financial report

- This report includes a mid-year financial position and forecast position to year end 2020
- Given the significant impact of the pandemic on public finances in 2020, this report also sets out the cost of COVID-19 emergency response expenditure and the impact of financial re-balancing to address the effects of the pandemic.

Approach to reporting

The pandemic has resulted in a cross-

SECTION 1 PROGRESS REPORT



Government reassessment of its priorities. While many of the initiatives remain on track or have already been completed, in many cases, in order to protect lives, livelihoods and the wellbeing of Islanders, the emergency response required public servants to be redeployed and away from their usual work.

By securing this enhanced level of resilience against the effects of the pandemic, some planned work towards collating and reporting for the Government Plan was temporarily put on hold and this has also affected some initiatives.

This new prioritisation, alongside the financial implications of the pandemic (including the

requirement to fund new initiatives that protect Islander's incomes) has required a cross-Government financial re-balancing exercise to be conducted.

This report describes each initiative from the Government Plan 2020-23 and uses the below statuses to report on progress and impacts of any changes.

On track	the initiative is continuing and is on track to deliver against the original or an agreed revised plan
Delayed	the initiative has been delayed and is not on track to deliver against the original plan and/or a revised plan has not yet been agreed
Deferred	the initiative will be or has been deferred in full, but it is recognised that the funding will be required later
Partial deferral	part of the initiative has been deferred and part will continue as planned
Reduced	the initiative will continue as planned but with reduced funding due to a forecast underspend
Complete	the initiative has been delivered or in the case of business as usual funding, the funding has been assigned.

Summary

The ambition of the Government Plan 2020-2023 was to identify which actions could be taken by the Government to make the most enduring difference to Islander's lives. These would be tested against five pledges of the Common Strategic Policy:

- we will put children first
- we will improve Islander's wellbeing and mental and physical health
- we will create a sustainable, vibrant economy and skilled local workforce for the future
- we will reduce income inequality and improve standards of living
- we will protect and value our environment.

As the Government began its emergency pandemic response, it considered every action according to how it would meet these pledges, whilst making sure that the overall effect of Government action was the preservation of lives, livelihoods and wellbeing.

Various initiatives set out in the Government Plan 2020-23 have been delayed and their progress is explained throughout this report. Nevertheless, many initiatives have, through the dedicated professionalism of officers, stayed on track and are likely to deliver the positive outcomes envisaged by Ministers. Furthermore, actions undertaken by the Government during the emergency response have resulted in accelerated change and resulted in positive outcomes for Islanders.

To put children first during the emergency response, the Government focused on their immediate safety, and closed schools in March, and then on their educational outcomes, delivering a new online education during the lockdown period.

Parents and carers were offered advice and support through a new Children and Families Hub; and critical workers' children had nursery and school places made available to them, alongside our most vulnerable children.

Children and young people actively engaged with the Safe Return to School campaign, by taking part in welcome and orientation videos and young carers took part in the My Time for Young Carers project, which raised awareness and highlighted the safeguarding needs of young carers.

Additional support is being put in place for children and young people to address the loss of 'in school' learning during the pandemic. Most of this will take place in the new academic year, starting in September, but a small number of summer schools are being piloted with a strong focus on literacy.

Higher Education students have also been supported by the Student Finance Team, from logistical support to retrieve belongings left in the UK, to additional financial support for final year students to return to university and by Skills Jersey to access online university resources.

To improve Islander's wellbeing, the Government pursued a delay, contain and shield strategy to ensure the continued control of the virus, before moving to a suppression strategy once all Island clusters had recovered. This protected Islanders by causing the least overall harm and allowed for a gradual relaxing of the lockdown measures.

The lockdown created many issues regarding accessing health treatment, and especially for those requiring mental health services. In response to this, the Government adapted the delivery of these services, including the introduction of an on-Island Child and Adolescent Mental Health Service (CAMHS) facility and the expansion of the Liaison Team to offer 24/7 support to those with mental health issues both at home and in clinics.

The pandemic presented a major challenge for the delivery of wider health care to the Island and emergency measures were put in place to cope with forecast demand. In addition, to address new requirements for COVID-19 testing and results processing, work was brought

forward on the digital health and care strategy, such as the integration with UK laboratories for the automated receipt of test results.

To create a sustainable, vibrant economy and skilled local workforce the Government responded to the economic impacts of COVID-19 by delivering immediate interventions to deliver household and business support. To make sure this delivered the most timely and targeted outcomes, the Government pursued a Respond, Recover and Renew strategy. This will be a series of temporary measures that will support the economy until such a time that it could begin to operate in a normal fashion.

The Respond measures were deployed at the outset of the pandemic to provide support to individuals, households, and businesses. As the Island began to progress through the Safe Exit Framework, the Government focus moved to Recovery, in order to develop a fiscal stimulus programme to sustain demand and offset recessionary harm. The long-term work of the Renew stream will be to horizon scan the Island's economic opportunities and to establish a base for an inclusive recovery that benefits all Islanders.

Part of this strategy supported the pledge to **reduce inequality and improve standards of living**. During the emergency response, over 2,000 individuals and 170 businesses registered with the Government to provide help with critical services such as Meals on Wheels and the Salvation Army Food Bank. These efforts were coordinated by the Connect Me service, working closely with the Parishes and voluntary and community organisations.

To further prevent Islanders reaching crisis point, the Government put in place a series of measures to support the whole community during the pandemic. These included financial support to enable Islanders to remain in employment and so to be able to support themselves and their families, a relaxation of Income Support rules for those under 25, financial support for anyone living in Jersey for less than five years, legislation to prevent evictions for Covid-19 related rent arrears and prevention of rent increases, and launching the Children and Families Hub to provide the right help at the right time for children, young people and families.

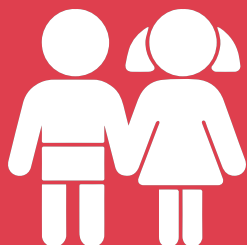
The Government understood that while many public servants were redeployed to the emergency response, opportunities to **protect and value the environment** could be advanced. During lockdown, there was a significant increase in walking and cycling and the Government hopes that this change in lifestyle will continue. A pilot project has seen Waterworks Valley made more pedestrian-friendly on Sundays throughout August. The purpose of this project is to ensure that, as the Island returns to normal life, everyone remembers that they can still value the natural environment that is right outside their front door, or very nearby. The Government is currently asking Islanders about whether other roads in Jersey should be made more pedestrian-friendly and what else could be done to support Islanders' wellbeing into the future.

Over the last six months, the pandemic brought much pain, disruption, and anxiety to Jersey. But it has also brought the Island community together more closely. This has further accelerated the embedding of the One Government changes. Despite the impact of the emergency response, the Government has continued with its commitment of modernisation. Responding to the pandemic required human resources to be deployed flexibly and, at the same time, thousands of colleagues, working from home, continued to deliver business as usual activities which were prioritised and completed to make sure the Government continued to deliver essential services to Islanders.

These outcomes will be built on over the next six months to make sure the organisational, digital, and modernisation changes continue to make a real difference to how government works smarter, Islanders access services and that community feedback and comments are increasingly used as evidence in planning and decision making.

Summary of Progress

 <p>Children and Families Hub</p> <p>Children and Families Hub to complement and enhance the focus on supporting families to cope with lockdown</p>	 <p>Remote schooling for all pupils/ students and a safe return to school prior to the end of term</p>	 <p>Temporary 24/7 Child and Adolescent Mental Health Service (CAMHS) Inpatient Unit for children and young people</p>
 <p>Expanded health services including Urgent Treatment Centre (UTC), Nightingale Wing of Hospital, collaboration with GPs, health professionals and external partners</p>	 <p>Established an Island test and trace facility which has undertaken 74014 tests*</p> <p><small>*All information accurate at date of publication August 2020</small></p>	 <p>Accelerated digitisation of health services</p>
 <p>Essential travel scheme was established and more than 650 people were supported with repatriation from 49 countries</p>	 <p>Fiscal Stimulus Package of £150m introduced to boost the local economy</p>	 <p>Borders re-opened with robust testing regime to manage the risk of infection</p>
 <p>Co-funded Payroll Scheme has helped to maintain over 16,000 jobs with £68M of support to date. (£68M – as at 16/8)</p>	 <p>Temporary CRESS scheme has provided weekly payments to unemployed migrant workers and their families</p>	 <p>Connect Me</p> <p>Connect Me has supported vulnerable islanders by linking them with volunteers, community organisations, Parishes and Government departments</p>
 <p>Carbon Neutral Strategy approved with 2020 strong-start action plan</p>	 <p>Island Plan review underway with extensive public consultation</p>	 <p>Sustainable Transport Plan approved with 2020 strong-start action plan</p>
 <p>119 employees redeployed from across departments to support COVID response</p>	 <p>Jersey's safe exit</p> <p>Development and implementation of Safe Exit Framework to leave lockdown</p>	 <p>Office 365</p> <p>Rapid technology design and deployment with O365 rolled out to an additional 2,000 employees and support of 3,000 employees to work remotely</p>



CSP 1

We will put children first

By protecting and supporting children, by improving their educational outcomes and by involving and engaging children in decisions that affect their everyday lives.

What have we achieved?

Delivering quality education to children and young people, while keeping them safe and healthy during the pandemic was a challenge faced across the world. Following medical advice to delay the spread of COVID-19, the Minister for Education closed Jersey schools on 22 March.

Both the Education and Children's Ministers instructed the Government to focus on the wellbeing and learning outcomes of the children and young people in Jersey during this time. Teachers, parents, carers with a range of other supporters worked together to put children first and deliver a coherent curriculum to pupils at home and, for those children of critical workers and those deemed most vulnerable, in school.

This renewed focus continued as schools successfully reopened before the end of the academic year with the Safe Return to School campaign.

During the closure period, a newly formed Critical Workers and Vulnerable Children Hub coordinated the assessment of eligibility and placement into childcare, schools or colleges for the children of critical workers and those identified as being vulnerable children.

To complement and enhance the focus on supporting families to cope with the lockdown, the plan to set up a [Children and Families Hub](#) was also brought forward by the Department for Children, Young People, Education and Skills (CYPES). This service was a virtual resource to provide information, advice, guidance and, where required, direct support to those families needing early help to offset the challenges posed by the prolonged absence from care and education settings.

To maximise the impact of the two hubs, a cross-Government communication and marketing campaign was launched, asking the community to be the eyes and ears for the vulnerable and to report health, wellbeing and safeguarding concerns.

In addition, schools and Highlands College invested significant effort into developing a high-calibre remote learning offer for all pupils and students, supported by a parental/carer resource; the 'Learning at Home' website (<https://gov.je/LearningAtHome>). The Government also worked with broadband providers to provide free access to Wi-Fi for children and young people who did not have access to the Internet at home and has invested in hardware for children without access to technology at home.

The Jersey Youth Service regularly reviewed its delivery models to ensure that, counselling and detached (street-level) youth work were prioritised to support the clear demand for an enhanced wellbeing service and post-lockdown support.

To underpin these initiatives, the Government also produced a series of tailored and detailed staff guidance documents for social workers, teachers and lecturers, youth workers and many others, supporting them to protect their own health and wellbeing, while maximising the support available to children and young people.

As well as thousands of contacts being made with young people and their families by the professionals working across CYPES, a large-scale survey of the experiences of children and young people was jointly commissioned with the Office of the Children's Commissioner. The plans for the re-opening of childcare, schools, colleges and Highlands were shaped by the feedback from this survey and the development of a children's rights impact assessment.

Protecting and supporting children

To best ensure the health, safety, well-being and learning outcomes of our children and young people during the initial pandemic response, the Government:

- Supported schools to protect children and young people through the Psychology and Wellbeing Service, making hundreds of calls to families to ensure they were managing with the lockdown
- Put in place the Recovery Curriculum, with schools welcoming children back, making them feel safe and valued, re-establishing friendships and helping them to learn new ways to behave
- Established a COVID-19 Vulnerable Children List, with every identified vulnerable child having a lead agency and lead worker
- Set up a temporary 24/7 Child and Adolescent Mental Health Service (CAMHS) Inpatient Unit for children and young people, who would have usually been managed in either Jersey General Hospital or off-Island
- Ensured the Youth Service worked closely with the States of Jersey Police, Honorary Police and Parishes to provide an Island-wide community outreach programme (Street Work).

In addition to the above initiatives which were undertaken in response to the pandemic, the following tables outlines progress made against the initiatives set out in the Government Plan 2020-23 and the current status of delivery.

CSP1-1-01 Children's Change Programme

Progress: The Baby Steps programme

Continues to be delivered by Family Nursing and Home Care (FNHC) to promote attachment and early parenting skills.

Status: **On track**

Progress: Additional Family Support

Workers were recruited and have started to build an early offer to children and families who needed support to prevent the escalation of issues and problems. This is part of a longer-term strategy and service delivery which will help shape demand for statutory services while improving outcomes for children.

Status: **On track**

Progress: Child Sexual Exploitation (CSE) Project

Continuing to deliver the Child Sexual Exploitation (CSE) Project, which raises awareness within schools and the local community. During the pandemic, alternative means of keeping in contact with young people enabled the service to continue to deliver value. In addition, a return home interview process and multi-agency working have been established.

Status: **On track**

Progress: The Jersey Youth Service

Continuing to deliver the LGBTQ+ project, refocusing support during the pandemic on one-to-one support and online youth project sessions as an alternative to usual face-to-face sessions.

Status: **On track**

Progress: The Nursery Special Education Needs service

Delivered an outreach service from Bel Royal School called the 'Learning Inclusion Team' and increased portage worker hours to deliver a pure portage model* to children with the most complex needs all year around. (*Portage is a home-visiting education service for pre-school children with special educational needs and disability and their families)

Status: **On track**

Progress: Additional legal advisors in the Civil Division

Three members of staff were employed to ensure that Jersey has a fit-for-purpose legislative framework to support vulnerable children. The advice and support provided by these officers has been instrumental in the development of adopted legislation, such as the Children's Commissioner Law, smacking ban and emerging legislation, such as the regulation of children's social work services; with due regard to UNCRC and Omnibus amendment to Children's Law.

Status: **On track**

Progress: Children's workforce training

Continuing the delivery of foundation and specialist training across the children's workforce.

Status: On track

CSP1-1-02 Independent Jersey Care Inquiry P108

Progress: Sustainable workforce

Funding has been used to support staff undertaking accredited programmes of systemic practice. It was also used to support the work of the Social Care Institute for Excellence in working with the staff group on-Island and developing a practice model for the service. On-Island social worker training started in 2019 continues. Additionally, a HR professional has been recruited to focus on building a sustainable workforce in social care.

Status: On track

Progress: Children's Policy and Legislative Programme

To date, work has completed on the Children's Commissioner Law and the smacking ban which came into force in April 2020. The redeployment of policy officers, law draftsman and legal advisors to work on COVID-19 legislation resulted in delays to the delivery of planned children's policy and legislative change. However, these initiatives have now being re-planned, and it is expected that the Omnibus amendment to the Children's Law and the legislation to indirectly incorporate the UNCRC will be lodged for debate in Q1 2021; approximately three months later than originally planned. The work to regulate social work services and mental health services for children and young people has also restarted and law drafting is being progressed. It is anticipated that a consultation on draft Regulations will start in Q4 this year; a delay of four to five months. The Big Education Conversation findings report will be published by the Minister at the beginning of September. Policy development relating to education reform will then be taken forward, based on the priorities set out in the Review of School Funding.

Status: Delayed

Progress: Enhanced Multi-Agency Safeguarding Hub (MASH) resourcing

The existing service has been extended from previously partial days to full time Monday to Friday, 9am to 5pm.

Status: Complete

Progress: Children's Rights and MOMO service

Historically, there was a dearth of advocacy and representation for children looked after by the Minister, which meant that children's rights were not a priority and this had in the past led to children suffering harm. New posts were created as a response to criticism in the Care Inquiry. The post holders have a 'freedom to roam', working with children in care by building relationships, raising issues on an individual and group basis and contributing to service developments and design. They are an important part of the system to safeguard children and work with children and young people on and off-Island.

Status: Complete

Progress: Inspection of Services and Practice Improvements

New posts have been set up to support and enhance practice improvement within the children's service and enhance quality assurance. The aim was to support the professional practice of staff, deliver training, disseminate best practice and support improvement. It proved difficult to recruit to these posts and the resource was used to commission work undertaken by the Social Care Institute for Excellence as part of the Children's Services Improvement Plan. Improvement is an ongoing process rather than a one-off event and is part of the future development of the children's service.

Status: On track

CSP1-1-03 Policy/Legislative service delivery

Progress: Jersey Domestic Abuse Support Service

Additional post recruitment is ongoing and expected to be complete by Q3 2020.

Status: On track

Progress: Judicial Greffe Family Law

An increase in funding for the Mediation Service during the period in which the law transitions to 'no fault' divorce. This anticipates an increased requirement to attempt a mediated settlement before reverting to the Courts. The work on divorce reform has been deferred due to COVID-19 pressures including the inability to recruit additional mediators and additional pressures on the Law Drafting Office meaning it has not been possible to secure law drafting time for changes to legislation.

Status: Deferred

Progress: Sexual Assault Referral Centre (SARC)

Combined extension of recruitment for SARC/Jersey Domestic Abuse Support Services.

Status: On track

CSP1-1-04 P82 Children's Services Early Intervention

Progress: Intensive fostering

The Intensive Fostering Scheme, a specialist fostering service for children and young people who present with highly complex needs and challenging behaviours, was launched in the beginning of 2020. However, the programme had to be put on hold through lockdown. The service aims to recruit and train up to three intensive foster families by the end of 2020. The recruitment for staff to manage this service has been successful.

Status: On track

Progress: Therapeutic unit on-Island

Initially, the proposal was to create a therapeutic residential care unit for a small number of children. Providing a therapeutic-informed resource on-Island, allows us to provide homes for those children in Jersey who would previously be required to be sent off-Island to receive the care they need. It is now intended to train the staff group in trauma informed practice and therapeutic approaches to work with all looked after children in the Island.

Status: On track

Progress: Transition to Adulthood / Throughcare / Care Leavers

The new statutory entitlement and offer for looked-after children and care leavers has been developed and includes the provision of personal advisors who will be allocated to work with children and young people from age 14 up to 25. The offer also sets out how the Government, as its corporate parent, will support them to access health, education, clothing, housing, and travel. The Care Leaver Offer is still in the process of implementation and the Government is working with young people and partners to improve the reach, understanding and application of the entitlement and offer. Some care leavers have contacted Children's Services since the offer was implemented and their cases have been re-opened, and a personal advisor allocated to them to offer support.

Status: On track

Progress: New care pathways for Child and Adolescent Mental Health Services (CAMHS)

The establishment of an on-Island CAMHS facility was accelerated by the closures of such facilities on the UK mainland due to that government's lockdown measures.

Status: On track

CSP1-2-01 Higher education

Progress: Future delivery of student finance

Much of the work on models for the future delivery of student finance was completed prior to the pandemic. The Minister has agreed for this work to resume in September before being reviewed by education, policy and finance officers. An extension of the current model is required to allow funding to continue while this review is ongoing.

Status: Deferred

CSP1-2-02 Improving educational outcomes

Progress: Jersey Premium

Most of the funding has been devolved to schools, who have devised plans and implemented strategies for pupils eligible for the Jersey Premium. In addition, funding was re-focused during the lockdown to support eligible students during the school closure period. A partial funding deferral has resulted in a deferral for 2020 of the proposed extension of funding to students with Jersey Premium eligibility aged 16-19 years.

Status: Partial deferral

Progress: The Jersey Music Service

The use of additional funding has been granted to deliver free lessons to 124 pupils whose parents are in receipt of income support. A research project has been designed and will start in Summer 2020. It will establish how best to support the musical development of young people.

Status: On track

Progress: Jersey School Review Framework (JSRF)

The monitoring of those schools that require improvement under the JSRF is underway. Where feasible, school visits took place and these will resume in September when the new academic year begins.

Status: Deferred

Progress: Languages strategy

Following the successful implementation of the Year 5 French programme across eight Jersey primary schools, it is proposed this programme is extended to all schools. This scheme provides a six-week immersive programme in which Year 5 pupils receive daily tuition in French, supported by expert teaching and centrally provided resources. The success of the programme is in the design, high calibre teaching and the fact that these 9-10 year-olds receive as much teaching (from the programme) as GCSE students. This investment is part of a wider Languages Strategy to strengthen linguistic prowess in Modern Foreign Languages (MFL), including European languages and Mandarin, as well as Jèrriais. Currently, funding has been used to pay the salary of the specialist teacher. A further part-time teacher has been employed from September 2020. Resources have been procured to implement the project across all Government of Jersey primary schools as soon as is practicable.

Status: On track

Progress: Reading Recovery

A working partnership with the local charity 'Every Child our Future' (ECOF) has seen the very successful re-introduction of Reading Recovery teaching to a range of Jersey's primary schools serving the most challenging needs. Led by the CYPES English Adviser, ECOF funded three teachers for a three-year period under a Memorandum of Understanding (MoU) with the Department. This sat alongside funded reading interventions for older pupils and the training and deployment of over 600 reading volunteers in our schools. Reading Recovery is the strongest internationally evidence-based reading intervention for this age group. This funding will broaden the impact of the programme and will mean a 'doubling' of investment as ECOF will seek further corporate sponsorship to extend the offer. Currently funding has been used to pay the salaries of the existing contracted two teachers, with growth to also fund the third post, making up the complement of three teachers under the previous MoU, and further training and succession planning. No other projects have started due to the pause while efficiencies were established.

Status: On track

Progress: Education Law

The Big Education Conversation findings report will now be released in the autumn, which is expected to lead to further work looking at inclusion and governance in order to inform subsequent proposals to revise the Education Law. Growth funding has supported the work of a policy officer and provided funding to securing expert third party support, a small proportion of which may be deferred.

Status: Partial deferral

Progress: Funding and Demographics

For the academic year 2020/2021, four additional reception forms have been opened to accommodate all children entering Reception. The number of children requiring school places is continually reviewed and it is anticipated that a further bid will be required for the academic year 2021/2022.

Status: On track

CSP1-2-03 Les Quennevais School IT equipment

Progress: Expansion of Les Quennevais IT equipment

To support the new school build and the expansion of IT required to accommodate the larger footprint, an IT equipment refresh was needed to complete the fit-out of the school. Equipment received and installed on time.

Status: **Completed**

CSP1-2-04 Primary School Meals Feasibility Pilot

Progress: The Primary School Meals Pilot Programme

The Primary School Meals Pilot Programme was successfully implemented but was put on hold due to pandemic related school closures. It has not yet been evaluated. Early indicators suggest that the pilot was well received, with growing popularity among parents and pupils. It has been proposed that the programme continues. This is subject to Ministerial formal sign-off. The next step, assuming formal approval, is for the pilot to resume in September to ensure its full evaluation.

Status: **On track**

CSP1-3-01 Involving and engaging children

Progress: Youth Voice

The Youth Parliament Project has been designed to enable the voice of young people to be heard. The high-level milestone plan shows that much progress has been made and everything was on course to be completed until mid-March 2020. The data gathering, which was conducted in July and August 2019, was due to be supported/confirmed by feedback from young people who would be engaged in the initial iteration of the Youth Parliament. The COVID-19-related delays have meant that this consultation with young people will have to wait for students (aged 12 to 18) to return to school in September. When this happens, proposals for structures and procedures will be finalised which, in turn, will enable the launch of the Youth Parliament to go ahead in early 2021. All three staff are now appointed and in place. They are working on several streams with the aim of ensuring that the Youth Parliament can launch early in 2021, as originally planned.

Status: **On track**

Progress: Advocacy for Looked After Children and Care Leavers

Forming the Children's Rights Team (CRT) increased the capacity and choice for 'Rights Based' service delivery. The recruitment of the team is now complete, and work has started with a plan in place for CRT. The formation of the Children in Care Council (CICC), creating the space for children and young people to contribute to the Corporate Parenting Panel agenda and objectives, is outstanding. There have been barriers to engagement and participation due to the pandemic, so this work will use virtual channels until group engagement sessions with children and young people can start again. A statutory right to independent advocacy is to be underpinned in the Children's Law Omnibus amendment.

Status: **On track**

CSP1-3-02 Public Services Ombudsman

Progress: The Legislation Advisory Panel

Further to a public consultation, the panel have agreed the remit and functions of the proposed Ombudsman. Law drafting instructions have been delayed due to COVID-19 and the operational start of the Ombudsman will need to be deferred.

Status: **Deferred**

Capital Investment

Safeguarding and regulation of care

Progress: GP20-SCH-01-N Safeguarding and regulation of care

To improve safeguarding, DDA compliance, site security and facilities management across the CYPES property portfolio, a programme of works has been developed. Estimates have been obtained with works planned to year end, COVID-19 permitting.

Status: **Partial deferral**

Investment in schools and facilities

Progress: GP20-SCH-05-N Mont à l'Abbé extension

The project was deferred as it was deemed to be of a lower priority to either other planned activity or activity arising in response to COVID-19, much of which required a change to the utilisation of resource whether through staff redeployment or financial re-profiling.

Status: **Deferred**

Progress: GP20-REPL-06-N Replacement assets and minor capital (Children and Young People Education and Skills)

Funding for the replacement of assets on an ongoing basis.

Status: **On track**

Progress: GP20-SCH-02-N - School 3G Pitch replacements

The availability of all-year external facilities will transform the outdoor learning environment for many schools. Furthermore, it creates strong community links with the pitch used outside of school hours for the benefit of local people. School business cases have been submitted, two schools have been prioritised (Plat Douet and St Clements), plans have been developed and estimates are being obtained.

Status: **On track**

Project: GP20-SCH-03-N - School Field development – Grainville and St John’s

Staff redeployment and restrictions have resulted in a delay to the planning process for the development of Field J525 and the potential to develop part of this field for use as a play space for St John’s School.

Status: **Deferred**

Progress: PRO10367 - Grainville Phase 5

The contract continues to progress. The Contractor ordered materials before lockdown to mitigate any impacts and the construction permit was issued early in the process.

Status: **On track**

Feasibility studies

The period of lockdown resulted in some feasibility studies being initially delayed, with access to sites not being possible and staff being redeployed to the emergency pandemic response. Some of the in-year expenditure required to restart these studies has now been reallocated to respond to the pandemic.

Progress: GP20-PFV-01-N Jersey Instrumental Music Service Premises

The project group has been established to develop the requirements specification and to identify sites. Majority of funding deferred to 2021.

Status: Deferred

Progress: GP20-PFV-02-N VCP Replacement School

The project was deferred as it was deemed to be of a lower priority to either other planned activity or activity arising in response to COVID-19, much of which required a change to the utilisation of resource whether through staff redeployment or financial re-profiling.

Status: Deferred

Progress: GP20-PFV-03-N North St Helier Youth Centre

The project group has been established to develop the requirements specification and to identify sites. Majority of funding deferred to 2021.

Status: Deferred

Progress: GP20-PFV-04-N Le Squez Youth Centre/Community Hubs

The project was deferred as it was deemed to be of a lower priority to either other planned activity or activity arising in response to COVID-19, much of which required a change to the utilisation of resource whether through staff redeployment or financial re-profiling.

Status: Deferred

Progress: GP20-PFV-05-N Rouge Bouillon site review

Partial funding deferral to 2021 but work underway on the feasibility study.

Status: Partial Deferral

Progress: GP20-PFV-09-N Piquet House - Family Court

The project was deferred as it was deemed to be of a lower priority to either other planned activity or activity arising in response to COVID-19, much of which required a change to the utilisation of resource whether through staff redeployment or financial re-profiling.

Status: Deferred

What we aim to achieve by the end of 2020

- Continue to build on the work we are doing with young people to combat exploitation and abuse in the widest sense. This is guided by what is happening locally and internationally, and focuses our interventions on the right support for young people
- Strengthen the multi-agency working across partners and departments, particularly supporting young people who are care-experienced, and those encountering the youth justice system or needing the support of child and adolescent mental health services (notably, those in transition and/or needing in-patient services)
- Continue to monitor and visit schools requiring review under the Jersey School Review framework in Q4 2020
- Extend the reach of the Youth Project and its range of activities and opportunities available to LGBTQ+ young people
- Start the Jersey Music Service research project to establish how best to support the musical development of young people
- Reignite the intensive fostering programme and continue the recruitment of intensive foster families, including the training and development of the successful foster families
- Implement the Care Leavers Outcomes Board – this will feed directly into the Corporate Parenting Board
- Develop the Not in Education, Employment or Training (NEET) Strategy that prioritises Children Looked After and Care Leavers. A transition plan will be introduced in September 2020 for all Year 10 children in the care of the Government as a pilot to ensure that aspirations are captured and that the appropriate planning has taken place to enable them to progress into a positive Post-16 pathway. If successful, this will be extended to target Years 9, 10 and 11
- Prepare draft legislation for Children's Law Omnibus Amendment and Indirect Incorporation of the UNCRC
- Prepare regulations relating to the regulation and inspection of children's social care services
- Increase the age of marriage from 16 years old to 18 years old.



CSP 2

We will improve Islanders' wellbeing and mental and physical health

We will do this by supporting Islanders to live healthier, active, longer lives, improving the quality of and access to mental health services, and by putting patients, families and carers at the heart of Jersey's health and care system.

What have we achieved?

The pandemic presented, and still does, challenges to maintaining Islanders' health and wellbeing. The unknown nature of the virus meant that Jersey could not rely on defined international norms in dealing with its suppression once it reached our shores. To best protect Islanders, the Government worked collaboratively with external agencies and partners to develop and implement an Island-wide pandemic public health strategy.

This strategy has been continuously updated to meet evolving circumstances and greater knowledge of the virus and has allowed for several new initiatives to be set up to best preserve life, promote health and hygiene and support the highest risk and vulnerable Islanders.

There has been significant collaboration from colleagues across health, policy and environment teams to launch and run a large-scale and effective COVID-19 test and trace programme, which allowed for a safe exit from lockdown with the opening of our borders alleviating the significant pressure on livelihoods faced within our tourism, hospitality and retail sectors.

Relieving these pressures was crucial to securing sustainable funding for health initiatives that will protect and support Islanders and their families well into the future.

Supporting Islanders to live healthier, active, longer lives

To best support the health and wellbeing of Islanders during the pandemic the Government:

- Delivered a comprehensive, multi-channel communications campaign, including leaflets to all households, adverts in the key languages of our community focusing on practical support to help Islanders through the pandemic
- Set-up the Urgent Treatment Centre (UTC) to prepare for an increased requirement for urgent COVID-19 related treatment
- A Nightingale Wing for the General Hospital was built in less than four weeks to provide 180 bed capacity
- Creating a second station for our Ambulance Service, in partnership with St John's Ambulance, and rapidly upskilling existing staff and training new volunteers and secondees
- Sourcing equipment, suppliers and stock to manage an increase in clinical testing and additional staff and equipment in order to service additional hospital capacity, for example, increasing capacity for ventilated patients from 8 to 23
- Accelerating collaboration with GPs, health professionals and external partner organisations to ensure that Islanders were provided with continued access to health care during COVID-19
- Expedited the delivery of a community 'Street' triage as part of the Mental Health Crisis Prevention service
- Established a Safeguarding Cell with 15 key agencies represented, including the Police, health safeguarding, voluntary agencies, mental health services, probation, adult social care, alcohol and drug services and a GP who is the Police Forensic Medical Examiner, to work collaboratively to address mental health and other safeguarding issues
- Developed a large-scale testing programme for the Island, to reactively and proactively test for the virus, including the establishment of new testing sites, equipment, technology and resource
- Established a tracing function to track and trace cases of the virus and to control the spread in the Island, including establishing a new team, office locations and technology
- Developed guidelines to support business and Islanders in implementing measures to reduce the risk and protect the public's health from infection through the Safe Exit Framework.

CSP2-1-01 Inspiring an Active Jersey

The pandemic resulted in the closure of all Island sporting facilities, posing a risk to the healthy lifestyles of Islanders. In response to this, the Government adapted services, offering a range of online support including offering all Islanders access to a physical and mental wellbeing app.

Nevertheless, there has been a significant impact on the operations of Jersey Sport and the delivery of the 'Inspiring an Active Jersey (IAJ)' strategy. The majority of KPI objectives are likely to be missed and almost all recruitment placed on-hold, including to IAJ roles. Staff with relevant skills were redeployed to the emergency response and staff efforts were concentrated where they can maximise impact, where this was not possible, agreement was reached with part-time staff to move hours to later in the year.

Progress: Jersey Sport

Jersey Sport is adapting its service delivery and operations to maximise the output and look at alternative means of service delivery.

A significant number of weekly, fortnightly and monthly calls were made to service users to check their welfare and provide advice and encouragement for safe exercise. Active communications with users, as well as sports clubs and associations, took place with the development of online resources, such as exercise guidelines, downloadable exercise sheets, YouTube exercise videos, release of the Soulgenic App.

Status: **Reduced**

Progress: The Active Jersey Strategy

Given the lack of current recruitment to key posts it is deemed appropriate to move funding back by one year.

Status: **Deferred**

CSP2-1-02 Preventable diseases

Progress: Preventable diseases

The aim of the Reducing Preventable Disease portfolio is to reduce the burden of preventable disease and avoidable, early death in the Jersey population. The Government has launched a Health and Wellbeing Framework which describes a new way of working to address the root cause of preventable illnesses such as heart disease, diabetes, cancer, anxiety and depression. It sets out a system of working across Government and the wider community, to achieve outcomes based on what Islanders say matter most to them. In addition, the Government has continued to deliver the Smoking Cessation programme, and supported the 'WHO World No Tobacco Day 2020'.

A review has been undertaken into the diabetes pathway, identifying areas that require action and improvement in year and require investment going into 2021. A Diabetes Center Manager post has been established to provide day-to-day operational oversight and support for this patient pathway.

Some food and nutrition programmes have continued to be progressed up until school closures including:

- Primary school meals service
- The Food Dudes fruit and vegetable programme
- Family Project, weight and healthy eating programme.

Status: Deferred

CSP2-2-01 Adult Safeguarding Improvement Plan

Progress: Adult Safeguarding Improvement Plan

The Safeguarding Partnership Board (SPB) carries responsibility for coordinating safeguarding and promoting the welfare of adults in Jersey. Sound adult safeguarding is built on effective inter-agency practice. Additional staff members have been recruited by the SPB to implement 'Making Safeguarding Personal' as agreed by the Council of Ministers. These new colleagues will support the development of a co-produced "Making Safeguarding Personal" programme.

Status: Partial deferral

CSP2-2-02 Mental Health

Progress: Mental Health

Improving mental health and treating mental illness are two of our biggest public health challenges in Jersey. One in four people will experience a mental health problem at some point in their lifetime and more people in Jersey are now receiving treatment than ever.

The following projects were planned:

- A crisis team
- A Listening Lounge, which opened in early 2020
- A Trauma informed care pathway
- Transition of CAMHS services to CYPES and Off-Island Placements
- Operational delivery of the Mental Health (Jersey) Law 2016.

A Listening Lounge has been established and has continued to experience high volumes of activity, which has also increased as a result of the pandemic. The Government has agreed additional funding to support this increased activity and to prevent long waits for people who need to access services, such as counselling. Work is ongoing to further increase capacity within Jersey Talking Therapies (JTT) to ensure a seamless service for clients between the Listening Lounge and JTT.

Significant upgrade works have continued across the estate. At the Orchard House inpatient unit, £600K was spent between January and March (pre-COVID-19) on the unit upgrade. The La Chasse Adult Mental Health capital project was also completed in March 2020 (£900k), but the unit has been utilised as part of the COVID-19 testing programme. Community Mental Health services are planning to return to the unit from 1 September. In addition, our Alcohol and Drug Services are in the process of moving to an improved location at Maison Le Pape, which will provide improved patient access.

At the end of March, a new Home Treatment Service was established as part of the response to the pandemic. The service provides community patients with face-to-face contact and seeks to support patients in the community during periods of crisis to help prevent admission to Hospital. As Jersey moves through the Safe Exit Framework, the team has continued to function and is now working with the Community Mental Health Team and with Orchard House, which the Government believes is leading to better continuity of care across inpatient and community services.

The Liaison Community Triage team has held 'the front door' of services for Mental Health and has incorporated 24hr support working with the police in the form of community triage. Community 'Street' triage has long been an ambition of the Mental Health service and forms part of the Crisis Prevention service and so this is a positive progression. There are plans to merge the Liaison and Home Treatment Teams so that a 'Crisis Resolution Home Treatment' option can be offered to patients. This forms a key part of the Crisis Prevention function under the Government Plan.

The Safeguarding Cell has been established with online meetings taking place daily on weekdays at the height of the pandemic and remaining in place as Jersey moves through the Safe Exit Framework. This group represents the largest tactical multi-agency function seen on a routine basis. A large proportion of activity relates to Mental Health and this process enables each agency to present and discuss individuals where there may be concerns. This is a significant improvement on previous multi-agency co-ordination and delivers a key recommendation of previous and recent serious case reviews. **Cont.**

The review of clients off-Island has been affected due to travel restrictions but contact with different centres where our clients are being treated continues. Mental Health off-Island activity has reduced significantly.

An on-Island CAMHS facility has been established to support increasing demand on the Island and to mitigate logistical issues with travel restrictions as a result of the pandemic. Preparation for the recruitment of the Complex Trauma team has started but this initiative has been delayed due to the pandemic.

The Mental Health Law team has had an initial round of recruitment but needs further recruitment to reach full strength.

Partnership working between mental health services continues under the leadership of the Mental Health Improvement Board and key stakeholders, such as Jersey Recovery College, MIND and LINC, have remained actively engaged in partnership working throughout the initial stages of the pandemic.

The Suicide Prevention group has continued to meet online and is closely monitoring the impact of the pandemic.

Status: **Delayed**

CSP2-2-03 Mental Health legislation

Progress: Judicial Greffe

This project arises from the implementation of the Mental Health (Jersey) Law 2016 and the Capacity and Self-Determination (Jersey) Law 2016, both of which came into force in 2018. This therefore relates to business as usual. Vacancy factor underspend of one Post: Capacity and LPA Officer forecast to be filled in October 2020.

Status: **Reduced**

Progress: Viscounts

This project arises from the implementation of the Mental Health (Jersey) Law 2016 and the Capacity and Self-Determination (Jersey) Law 2016, both of which came into force in 2018. This relates to business as usual, and all posts are anticipated to be filled by 2021. The vacancy factor underspend is due to three posts. One member of staff has started work, while the other two posts are forecast to remain vacant for 2020 at this time.

Status: **Reduced**

CSP2-3-01 Digital Health and Care Strategy

Progress: Digital Health and Care Strategy

The Government plans to use technology to improve the way that health services across the Island are designed, delivered, and managed, with a clear focus on the individual and their experience. The Government is implementing a strategy to change the way that healthcare data is generated and accessed. This will enhance care provision for our population, in Jersey's hospital and in the community. It will enable health and care professionals to make the best decisions they can because they have the information they need at the point of care. A fundamental part of the strategy is to ensure that patient data is safe and secure with cybersecurity at the heart of every decision.

Progress to date:

- e-Prescribing – digitisation of the hospital-based process for prescriptions and dispensing. This project was first implemented in the hospital in a limited number of wards to pilot it before its wider rollout. The pilot showed good safety improvement and users liked the technology. There was a pause during the pandemic, but the programme has now been fast-tracked to full implementation. The hospital WiFi upgrade programme continues in line with ward refurbishments
- Order communications and primary care integration – enabling GPs to be able to request and receive test results electronically. The project moved into implementation in March 2020 but was slowed due to the pandemic. The first practices are now having the system installed and working for radiology results. Blood tests will follow soon. During the pandemic the system was focused on automated delivery of COVID-19 testing data from the labs to general practice.

Status: **On track**

CSP2-3-02 Health P82 reinstate 2019 new and recurring

Progress: Health P82 reinstate 2019 new and recurring

Ongoing funding for the business as usual operation of the Health and Community Services department.

Status: **Complete**

CSP2-3-03 Maintaining health and community care standards

Progress: Maintaining health and community care standards

Ongoing funding for the business as usual operation of the Health and Community Services department.

Status: **Complete**

CSP2-3-04 Regulation of Care - income deferred

Progress: Regulation of Care - income deferred

This funding covers the increased costs of regulation associated with The Regulation of Care Law, which were not included within base budgets in the 2017-19 budgets. The Regulation of Care Law, adopted by the States Assembly in 2014, provides a modern framework for the regulation of health and social care in Jersey. Managers from the Health and Community Services department have made submissions for registration, which are under review by the commission. A monthly registered managers meeting has been established to review the standards, identify gaps and establish reporting. Impact and action logs are in place and actively reviewed, and assurance processes have also been established, including internal escalation procedures.

Status: On track

Infrastructure Investment

GP20-PFV-12-N Our Hospital

Progress: Our Hospital

The project seeks to select a site, design and build a modern, fit for purpose hospital that will meet the health and care needs of Islanders in the context of the overall strategic health and care policies as adopted by the Assembly. The current hospital estate isn't fit for purpose in the context of both modern clinical best practice and the proposed new model for health care in Jersey. It is also deteriorating in condition with a tipping point of 2026 when costs to maintain will increase substantially. To date, progress has included the appointment of the Design and Delivery Partner and the drafting of a functional brief and preparations for the site short list. Next steps will include desk-based and physical site appraisal work to further assess the suitability of the shortlisted sites. This should result in a final preferred site which will be debated by the States Assembly in November 2020.

Status: On track

GP20-EST-19-N Health Services Improvements (including vital IT)

Progress: Health Services Improvements (including vital IT)

Essential backlog maintenance to the health estate to comply with compliance and Health and Safety requirements. The programme is currently being revised due to the impact of the pandemic. 39 projects are planned for 2020.

Status: On track

GP20-EST-11-N Prison Improvement Works - Phase 6b

Progress: Prison Improvement Works - Phase 6b

La Moye Prison opened in 1974. In 2002 work started on a redevelopment plan to bring the facilities in line with current Home Office standards and best practices. Phase 6B includes the demolition of some disused cell blocks. A planning permit has been granted for the work which is on track.

Status: On track

GP20-EST-16-N Dewberry House SARC

Progress: Dewberry House SARC

Feasibility scoping is currently in progress and due to complete by the end of 2020.

Status: Partial deferral

GP20-EST-18-N Mental Health Improvements

Progress: Mental Health Improvements

The essential upgrade and refurbishment works to the existing Orchard House have experienced delays as a result of COVID which are being mitigated, where possible, through an accelerated programme which aims to bring the works back on track. Works to create a new dedicated acute mental health facility in Clinique Pinel has received planning permission and is scheduled to start in Q3 2020.

Status: On track

GP20-EST-20-N Five Oaks Refurbishment

Progress: Five Oaks Refurbishment

The replacement of two steam boilers and the installation of site-wide back-up electrical generation to increase site resilience for essential HCS services at Sterile Services and Laundry. A M&E Design team has been appointed and a tender is being developed.

Status: On track

GP20-IT-11-N Electronic Patient Records

Progress: Electronic Patient Records

Electronic Patient Records for Ambulance will allow more accurate and efficient recording of patient data. This project is needed to improve the level of care, reduce handover times at the Hospital, streamline critical and non-critical care and improve reporting and training data. Appropriate staff have received an initial demonstration of the MobiMed system from Ortivus, as used by South Western Ambulance Service NHS Foundation Trust (SWAST). Research now needs to be completed to ascertain the most appropriate method for the purchase of this or a similar system. The research will determine the cost of being included with SWAST as a subset, or the option of trying to purchase a system as an individual customer. This will determine the most appropriate procurement strategy.

Status: **On track**

GP20-REPL-07-N Minor Capital (Justice and Home Affairs)

Progress: Minor Capital (Justice and Home Affairs)

A scheduled replacement of assets for Fire and Rescue, Customs and Excise, Prison and Ambulance.

Status: **Complete**

GP20-REPL-08-N Minor Capital – Police

Progress: Minor Capital – Police

The next States of Jersey Police (SOJP) Senior Management Board will receive an update on minor capital spend so that a review can take place on what is outstanding.

Status: **Deferred**

GP20-REPL-09-N Justice and Home Affairs - Police - Equipment Replacement

Progress: Justice and Home Affairs - Police - Equipment Replacement

Plans are in place for asset replacement and an order has been placed for one item listed on plan. The SOJP Senior Management Board is to be consulted regarding further asset replacement and orders will be placed following this meeting.

Status: **Partial deferral**

GP20-REPL-10-N Replacement of Aerial Ladder Platform

Progress: Replacement of Aerial Ladder Platform

The current aerial platform is due for replacement as part of a rolling programme. The scoping of a new platform and its specification has been completed, with the purchase deferred until 2021 due to the current platform still being fully operational.

Status: Deferred

GP20-REPL-02-N Replacement assets (various) Health and Community Services

Progress: Replacement assets (various) Health and Community Services

Each year, Health and Community Services replaces out-of-date capital equipment on a rolling basis and considers bids for new equipment as medical services and technology evolves. Partial funding deferral to 2021.

Status: Partial deferral

GP20-PFV-13-N Learning Difficulties

Progress: Learning Difficulties

Pre-feasibility study continuing with partial deferral of funding to 2021.

Status: Partial deferral

What we aim to achieve by the end of 2020

- The Island's mental health is a core priority, as we have all been through unprecedented change to our way of life in a very short period. The Mental Health Improvement Plan continues, learning lessons from changes made to the service during the crisis response
- Resuming core health care services that have been more difficult to deliver during the pandemic. Health and Community Services are focused on providing the public with access to elective surgery and outpatients hospital care in the safest environment
- Safely re-introduce demand for health services and build-in the positive changes we have seen implemented during the emergency response period. These include improved collaboration and communication between partners and across the sector, improved use of technology to deliver services, and an improved level of services delivered in the community
- Implement the remaining commitments in the Government Plan as part of the recovery programme.



CSP 3

We will create a sustainable, vibrant economy and skilled local workforce for the future

We will do this by delivering an economic framework to improve productivity, by nurturing and strengthening our financial services industry, by enhancing our international profile and promoting our Island identity, by delivering the best outcomes from Brexit, and by improving skills in the local workforce to reduce Jersey's reliance on inward migration

What have we achieved?

In their economic assumptions, published on 5 August 2020, the [Fiscal Policy Panel \(FPP\)](#) forecast that output in the Jersey economy (as measured by Gross Value Added) would fall by 7.5% in 2020, with a very sharp fall in the second quarter and a gradual recovery following. The Panel has advised that it would be prudent to plan on the basis of a long-term reduction in the size of Jersey's economy relative to its projected potential prior to the pandemic.

The impact will be uneven across sectors. Within non-finance, the greatest impact will be on hospitality and non-food retail as these are the sectors hit hardest by the restrictions put in place to control the spread of the virus. The impact on the finance sector is also uneven, with banking profits expected to be severely reduced by the falls in benchmark interest rates but most of the finance sector has been able to continue to operate throughout the period of restrictions.

The Government acted promptly to respond to the impact of the crisis announcing a package of initiatives that included the deferral of the payment of social security contributions and GST payments to Government, the Jersey Business Disruption Loan Guarantee Scheme, to support new bank lending through loans and overdrafts to businesses through a Government of Jersey guarantee arrangement.

Supporting Islanders income and employment

As the restrictions in place to support public health began to ease, the Government undertook work to consider the best policies to support a temporary package of fiscal stimulus to promote economic recovery. Most importantly in developing the package were the principles that fiscal stimulus should be **timely, targeted** and **temporary**: stimulus should be provided as quickly as possible to maintain confidence and promote economic activity, output and employment; it should be targeted to ensure it is spent instead of saved and supports the Island economy; and must be temporary and withdrawn as the economy recovers to avoid unsustainable budget deficits.

On 10 July 2020, the Chief Minister announced a package of fiscal stimulus to put £150m into the local economy. The package comprised a number of fiscal measures to support incomes and spending in the Jersey economy:

- A £100 pre-paid card to every adult and child in Jersey in September. This will be time limited with a two-month expiry and cannot be spent online, cannot be used as a form of saving or spent at the bookmakers. It is geographically restricted to spending in Jersey and therefore aimed entirely at supporting the local economy
- A proposed reduction in employee social security contribution rates from 6% to 4% to take effect from October 2019 to June 2020
- More time to repay Social Security and GST deferrals across 2 years instead of 1 year
- Subject to agreement by the States Assembly, a new £50 million Fiscal Stimulus Fund available to Government departments and arms-length organisations to deliver fiscal stimulus ranging from small conventional capital projects to schemes for training and the development of skills across all sectors of the economy and the community. We expect that projects will start by the end of this year and be completed by the end of 2021

In addition to the above emergency response activities, we also:

- Negotiated with telecommunications companies to extend provision and increase capacity to cope with increased demand
- Liaised with stakeholders across a range of business sectors to understand the impacts of COVID-19 and provide input to the Safe Exit Framework
- Delivered legislation relating to Wills and Probate witnessing by lawyers
- Coordinated support and advice to Jersey residents stranded overseas, liaising with the Consular Directorate at the UK Foreign & Commonwealth Office, British Embassies and High Commissions overseas, and other agencies. The team helped more than 650 individuals in 49 different countries and helped to organise 'repatriation' flights for workers stranded in Jersey.
- Secured COVID-19 resources for the Island, by engaging Embassies in London and overseas to provide up-to-date information about export regulations, standards and accredited suppliers.
- Facilitated the provision of lifeline flights operated by Blue Islands, enabling essential travel for medical patients, essential workers and those requiring travel for compassionate reasons at a time when commercial transport services to/from the Island were suspended due to the pandemic.
- Supported Digital Jersey with the swift transition to a digital working environment, enabling the move to virtual States Assembly meetings, schools' delivery of online lessons and the development of remote working skills across local businesses. Digital Jersey staff have also supported the Government's response to COVID-19, including the secondment of their Chief Executive to the testing and tracing programme.

The following tables outline progress made against the initiatives set out in the Government Plan 2020-23 and the current status of delivery.

Enhancing our international profile and promoting our Island identity - Brexit response

For further details relating to the Brexit response, please see the [Brexit Report June 2020](#)

CSP3-1-01 Brexit – Constitutional implications policy resource

Progress: Brexit – Constitutional implications policy resource

One member of staff to support Ministers in assessing and responding to ongoing constitutional impacts of Brexit and future consequential changes for the Island.

Status: **Complete**

CSP3-1-02 Brexit and International Trade

Progress: Brexit and International Trade

Current funding provides some capacity for legal advice on Brexit, the Island's constitutional position and International Trade post-Brexit. After the initial Brexit work is completed, there will still be a considerable amount of international trade and constitutional advice required.

Status: **On track**

CSP3-1-03 Future Economic Partnership

Progress: Future Economic Partnership

Significant areas of economic activity remain to be covered off this year and into 2021. This is amplified by the fact that, at the time of submission, the bid for funds considered only the UK-EU FTA. This has now been extended to include Rest of the World (RotW) considerations. Further funding will be required for technical consultancy relating to future FTA's and potentially short-term contracts to support on the outcomes of the negotiations with UK-EU and UK-RotW.

Key economy work areas will include the coordination of economic impact analyses and assessments of possible free trade agreements and the UK-EU and RotW future relationships against the broad ambitions and the specific technical details of Jersey's Future Economy Programme.

This will require technical analysis and the development of negotiating positions in relation to trade remedies, competition policy, monopolies, subsidies and state aid. The Government will develop these negotiating positions relating to the rules of origin for, and tariffs applied to, exported Jersey products with further negotiating positions in relation to road, sea and air transport, mutual recognition of qualifications, trade and labour and the cross-border trade in services.

This may require further policy development in areas including aviation, maritime, state aid, services and investments, and cultural cooperation agreements.

Status: **Deferred**

CSP3-1-04 JCIS Brexit Officers

Progress: JCIS Brexit Officers

Two customs officers are required for 2020 to support legislation changes to the new UK immigration plan for 2021. They have been recruited.

Status: **Complete**

CSP3-1-05 Settlement Scheme Brexit officers

Progress: Settlement Scheme Brexit officers

Two caseworkers are required to work through the EU Settlement Scheme until the end of 2020. They have been recruited.

Status: **Complete**

CSP3-1-06 Continuation of External Relations funding

Progress: Continuation of External Relations funding

Recruitment into all key posts has been completed. Recruitment into business support administration roles has been paused and savings achieved through the reduction in travel due to the impacts of COVID-19.

Funding for the International Trade Unit provides for the management of extensive cross-government work reviewing the opportunities and challenges from the UK's future trade negotiations. This ensures Jersey's interests are understood and effectively fed into the UK's discussions on a future UK-EU partnership, and into the UK's negotiations in respect of new trade agreements with third countries, for example the USA and Japan.

Jersey London Office has received an increased grant to support the promotion of Jersey's constitutional position and interests through UK political engagement. In view of UK's departure from the EU, resource available to engage directly with EU Member States has been enhanced (in addition to that provided for by our overseas offices in Brussels and Caen).

The Government continues to build Jersey's trade and broader cooperation links with markets outside the UK and the EU by delivering the Government's Global Markets strategy. The Global Markets team achieved its target of negotiating three international agreements in 2020, including a landmark agreement on asset recovery with the US and Nigeria. Work on a suite of new agreements is underway. The team represents Jersey at multilateral fora, such as the OECD and Commonwealth, raising Jersey's profile and ability to engage and influence key international stakeholders. The Global Markets team has adopted new ways of working in response to Covid-19, using digital diplomacy to raise Jersey's visibility - for example the team hosted a high-profile webinar with the UAE Ambassador in which 69 Jersey companies and over 300 individuals took part.

Jersey was the first Crown Dependency or Overseas Territory to bring into force legislation that ensures that UK human rights asset-freeze designations are enforced, demonstrating the Island's commitment to seeing international human rights violations punished. External Relations continues to play an active part in supporting preparations for the next Moneyval assessment, most recently through the launch of an email alert service for financial sanctions notices.

Status: **Reduced**

CSP3-1-07 Reversing the decline in Jersey's Overseas Aid (JOA) contributions

Progress: Reversing the decline in Jersey's Overseas Aid (JOA) contributions

JOA's budget increase took it closer to agreed international norms and reversed the real-term decline in spending since 2016. This helps Jersey present itself as a good global citizen, changes the narrative about the Island, creates deep and durable links with other countries and international organisations, and helps the finance industry develop new offerings in philanthropy and impact investment. Most importantly, though, it saves or transforms tens of thousands of lives in poor countries, which this year has been made even more imperative by the pandemic and economic damage caused by it. As well as adapting existing programmes, JOA has diverted funds intended for longer-term development projects towards humanitarian interventions where needs are greatest.

JOA is monitoring the unfolding crisis closely, but before committing the full amount of its 2020 budget increase, it will balance its assessment of the humanitarian needs with domestic public finance requirements.

Status: **On track**

CSP3-1-08 Tax Policy and International Team investment

Progress: Tax Policy and International Team investment

Consolidation of existing resources allocated to Tax Policy and International teams over the life of the previous Government Plan.

Status: **Complete**

Island Identity

Progress: Island Identity

The Chief Minister established the Island Identity Policy Development Board in October 2019. It aims to examine how Jersey's distinctive qualities can be recognised, protected, celebrated, nurtured and used for the benefit of the Island and its citizens. The Board has now produced an interim findings and recommendations report to spark further debate and research, and suggest practical, innovative ways to reinforce and nurture an enduring identity that all Islanders can be proud of.

The recommendations are cross cutting and a mixture of 'quick wins' which can be undertaken in a relatively short timescale, and larger, longer-term policy recommendations and projects. They are all concrete and practical ways that could help to strengthen Jersey's national and international identity and build the reputation that we will depend upon to thrive in the future.

Status: **On track**

Future Economy programme

CSP3-2-01 Bailiff's Chambers 75th Anniversary Liberation Day

Progress: Bailiff's Chambers 75th Anniversary Liberation Day

Due to the lockdown, much of the physical event was cancelled but had already incurred costs for stage, screens, lighting and planning work. However, some of the planned initiatives were delivered, such as the commemorative badges for school children, bunting, merchandise and education project, and a photo montage will be completed later in the year. In addition, costs were incurred for the cancelled VE Day celebrations.

Status: **Reduced**

CSP3-2-02 Competition policy and JCRA

Progress: Competition policy and JCRA

Following a decision by the Minister for Economic Development Tourism, Sport & Culture (MEDTSC) to re-establish primacy of a single Jersey Competition Regulatory Authority (JCRA), efforts in 2020 have focused on the build-out of that insular Authority. A new Chair and interim Chief Executive have been appointed. Growth funding intended for market reviews by the Authority have been re-purposed intra-year to support the implementation of the required JCRA resourcing. Funding for 2021-23 will be reviewed considering this decision.

Status: **Partial deferral**

CSP3-2-03 Delivering the Digital Policy Framework

Progress: Delivering the Digital Policy Framework

Growth funding largely supported the retention of headcount within the Digital Policy Unit who, in turn, could execute the measures set out in the Digital Policy Framework. A range of measures have been progressed or delivered in 2020 including further work to promote fair, reasonable and non-discriminatory access to JT's fibre network, engagement on the issue of network hardware security concerns (e.g. as observed by U.K. decision on Chinese telecoms hardware providers) and the early stage evolution of Jersey's recently amended data protection legislation and new regulatory regime.

Due to COVID-19 some discretionary work has been delayed as staff were engaged in other work areas e.g. business engagement on Safe Exit Framework.

Status: **Reduced**

CSP3-2-04 Digital Jersey Academy

Progress: Digital Jersey Academy

The Digital Jersey Academy opened last year and is now fully operational, with the 2-year Digital Leadership programme created and being delivered in both Full (7 students) and Part-time (11 students) formats to the first cohorts of students. The programme is expected to expand to 20 part-time and 15 full time students by September 2020. The Digital Leadership Fundamentals course ran for free for 6 weeks and delivered to 54 students. In addition, the academy has run two 6-week Digital Marketing courses; a 6-week Data Science course; and an 8-week UX course. During the remainder of the year, the Academy is planning to run (pending take-up) courses in data science, UX/Media, Podcasting, digital marketing, coding with web applications.

Status: **On track**

CSP3-2-05 Digital Jersey growth

Progress: Digital Jersey growth

Additional funding was released to Digital Jersey (DJL) in Q1 2020 in line with proposed business plan. Good progress was made hiring additional resources around fintech and operational management before arrival of COVID-19.

DJL released resources into COVID-19 support, including the secondment of CEO Tony Moretta to lead the development and first stage delivery of Jersey's 'test and trace' capacity until July 2020. DJL also supported the set-up of Jersey's virtual States Assembly and worked with telecoms operators and Digital Policy Unit on the rollout of increased download speeds across the Island's fibre broadband network, a move that aided the 'work and learn from home' effort.

Status: **Reduced**

CSP3-2-06 Economic Framework and Productivity Support

Progress: Economic Framework and Productivity Support

An extensive tender exercise was conducted to appoint a Strategic Partner. A contract was subsequently negotiated with PWC Jersey, who will draw on a blend of local and international expertise to deliver:

- Gap analysis and gap-fill on evidence and data relating to Jersey's economic progress, including finalisation of supply-use tables
- An outline industrial strategy for Jersey
- Productivity plans for key sectors and advice on appropriate measures Government could take to support productivity growth
- Development of a Skills Expander strategy.

Separately, additional funding was provided to Jersey Business to support local businesses facing the economic hardship of the pandemic. This included access to professional accounting and legal advice and effective preparation to access Government support mechanisms like the Business Disruption Loan Guarantee Scheme.

Status: **On track**

CSP3-2-07 Financial Crimes Unit

Progress: Financial Crimes Unit

These posts are designed to suitably increase the resource levels in key operational agencies who investigate and prosecute financial crime in Jersey. All key recruitment has now occurred, and staff levels remain under review.

Law Officers - Delay on financial crimes recruitment and reduction in costs. This funding supports the Economic Crime and Confiscation Unit (ECCU) established within the Law Officers' Department in 2017. ECCU provides specialist complex case investigative capability within the Attorney-General's Department for financial crimes and confiscations. A staffing shortfall in the unit will result in an underspend in 2020.

Status: **Reduced**

States of Jersey Police - the contingency funding provided allowed an increase in the number of investigators for the first time since the previous International Monetary Fund (IMF) inspection in 2008, including three Detectives, two Police staff and one Advocate. These individuals remain in post and now form part of the broader JFCU Operations Unit. The management of caseloads has improved as has the timeline to progress investigations to the Law Officers Department. Equally, workload volumes remain at a level to justify the JFCU contingency funding now being included in JFCU's base budget. Previously funded contingency posts now augmented to base budget.

Status: **Complete**

CSP3-2-08 Jersey Financial Stability Board

Progress: Jersey Financial Stability Board

Public spending is largely derived from the tax revenues the Government is able to take from economic activity in the Island. The ability to run strong public finances is predicated upon the Island being able to identify, mitigate and respond to economic shocks, noting that such shocks may come from a wide range of sources e.g. natural disaster, global economic depression or, as experienced in this period, pandemic.

The pandemic arrived just as the Financial Stability Board (FSB) was formed and this hampered efforts to engage stakeholders and secure the supply of information. The current combination of events presents heightened risks to financial stability that underscores the importance of understanding financial stability issues in greater depth and a decision will be made in the second half of 2020 whether to place the FSB on a statutory footing.

FSB is funded, with a paid Chair recruited. There is ongoing recruitment for other board members, admin support and an Economist.

Status: **Reduced**

CSP3-2-09 Migration Policy

Progress: Migration Policy

The Council of Ministers' Common Strategic Policy 2018-22 states that 'we will establish a Policy Development Board to develop an agreed population and migration policy that balances population pressures against economic and environmental needs.'

A Migration Policy Development Board (MPDB) was set up by the Chief Minister in February 2019 and the MPDB's final report was published in March with the following high-level objectives:

- more responsive controls over who can come to live and work in Jersey
- improved consistency and transparency on who can access public services in Jersey
- policies that will help to reduce the Island's reliance on inward migration.

Migration policy work resumed in mid-June 2020 with the intention of a migration controls policy debate in the Assembly at an early date.

Status: **On track**

CSP3-2-10 Promoting Jersey

Progress: Promoting Jersey

Professional Rugby - work needs to be undertaken to assess the impact of COVID-19 on spectator restrictions and the reduction in RFU funding on the Club's finances, predicted cash flows and economic benefit to the Island. The decision on whether to progress an Island Stadium (potentially located at the rugby club) and with the Jersey Reds as the anchor tenant / co-party, together with the timing for the delivery of the project, will be critical to these considerations. Government Plan funding for 2021-23 may need to be increased and extended if professional rugby is to be maintained in Jersey.

Status: **Delayed**

Air route development marketing - the original intention was to focus on supporting shoulder month travel and new routes. However, COVID-19 has fundamentally changed commercial air travel to Jersey. Ports of Jersey's leading considerations are focused on developing commercial deals (including marketing) as to how to re-secure previous key commercial air routes for Jersey. This is particularly important in light of airline route revisions and Flybe's demise. Timings are highly dependent on travel restrictions and testing / quarantine arrangements. Airlines will only reintroduce routes when it is commercially viable to do so.

Status: **Delayed**

CSP3-2-11 Rural Economy Strategy

Progress: Rural Economy Strategy

The Rural Support Scheme (RSS) forms part of the Rural Economy Strategy 2017-2021. The RSS ensures that Jersey farming businesses have access to financial support in an equivalent manner to EU farms receiving subsidy payments under the Common Agricultural Policy. Support is paid out on the receipt of applications by suitably qualified businesses. Applications processed to date represent 65% of the total budget. The closing date of the RSS is 30 September 2020. Applications will continue to be received until the closing date of the scheme.

Status: **Reduced**

Protect and build our financial services industry

The pandemic response has led the Government to support and lead on several initiatives in support of our financial services industry including, but not limited to:

- Ensuring workable lockdown and restricted worker provisions for the Financial Services and Legal sectors;
- Working with the JFSC and JFL to ensure the economic impact of COVID-19 on the financial services industry is understood and mitigations put in place where appropriate.

The following tables outline progress made against the initiatives set out in the Government Plan 2020-23 and the current status of delivery.

CSP3-3-01 Anti-Money Laundering / Combating the Financing of Terrorism

Progress: Anti-Money Laundering / Combating the Financing of Terrorism

This growth request manages the Island's implementation of international standards in the area of AML/CFT. It provides resource funding to the Joint Financial Crime Unit of the States of Jersey Police for key analyst positions and training. This also continues to analyse the jurisdiction's AML/CFT risk through the National Risk Assessment and ongoing evaluation of risk for Jersey. The recruitment to three permanent posts is complete and the publication of Jersey's first National Risk Assessment for Money Laundering and Terrorist Financing is on track for 2020. This will be implemented along with a new structure for Financial Crime Strategy governance and a Strategy for 2021-2023.

Status: **Reduced**

CSP3-3-02 Jersey Finance Growth

Progress: Jersey Finance Growth

Additional funding was granted to Jersey Finance Limited (JFL) for an expansion of marketing and geographic expansion into new, higher growth markets. The New York office was successfully established in late 2019 and work has continued through H1 2020 through locally based resource in New York and increased fly-drive support pre-COVID-19. The planned uplift in other marketing efforts have been hampered by the pandemic and by agreement, Jersey Finance returned c.£600,000 of the 2020 grant for re-deployment within government.

Status: **Reduced**

Growing Skills in Jersey

CSP3-4-01 Skills Jersey

Progress: Skills Jersey

A review of the Trackers and Apprenticeship scheme was concluded in March 2020 together with a review of the supply and demand gap of the skills in Jersey. Curriculum Development at Highlands college was aligned to address the gap identified and new Higher Education provision introduced to bridge the gap. The appointment of the permanent Principal of Highlands College and University College Jersey as a key role player in the review of the provision of further, higher and professional education concluded successfully in April 2020. Collaborative work between Skills Jersey, Highlands College, Digital Jersey Academy, Jersey Business and Back to work enabled us to reduce duplication and improve the effectiveness of our activities aimed at upskilling and reskilling the islanders. Regular monthly Local Market Intelligence is produced and shared with partners and in collaboration with Team Jersey Skills Directorate is engaged and contributing to the future workforce programme. Skills Directorate has also commenced working closely with PWC – the government future economy partner to ensure this programme is informed of the recent activities taken place in this area.

Status: **On track**

Infrastructure Investment

CSP3-5-01 Cyber Security growth

Progress: Cyber Security growth

Originally planned as a pan-Channel Island effort, establishing and operating a Computer Emergency Response Team (CERT) is still considered vital. Such a facility will enhance Jersey's reputation as a well-regulated jurisdiction and increase the Island's cyber security resilience. Core activities would include analysing threat intelligence, coordinating larger cyber incidents, raising cyber awareness, enhancing Jersey's reputation, ensuring the availability of cyber expertise to local organisations, 'keeping up' with competitor IFCs, coordinating cyber vulnerability audits and collaborating with other CERTs. The recruitment process of the new team has been delayed and will focus on attracting a Director for the role in late 2020.

Status: **Reduced**

CSP3-5-02 Heritage, Arts & Culture

Progress: Heritage, Arts & Culture

The development of a Heritage Strategy led by Historic England. A separate Arts Strategy is to be developed. Both of these strategic documents will be important to determine where the additional funding for culture (supported through P.40/2019) will be best directed to achieve the best outcomes. Progress has been delayed by COVID-19, but the target is to complete by the end of 2020.

Status: **Reduced**

CSP3-5-03 Jèrriais

Progress: Jèrriais

The Jèrriais Teaching Service team, along with other stakeholders, have now developed the Jèrriais Language Plan 2020-2023, which outlines aims and objectives to protect and promote Jèrriais, centered on five strategic themes. These themes build on the aims of the earlier Jèrriais Plan 2017-19 in seeking to increase the acquisition, use and status of Jèrriais through education and the wider community. In addition to this, work is underway to secure ratification for Jèrriais under the terms of the European Charter for Regional and Minority Languages, which will bring Jersey into line with other UK minority languages like such as Manx and Cornish. Currently, funding has been used to pay the salaries of the current four teachers and, subject to formal Ministerial sign-off, growth funding will be released to increase the service by an additional three teachers.

Status: **On track**

CSP3-5-04 Sport Division - minor capital replacements

Progress: Sport Division - minor capital replacements

The funds will be used to extend the end of life current gym equipment at five locations. This investment from 2020-2023 will support the protection of the £2m income that is derived from the Active Card membership.

Status: **On track**

GP20-REPL-03-N Sports Division Refurbishment

Progress: Sports Division Refurbishment

To extend the effective life of multiple sports assets/buildings/playing fields/pavilions in various locations which have had no significant investment of public funding for many years. This will sustain and provide continuity of service for many of the community, schools, clubs and associations and all those using the Island's sporting facilities. Partial deferral of funding to 2021.

Status: **Partial deferral**

GP20-REPL-04-N New Skatepark Project

Progress: New Skatepark Project

The New Skatepark project covered the design and construction of a skatepark at Les Quennevais Sports Centre and some additional satellite facilities across the Island. The Government has held a public consultation on the proposals and received very positive feedback. It has also identified a skatepark designer through a competitive tender process. The pandemic has marginally delayed the start of the design process. The Government is due to start work on designing the new facilities, which will involve consulting with children and young people. A planning application will be made later this year and hope to construct the facilities in 2021. Partial deferral of funding to 2021.

Status: Partial deferral

GP20-PFV-11-N Fort Regent Redevelopment

Progress: Fort Regent Redevelopment

Political oversight group established and was presented with the project brief and design principles for the Further Education Campus. The briefing encompasses a range of options and is put together to reflect the pending review of the tertiary education, Post 16 education and Higher Education. The officers in CYPES department and GHE have worked together to ensure the necessary governance arrangements are in place. A Design Team needs to be appointed to start pre-feasibility work. The majority of the funding is deferred to 2021.

Status: Partial deferral

GP20-PFV-10-N Further Education Campus

Progress: Further Education Campus

A Design Team needs to be appointed to start pre-feasibility work. The majority of the funding is deferred to 2021.

Status: Partial deferral

GP20-PFV-14-N Island Sports Facilities, Inspiring Places

Progress: Island Sports Facilities, Inspiring Places

As a consequence of the pandemic, partial deferral of some funding to 2021.

Status: Partial deferral

What we aim to achieve by the end of 2020

- In the light of pandemic, there will be a renewed demand for a skilled workforce and up-skilling and reskilling of those finding themselves out of a job or with ambitions to improve their economic prospect through better employment. Further work on the prevention of Not in Education, Employment or Training (NEET) and the development of the vocational pathways to technical education from an earlier age and improving the prospect for and pathways to vocational education across all ages
- JOA has re-directed resources to respond to the pandemic in developing countries and refugee camps. In a year which will likely witness the greatest international public health emergency and deepest recession since World War Two, Jersey will have played its part in the global community of wealthy nations in reducing the suffering disproportionately visited by the pandemic on the world's poor
- Recruit a high calibre Director for the Computer Emergency Response Team (CERT). The need for a dedicated CERT remains crucial and strategically vital
- Support the application of additional business licences to continue to promote growth of the digital economy. In addition secure private sector funding to develop Smart Island technology and to support the increased focus in the Digital Health sector
- Digital Jersey Academy (DJA) will continue to review their in-house company courses to respond to evolving demand, especially since COVID-19. This includes new level-6 accredited courses including Digital Marketing, Data Science, Media Production, Digital Design Principals, Interaction Design and Web Tech
- The DJA will investigate the offer of a Digital Apprenticeship model for local businesses
- Deliver the best outcomes for Jersey from the UK's future partnership negotiations with the EU, including implementation of our participation in any new agreement and building on extensive preparations undertaken in respect of a no-further negotiated outcome.
- Continue to promote understanding of Jersey's constitutional position, reputation and economy with key political and diplomatic stakeholders in the UK, Brussels, EU Member States and in priority Global Markets, moving from virtual platforms to face to face meetings, as travel restrictions allow
- Ensure Jersey's interests are understood and effectively represented in the UK's ongoing trade discussions and agreements with third countries, including Japan and the USA
- Continue effective horizon scanning and lobbying in respect of developing international standards and regulation in key areas e.g. financial services, tax, data sharing, and work to ensure Jersey's position as a responsible international finance centre and our commitments to international standards are recognised
- Pursue a range of international agreements, some of which have been postponed due to impacts of COVID-19, in support of economic recovery, education and sustainable wellbeing objectives, and the Island's reputation as a responsible international partner
- Continue to enhance Jersey's global standing by representing the Island's interests at international fora, such as the OECD, Commonwealth Enterprise & Investment Council, International Monetary Fund & World Bank meetings
- Increase engagement on international tax, particularly in understanding and preparing for the impacts on Jersey of the OECD's Pillar 1 and Pillar 2 tax initiative
- Continue to provide travel advice and assistance to Jersey residents affected by COVID-19.



CSP 4

We will reduce income inequality and improve the standard of living

We will do this by improving the quality and affordability of housing, improving social inclusion, and by removing barriers to and at work.

What have we achieved?

The pandemic has created the greatest impact on global economic growth since the Second World War, with the Jersey economy affected like that of all other countries. This has presented a significant challenge to household incomes for many families in the island.

The Government set up an emergency scheme to support registered people who have been working in Jersey for less than five years and who lost their full-time employment income because of the pandemic. The COVID-19 Related Emergency Support Scheme (CRESS) provided weekly payments to cover basic costs. A single person received £150 a week and a couple who have both lost their employment income received £250 week with a child supplement of £50 per child also available. This was alongside the Government Co-Funded Payroll Scheme, which refunded employers in eligible businesses a proportion of their wage bill.

To further reduce income inequality and improve standards of living during the pandemic, the Government:

- Implemented a fast track income support application process
- Worked with local housing providers and set up an emergency housing group to support individuals with additional housing needs
- Introduced a rent freeze and stopped evictions
- Worked with the community task force and telecommunications companies to provide support to Islanders at risk of disconnection from telephone/broadband due to COVID-19 pressures
- Designed and implemented a major payroll support scheme to support workers' wages and jobs. The Co-Funding Payroll Scheme has been open to claims for April, May and June so far. The scheme co-funds 80% of the wages of Jersey employees across a wide range of sectors, up to a maximum payment of £1,600 a month. This has supported over 16,000 jobs with almost £60m of support to date
- Supported approximately 13,000 Islanders from low-income households with a £100 payment.

To continue to support the recovery phase, an extension to the co-funded payroll scheme has also been announced to provide tapered support until the end of March, helping to keep Islanders in employment as the economy begins to recover.

The redeployment of staff and resources to the emergency response has had an inevitable impact on planned activities, which will now start later in 2020 or be deferred to 2021

Supporting Islanders with social inclusion and the removal of barriers

At the outset of the pandemic, the Government also created a community steering group to work with Parishes, the voluntary and community sector and local businesses to lead plans that ensured Islanders received the help they needed, when they needed it, in a safe and sustainable way. Part of this important work was delivered through a volunteering working group, Connect Me.

There were four key parts to Connect Me:

- Addressing critical needs – from food deliveries for those in hardship to dog walking for individuals who are not able to leave their homes
- Providing information – from linking customers to lists of retailers offering food delivery to information on how to access Income Support and emergency accommodation

- Coordinating new volunteers – working with the Bodet Foundation’s volunteer.je website to collate volunteer details to deploy the most appropriate people to the charities and individuals who are most in need
- Supporting voluntary and community sector organisations during times of heightened demand.

Anyone who was fit and well, was encouraged to register as a volunteer with a wide range of roles, both in the community (such as delivering essential supplies and hot meals) and to home based roles (such as translating or calling someone in need of a chat). This kept Islanders active, engaged, and included during the pandemic, removing barriers to them accessing health, community, and Government services.

In addition to the above initiatives which were undertaken in response to the pandemic, the following tables outlines progress made against the initiatives set out in the Government Plan 2020-23 and the current status of delivery.

Reduce income inequality and improve the standard of living

CSP4-1-01 Diffuse Mesothelioma Compensation Scheme

Progress: Diffuse Mesothelioma Compensation Scheme

The scheme was implemented in 2019 with funding approved in the Government Plan to meet its obligations to provide permanent financial support to asbestos victims and their families. The Customer and Local Services Department (CLS) will manage the administration of this Scheme within existing resources.

Status: **Complete**

CSP4-1-02 Financial Independence in Old Age

Progress: Financial Independence in Old Age

This project has been deferred in order to re-prioritise officer time to other urgent pandemic related policy work. The project budget has been released in 2020 due to the deferral and a new time frame will be considered as part of the next Government Plan submission.

Status: **Deferred**

CSP4-1-04 Food Costs Bonus

Progress: Food Costs Bonus

The Food Costs Bonus was approved in the Government Plan 2020-23 as a renewal of an existing scheme. Regulations will be lodged for debate before the end of this year, reflecting the higher bonus amount agreed.

Status: **On track**

CSP4-1-05 Single Parent Component P.113/2017

Progress: Single Parent Component P.113/2017

To provide permanent funding for the single-parent component of Income Support – the previous States Assembly (P.113/2017 and P.28/2018) agreed to provide a single-parent component as part of the income support system and identified funding for 2018 and 2019. The component provides an additional £40.39 per week to a single parent receiving income support. There are approximately 1,000 single parents currently receiving this benefit. To maintain the component, permanent funding is required from 2020 onwards.

Status: **Complete**

Improving the quality and affordability of housing

CSP4-2-01 Housing Policy Development Board & Long-Term Plan

Progress: Housing Policy Development Board & Long-Term Plan

The Housing Policy Development Board undertook significant research during 2019 and was close to the production of a final report when the Board was suspended due to the pandemic.

Work will restart soon to finalise the Board's recommendations to the Chief Minister before the end of 2020. This work will be completed in-house with a saving provided against anticipated consultancy fees.

Status: **On track**

CSP4-2-02 Tenants Rights

Progress: Tenants Rights

Significant support was provided to tenants during the initial stages of the pandemic. Emergency powers were used to freeze private sector rent levels and to prevent eviction proceedings. An emergency housing team worked with local housing providers and charities to provide additional accommodation.

In the second half of 2020, work is planned on the implementation of the Affordable Housing Gateway Review, to include a simplification of the banding system and the development of an advice service for housing issues.

Status: **On track**

Improving social inclusion

CSP4-3-01 Care Needs at Home

Progress: Care Needs at Home

Following initial planning of this project, investigations with individual families had to be postponed due to the pandemic, and this project has been deferred until 2021. The project budget has been re-profiled to enable the project to start in 2021.

Status: **Delayed**

CSP4-3-02 Implementing the Disability Strategy

Progress: Implementing the Disability Strategy

The Disability Strategy was published in 2017 and some initial projects have already been completed using existing resources. The extra funding identified in the Government Plan supports the roll-out of a wider range of projects from 2020 onwards. The Island's Disability Strategy was developed in partnership between Government, voluntary and community organisations, and the business community. Disabled Islanders currently report lower levels of wellbeing than non-disabled Islanders. Most of the social and economic benefits of implementing the strategy will be achieved over the long term. However, due to the pandemic, implementation of the strategy has been delayed. Recruitment of staff and agreed projects have now been restarted.

Status: **On track**

What we aim to achieve by the end of 2020

- The final phase of family friendly employment rights was introduced midyear, accompanied by an interim scheme to support employers with the cost of providing up to 6 weeks of paid parental leave to a parent who is not the birth mother. By the end of 2020, permanent regulations to provide a parental benefit to both parents will be completed with a parallel project to provide the necessary administration, to allow contributory parental benefits to be available to both parents from early 2021
- The Housing Policy Development Board was established by the Chief Minister in 2019. Following a delay due to the pandemic, the Board will reconvene to produce its final report and recommendations for a long-term housing strategy
- An external review of the Affordable Housing Gateway was due to be implemented in 2020. This timetable has been disrupted by the pandemic but by the end of 2020, we aim to have simplified the banding system and published clear policy guidelines
- Funding was provided in the Government Plan 2020-23 to design and set up a Housing Advice Service. These plans have been delayed but we aim to have designed and implemented an advice service to support all tenants and those with housing issues
- Customer and Local Services will start to deliver the actions planned under the Disability Strategy
- A consultation by the Employment Forum to review annual leave and rest break entitlement will be completed and recommendations made to the Minister for Social Security
- A major review of incapacity benefits will restart in the second half of 2020 and continue into 2021
- The Food Costs Bonus regulations will be reviewed to provide bonuses for the next 3 years.



CSP 5

We will protect and value our environment

We will do this by embracing environmental innovation and ambition, by protecting the natural environment through conservation, protection, sustainable resource use and demand management, and by improving the built environment, to retain the sense of place, culture and distinctive local identity.

What have we achieved?

The political commitment and resolve in tackling the climate emergency have in no way diminished during, or because of, COVID-19.

The pandemic has, however, affected the Government's ambition both logistically and strategically. At the outset of the pandemic response, staff from Trading Standards, environmental health, planning and building control and regulatory functions were deployed to support with the emergency response. Business as usual services in these areas were put on hold for some months and these areas continue to function with reduced resources. This has had a significant impact both on departmental delivery but also the planned changes as set out in the Government Plan 2020-23.

Nevertheless, the redeployment of these colleagues and resources has shown how quickly the Government can act and make significant changes in response to emergency situations. Ministers and senior officers have made it clear that a post-pandemic resumption of unsustainable behaviours and lifestyles would miss the unexpected chance to make the changes necessary for long-term sustainability. The experience of the pandemic has provided a glimpse of different ways of working that will impact our need to travel around the Island in old and unsustainable ways. This will influence spatial planning, the location of workplaces, where new homes are built and the transport services Islanders will need in the future. The economic recovery can offer a new growth strategy, which is able to deliver on the twin benefits of stimulating economies and creating jobs while accelerating the green transition, reducing emissions and protecting biodiversity.

In February 2020, the States Assembly unanimously agreed the [Carbon Neutral Strategy](#). This outlined the strategic context and principles upon which a community driven participatory democracy approach would be used to develop Jersey's detailed road map towards carbon neutrality. Key to responding to the climate emergency and biodiversity crisis was a Citizen's Assembly which had been planned for early 2020 but had to be paused due to the restrictions imposed by the pandemic.

In March 2020, the States Assembly agreed the [Sustainable Transport Plan](#), which comprised two parts. Firstly, a Framework for Sustainable Transport System that gave a vision supported by four pieces of rapid analysis needed to form a detailed approach to transitioning Jersey's transport system into one that promotes the sustainable wellbeing of future generations. Secondly, a Strong Start Delivery Plan for 2020 that offered a number of immediate projects, pilots and improvements. Both of these reports, and their associated work streams marked the beginning of an intensive phase of development and delivery work that will ultimately re-shape the Island's response to the global challenge of climate change and the approach to travelling in the Island.

Alongside these, the Island Plan Review programme began the process of reshaping the Government's future spatial planning policy for the next decade, addressing major strategic challenges and tensions like planning for the need for homes, safeguarding the environment, supporting the economy, responding to Jersey's ageing population and securing good design and creating better places.

Supporting the Island's natural environment and resources

The Government has achieved the following advances in the protection of the natural environment and sustainable use of natural resources:

- The Action for Cleaner Water group, comprised of potato and dairy farmers, pesticide merchants, Jersey Water and Government officers, has continued to drive down levels of nitrates and pesticides. Potato farmers now use placement fertiliser and apply pesticides according to a risk based model. This has led to a reduction in concentration of nitrates in Jersey's surface water by more than one-quarter during the past 10 years
- The Marine Research programme has continued some projects during the pandemic, including the cetacean assessment work, acoustic monitoring, habitat and stock assessments of key species
- The Fisheries Support Scheme delivered bespoke support for the fishing industry, allowing it to continue alongside recreational fishing during the lockdown. A comprehensive enforcement regime was stood up to ensure compliance with regulations and monitoring and inspections continue
- Jersey Met Office was awarded European Union Aviation Safety Agency accreditation allowing it to operate remotely. This resulted in the BBC weather for the Island being read to the public not only from a variety of sites in Jersey but also from Glasgow and Exeter
- A permanent Chief Veterinary Officer has started in-role and a new animal welfare law is progressing
- New wildlife legislation is progressing, giving greater protection to the Island's species and habitats
- Hedgerows across the Island are benefiting more wildlife, following new guidelines in Best Branchage Practise. The changes in practice benefit pollinators and is supported by a new tool that has been developed as part of the Channel Island Pollinator Project to allow Islanders to record and view areas that have been set aside as pollinator friendly
- St. Ouen's coastal strip has been designated a Site of Scientific Interest, giving increased protection against inappropriate activities and development and allowing the species specific to that area to proliferate
- The Government has increased investigations into infractions of water pollution laws that cause significant damage to the water quality, flora and fauna of the Island
- Agricultural diversification has increased, with the Government encouraging the growing of crops less detrimental to soil and water quality. These crops can also be attractive financially, thereby ensuring the Island's agricultural community can continue to play their part in keeping Jersey's countryside in the enviable condition seen today.

Furthermore, we would be best to recognise the achievements of those colleagues who remained in post during this difficult period and, despite the reduced resources, managed to:

- Continue the process of determining appeals where appropriate
- Prepare for the debate of the Draft Public Health and Safety (Rented Dwellings) (Licensing) (Jersey) Regulations 201- in September 2020
- Maintain the progress on legislation needed ahead of Britain's exit from the EU including, but not limited to, a new Food Law
- Produce Supplementary Planning Guidance to inform the Our Hospital project
- Provide regulatory support for the development of a Nightingale Hospital
- Study changes to the Planning and Building Law to improve, among other things, the protection of trees and our natural environment
- Sustain the review Bay of Granville Agreement.

In addition to the above achievements, the following tables outline progress made against the initiatives set out in the Government Plan 2020-23 and the current status of delivery.

Embracing environmental innovation and ambition

CSP5-1-01 Climate Emergency Fund

Progress: Climate Emergency Fund

The fund is constituted by a States Assembly decision and is not yet fully operational. The Government Plan allocated £2m to be credited to the fund in 2020. This represented the forecast raised from fuel duty in 2020. The estimated £2m will likely need to be adjusted to account for the reduced levels of achievement in fuel sales and as a result of the lockdown and consequent reduced travel.

The Government Plan allocated funds from the climate emergency fund for expenditure in 2020 as set out in CSP5-1-1[1] and these remain in place, although delivery dates will be adjusted. Where there are unspent funds from the proposed programme in 2020, the funding will remain in the Fund for expenditure in accordance with the Terms of Reference of the Fund, for future years.

Additional expenditure from the Climate Emergency Fund will need to be agreed through the government plan process or through specific amendments agreed by the Assembly as set out in the States agreed terms of reference for the fund.

Status: **On track**

Protecting the natural environment

CSP5-2-01 Assessment of public infrastructure and resources

Progress: Assessment of public infrastructure and resources

The Stage 1 report has been completed and is under internal review. Stage 1 is, basically, a 'state of the nation' report looking at the Island's existing infrastructure provision and demand.

This will inform a Stage 2 report, looking at future infrastructure needs. The work was delayed by the pandemic and now the remit has changed slightly owing to the three-year bridging Island Plan concept that is under development.

Status: **Delayed**

[1] https://statesassembly.gov.je/assemblyreports/2019/r.91-2019.pdf?_ga=2.248462151.1198721505.1584350253-837255368.1583764310

CSP5-2-02 Countryside access

Progress: Countryside access

A recent survey of users of the countryside during COVID-19 lockdown instruction indicated that almost two-fifths of respondents visited the countryside more during lockdown. Over three-quarters said that there was an increase in visitors during lockdown and almost everyone (97%) said they were likely to continue to visit once COVID-19 restrictions are lifted.

The usual volunteer force (mainly Probation Service and the Back to Work Scheme) could not operate due to the COVID-19 restrictions. There was concern that paths and infrastructure would fall into disrepair. Footpath contracts have been re-tendered to ensure paths are maintained in a safe condition for users. Some of the allocated funds were used to keep these in good repair and compliant with health and safety concerns.

Status: **Partial deferral**

CSP5-2-03 Jersey National Park

Progress: Jersey National Park

The Francis Le Seuer Centre is closed due to pandemic restrictions. Preparation for reopening and delivery of activities are underway.

Status: **Reduced**

Improving the built environment

CSP5-3-01 Island Plan review

Progress: Island Plan review

As a result of the impact that the pandemic has had on the previously agreed Island Plan programme, Ministers have agreed a new strategy to develop a 'bridging' Island Plan. Work is underway to develop the bridging Plan to an adjusted programme.

Status: **Delayed**

Infrastructure investment

GP20-EST-10-Y Vehicle Testing Centre (Major Project)

Progress: Vehicle Testing Centre (Major Project)

The project is on the list of items to be deferred to 2021 in order to release cash-flow.

Status: **Deferred**

GP20-EST-10-Y Vehicle Testing Centre (Major Project)

Progress: Infrastructure Rolling Vote

Liquid Waste

Projects consist of surface water separation schemes; foul and surface water improvements; and, investigations into the effects of climate change on inland surface water management.

Design of all projects has commenced. However, funding pressures due to the pandemic has meant funds have been diverted to other critical areas and the delivery of some drainage projects have been put on hold.

Status: **Partial Deferral**

Transport

Planned upgrades to the traffic signalling and street lighting of the Island's highway network.

The design and development of all projects has started. However, funding pressures due to the pandemic have meant funds have been diverted to other critical areas and the delivery of some planned transport projects have been put on hold.

Status: **Partial Deferral**

Infrastructure

Projects consist of slope stabilisation, maintenance and replacement of roadside structures and sea defences, which include condition assessment and investigation into the effects of climate change and sea level rise.

Some projects are complete, others are ongoing, and some have been put on hold due to funds being diverted as a result of the pandemic.

Status: **Partial Deferral**

GP20-INFR-04-N First Tower Pumping Station Upgrade

Progress: First Tower Pumping Station Upgrade

Additional pumping capacity is required at First Tower Pumping Station with new pumps and upgrades to the pumping station valves and pipework. The upgrades are currently in progress.

All pumping station upgrades and asset replacement are programmed commenced in June.. The current programme indicates that production and progress is in line with the accepted project programme and that the contract dates will be achieved.

Status: **On track**

GP20-INFR-05-N Inert Waste Site Feasibility

Progress: Inert Waste Site Feasibility

As La Collette reclamation site reaches capacity, to investigate options for either a new reclamation site or prolonging the life of the existing site.

Progress has been made in raising awareness of Jersey's inert waste needs to the Island Plan team and other projects that could benefit from clean infill material have been identified and are being supported.

To support the Government cash flow pressures relating to the pandemic it has been proposed that this capital project is deferred until 2021.

Status: **Deferred**

GP20-INFR-06-N La Collette Waste Site Development

Progress: La Collette Waste Site Development

The project concerns providing storage capacity for any hazardous or contaminated soils delivered to site from construction projects and developments.

Lockdown measures put in place to delay the spread of the virus has reduced the amounts of waste being delivered, meaning that existing capacity is good.

Status: **On track**

GP20-INFR-07-N Island Public Realm including St Helier

Progress: Island Public Realm including St Helier

Scoping work has been delayed due to the pandemic, however the work will be progressed during the next quarter.

Status: **Partial Deferral**

GP20-INFR-08-Y Replacement Bellozanne Sewage Treatment Works STW

Progress: Replacement Bellozanne Sewage Treatment Works STW

Construction of the new tanker import facility is complete. The commissioning of process equipment has commenced and is in the final stages of reliability testing. Takeover of the new tanker import facility is anticipated in September 2020.

Production and progress of the new sewage treatment works is ongoing and generally in line with the accepted overall programme. Construction of all main process structures and civil infrastructure has commenced and some areas are nearing completion. The installation of mechanical, electrical and ICA equipment and plant commenced in June 2020. A programme delay of approximately 12 weeks is anticipated due to the impact of COVID-19, with additional delays due to inclement weather. Commissioning of the works are expected to be carried out in stages with the first Phase being completed by late 2021.

Due to the need to commence commissioning of the main treatment process in 2021, discussions are ongoing with a view to meet the key dates irrespective of the delays. The overall project is expected to be completed by the end of 2022 as planned.

Status: **On track**

GP20-INFR-09-N Drainage Foul Sewer Extensions

Progress: Drainage Foul Sewer Extensions

This project has been deferred as the funding has been reallocated to COVID-19 Emergency Funding. The reduced funding as a result of the pandemic will need to be recovered in full in 2021-2024 Government Plan.

Status: **Deferred**

GP20-REPL-01-N Replacement Assets and Minor Capital (Growth Housing and Environment)

Progress: Replacement Assets and Minor Capital (Growth Housing and Environment)

This programme is made up of the replacement of GHE assets and minor capital across Liquid and Solid Waste Sections, including pumping stations, Sewage Treatment Works and the Energy Recovery Facility. The programme is currently on track for delivery.

Status: **Partially Deferred**

CSP5-C10 Fleet Management - Vehicle & Plant Replacement

Progress: Fleet Management - Vehicle & Plant Replacement

The allocation of the funding in the Government Plan is for the procurement of vehicle and plant replacement and supplements pre-existing allocations made in previous years but not yet fully expended.

Jersey Fleet Management (JFM) now procures all vehicles for Government, however as several departments are going through restructuring as part of their TOMs there are knock-on delays in committing to new or replacement vehicle assets and the associated revenue leasing charge. This will result in JFM carrying forward unallocated budgets.

Status: **On track**

CSP5-C11 Car Parking - Car Park Enhancement & Refurbishment

Progress: Car Parking - Car Park Enhancement & Refurbishment

Work on the modernisation has been deferred subject to post-COVID-19 budgets being agreed and the recommencement of Island Public Realm work, to which it is interlinked. Work to restart these projects will form part of the restart review for the Island Public Realm.

Status: **Deferred**

Refit and replacement of Fisheries protection vessel and auxiliary vessels

Progress: Refit and replacement of Fisheries protection vessel and auxiliary vessels

The refit work for the Norman Le Brocq is being scoped as part of competitive tendering process. The work is envisaged to be complete by the end of 2020.

Status: **On track**

What we aim to achieve by the end of 2020

- Resume business as usual service delivery in Environmental Health and Trading Standards, Planning and building control and regulatory functions
- Determine the capital budget so that the correct resources can be allocated for efficient and effective project design and delivery, and completion of projects where funding is still available
- Provide capacity for waste for some significant known construction projects expected in 2020 and 2021
- Complete the evidence base to inform and the draft the Interim Island Plan, in advance of consultation and lodging in 2021.
- Natural Environment will understand how the public access and use our unique countryside and North Coast sites and what is required to maximise the large benefits they provide going forward.



Modernising Government

We will improve the way in which Government and the public service function, so they deliver modern, efficient, effective and value-for-money services and infrastructure, sound long-term strategic and financial planning, and encourage closer working and engagement among politicians and Islanders.

5 ONGOING INITIATIVES

A States Assembly and council of Ministers that work together for the common good

A modern, innovative public sector that meets the needs of Islanders effectively and efficiently

An electoral system which encourages voter turnout and meets international best practice

A new long term strategic framework that extends beyond the term of a Council of Ministers

A sustainable long-term fiscal framework and public finances that make better use of our public assets

What have we achieved?

When the One Government initiative was launched, it was announced that it would be delivered in three phases; the Stabilisation, Recovery and Repositioning of our public services. The due diligence undertaken during the first phase, from October 2017 to February 2018, identified the most significant risks to the organisation and the key activities that would need to be undertaken to address these.

The core activities that have commenced in response to this due diligence include:

- Launching a programme to enhance the cyber security of Government
- Commencing procurement activity to replace the Government's outdated finance, HR, payroll, procurement and asset management systems
- Replacing outdated IT hardware and a move of IT assets to either a new and highly resilient data centre or to the cloud
- Completing new target operating models in directorates such as People & Corporate Services and Modernisation & Digital
- Continuing focus on a culture change through the Team Jersey programme
- Agreeing the business case to start work on the creation of a much enhanced Commercial Services capability.

The pandemic has required an acceleration of new ways of working and the One Government culture has enabled colleagues to embrace these changes. Staff from a variety of differing roles, in various departments, have come together to work collaboratively and achieve rapid change in order to protect Islanders health and wellbeing.

The foundational work of our Modern Government initiatives such as the Microsoft Foundations and the Cyber Security programmes, have enabled the rapid and secure deployment of Microsoft Teams to over 2,300 additional Government staff, which allowed colleagues to continue to securely deliver services whilst working remotely during lockdown.

Additionally, the investment in enhanced capabilities for Modernisation and Digital ensured the right capabilities were in place to design and deploy new technical solutions to support with the Test and Trace programme, most notably the end to end solution to support Arrivals testing, which allowed the Island to move away from the 14 day quarantine period for green and amber designated countries.

Whilst Team Jersey had to cease face-to-face delivery of manager and colleague sessions, the core team became heavily involved in the pandemic response. Members of the team coordinated emergency resourcing across Government, including providing additional support to the communications directorate in media planning and business continuity.

To support colleagues managing the response, and to enhance organisational resilience, the team increased its coaching for senior leaders to support their teams throughout the challenging experiences during the crisis. The team created weekly guidance for managers and colleagues on topics such as leading and working remotely and supporting wellbeing whilst doing so. This was achieved through converting all the material used for face-to-face sessions into an online format with virtual Team Jersey Lead development session supporting their learning.

The Jersey Employers Group was convened to support economic recovery, specifically focusing on Island wide strategic workforce planning and engagement with schools to support school leavers.

Islanders have also adapted to accessing services online, with more customers taking the opportunity to access services at a time and place that suits them. Online applications for key services, such as registration cards and Income Support changes, have tripled since the start of the year.

The pandemic required the Government to think and act differently. Quick decisions were made to redeploy resources to key areas of priority, new teams were established overnight, and new ways of working derived.

Outlined below is some of the work achieved by the Government in the last six months:

- A scaled-up public health policy capacity was initiated early in March 2020 by moving Strategic Policy, Planning and Performance policy resources away from 'business as usual' priorities, increasing the public health policy capacity from four officers to nearly 25 people at any one time. This comprised a core public health policy and guidance team, and an aligned legislative team. This team were responsible for developing the Safe Exit Framework and the various legislative and policy guidance which supported the Island's exit from lockdown
- From the outset of the crises, States of Jersey Police (SOJP) recognised and accepted its important role of enforcing new regulations whilst maintaining the trust and confidence of Islanders. In collaboration with Honorary police colleagues, we introduced Operation Talla. Mindful to 'Police the virus', not necessarily Islanders, SoJP introduced the 4E's (Engage, Explain, Encourage, Enforce) with a view to setting a clear and consistent policing style
- The Fire & Rescue Service deployed fast response assistance for logistics and set up of critical functions such as testing centres
- JCIS led and administered the Essential Travel Scheme which allowed safe essential travel to and from the Island
- The Treasury and Resources team put the finance transformation into practice and ensured liquidity across the organisation as well as implementing a controlled process for the review and approval of COVID expenditure and supporting the implementation of numerous measures to support Island recovery
- The test and trace operation was established through the efforts of redeployed staff across various departments, working collaboratively to proactively delay, control, and suppress the spread of the virus
- Staff wellbeing and safety was of paramount importance during this time as the risk to life was potentially greatest to those on the front line. Emergency accommodation serviced 308 employees, agency and locum staff and 73 contractors were accommodated over the period as well as additional wellbeing support provided
- Technological delivery was accelerated to allow up to 3,000 Government staff to work remotely simultaneously and to support numerous new locations for essential staff to

continue to work, in addition to deploying the full Microsoft365 suite to over 300 additional users

- Team Jersey accelerated their focus on resilience and coached managers to support their teams challenges throughout the various changes experienced during the crisis.

In addition to the above new initiatives and deliverables which were undertaken in response to the pandemic, the following table outlines progress made against the initiatives set out in the Government Plan 2020-23 and the current status of delivery.

A new, long-term strategic framework

Progress: Performance management framework

Jersey's Performance Framework measuring the progress of sustainable wellbeing of Islanders was published in January 2020 and is now being extended to include service performance measures.

Status: **Complete**

Progress: Island Plan

The Council of Ministers have agreed a new strategy to develop a 'bridging' Island Plan. Work is underway to develop this adjusted programme.

Status: **Delayed**

Progress: Government Plan and Business Planning improvements

Improvements to process and content were identified following the agreement of the Government Plan 2020-23 and publication of the Departmental Operational Business Plans. These improvements are being implemented.

Status: **On Track**

OI1-01 Census 2021

Progress: Census 2021

The Census is vital to gather key population information to allow effective planning of public services. Despite difficulties caused by the pandemic, progress is being made to design an efficient, lawful process supported across Government and by third parties where appropriate. There remain some key decisions to be made on whether to provide an online option to return Census information, and how best to input data from paper returns.

Status: **Delayed**

A States Assembly and Council of Ministers that work together for the common good

OI2-01 States Greffe extended services

Progress: States Greffe extended services

The target operating model approved by the PPC has been implemented and has largely been recruited to, although some recruitment remains outstanding. There have been some delays in recruiting to some of the new posts due to the pandemic and this will result in an underspend in 2020. PPC has agreed to offer savings of £140k in relation to recruitment deferral.

Status: **Partial deferral**

A modern and effective public sector

OI3-01 Building Revenue Jersey Team

Progress: Building Revenue Jersey Team

The Revenue Transformation programme facilitates the modernisation of Jersey's tax and revenue collection with new digital systems and ways of working.

The out of date legacy back office systems have been safely replaced and tactical online solutions (such as the Personal Income Tax Return) are realising early benefits and creating capacity for the wider transformation. To date over 12,000 personal tax returns have been filed online.

This allows the Government to move officers from low-value, clerical and largely manual work to implementing a risk-based model focusing their time on work with the highest reward.

The next stages are complete the overhaul of convenience and efficiency by making revenue interactions online and self-service, complete the transition to risk-based operations, incorporate more regulated revenue streams starting with Social Security.

Status: **On track**

OI3-02 Commercial Services - enhanced capabilities

Progress: Commercial Services - enhanced capabilities

Commercial Services Enhanced Capabilities will define the vision and target operating model for the function, to enable the provision and delivery of the 'appropriate' support services to enable the One Government vision. While the initial assessment was completed and a draft business case developed early in 2020, the pandemic created an unprecedented demand on Commercial Services, including procurement of PPE, managing airline provision and the Nightingale Wing.

The extent to which the Commercial Services function was under resourced was evident and required the hiring some local contractors, consultants and secondees from both internal and external organisations to support the response. The final business case was delayed and had to be redesigned to consider the deferment of activities and resulting in a reduction in the additional funding request for 2020 to support the new Commercial Services function. The business case was approved by Senior leadership at the end of June, and the Ministerial decision signed on 3 July to start this work.

Status: **Partial deferral**

OI3-03 Domestic Compliance ('Spend to Raise')

Progress: Domestic Compliance ('Spend to Raise')

The programme will deliver a stronger and more-effective compliance capability within Revenue Jersey to help make sure that everyone pays their fair share of tax. 2020 activity has been lower-than-expected due to the impact of the Pandemic lockdown. Nonetheless, significant desk-based activities promise a satisfactory return on investment. Recruitment in 2020 has been more successful than in 2019, with more of Revenue Jersey's posts now filled with permanent appointees.

Status: **Delayed**

The appointment of a specialist tax lawyer in the Law Officers' Department is expected to increase domestic tax revenue. The appointment of the tax lawyer has been deferred to Q3 2020 which will result in an underspend for 2020.

Status: **Deferred**

OI3-04 Enabling policy excellence across the Government

Progress: Enabling policy excellence across the Government

Three significant milestones have been achieved, despite the reorientation of many policy officers to support the pandemic response. First, an in-house and Jersey-specific 'Introduction to Public Policy' course was developed and delivered for the first time. Second, a framework contract has been established with Kings College London which enables Jersey civil servants to access and attend the same policy profession post-graduate curriculum as the UK Civil Service; and third, four policy officers started the post-graduate certificate in public policy in May, despite the huge demands and stressful context they found themselves in.

Other policy community activity was suspended, including expert seminars and the quarterly community events, but it is hoped these can resume later in the year.

Status: **On Track**

OI3-05 Government of Jersey Bank Charges

Progress: Government of Jersey Bank charges

Sustainable budget established for Government Bank Charges and Merchant Fees to support the digital priorities of Government.

Status: **Reduced**

OI3-06 GST de-minimis changes

Progress: GST de-minimis changes

The decision was taken in April to defer GST changes to January 2021 on account of the Coronavirus Pandemic but subsequently drawn back to 1 October 2020, to support Jersey retailers by discouraging higher-value purchases from offshore retailers. Jersey Customs & Immigration Service is deploying its extra paybill, provided in the Government Plan, to meet this date.

Status: Delayed

OI3-07 Guernsey-Jersey Joint Working Programme

Progress: Guernsey-Jersey Joint Working Programme

The Guernsey-Jersey joint working group continue to meet; however, new projects are not being discussed due to the pandemic response.

Status: Deferred

OI3-08 Increased audit fees

Progress: Increased audit fees

The funding will provide a provision for appropriate external expertise to be engaged to implement new accounting standards over the coming years. The project will also make available audit personnel with specialised skills and knowledge during the implementation of new accounting standards and throughout the audit process.

Status: Partial deferral

OI3-09 Modernisation and Digital (M&D) - enhanced capabilities

Progress: Modernisation and Digital (M&D) - enhanced capabilities

The enhanced service offering will include: integrated IT delivery, Corporate Portfolio Management Office, Corporate Change Delivery, cross Government Business and Technical Architecture and Information Governance. The M&D re-structure has been completed and implemented. Recruitment to new roles has been delayed due to the impact of the pandemic but is expected to be largely completed during the second half of 2020.

Status: Partial deferral

OI3-10 People and Corporate Services (P&CS) - enhanced capabilities

Progress: People and Corporate Services (P&CS) - enhanced capabilities

The initial consultation on the P&CS target operating model was completed but was put on hold due to the pandemic. Implementation and recruitment have restarted from July, with appointments due to be completed by the end of the year.

Status: Partial deferral

OI3-11 Policing 2020-23

Progress: Policing 2020-23

Recruitment completed for 2019 and 30 contracts issued for 2020.

Deferred recruitment of ten Police Officers and four Police staff posts until 2021.

Status: Partial deferral

OI3-12 Supply Jersey Maintenance, Licencing and Procure to Pay analysis

Progress: Supply Jersey Maintenance, Licencing and Procure to Pay analysis

Increase to base budget to fund annual fees from 2020-2023 for the licensing of the Supply Jersey-Procure to Pay solution.

Status: Complete

OI3-13 Supporting One Gov - Team Jersey (HR/OD strategic partner)

Progress: Supporting One Gov - Team Jersey (HR/OD strategic partner)

The Team Jersey programme is initially a three-year programme designed to help transform the way the Government deliver public services and build on the positive aspects of the organisation. It is designed to develop a culture that is based on teamwork and collaboration, openness and transparency, learning, innovation and appropriate risk taking, combined with respect for customers and for each other. This will support the realisation of the One Government vision.

Over 3,500 employees have undertaken various workshops, including: Shaping Positive Culture, Crucial Conversations, Leading Collaboration, Organisational Change, High Performing Teams and Thinking and Working differently. The programme has completed foundation work to support safer recruitment, developed a values and behaviors framework for Government colleagues and improved staff induction.

An employer forum has been established to work across public, private and voluntary sectors to work together on core projects, including early schools engagement and Island wide workforce plan. COVID-19 halted the roll out of face-to-face workshops, which have more recently moved online. The Team Jersey Board is now re-aligning the programme rollout and design to restart from August 2020.

Status: Partial deferral

OI3-14 Technology Transformation Programme (TTP) (Revenue and capital)

Progress: Technology Transformation Programme (TTP) (Revenue and capital)

The TTP includes three Major Projects in 2020; progress will be reported at the major programme level, as follows:

Integrated Technology Solution (ITS) Implementation GP20-IT-02-Y

The ITS programme is procuring a technology solution to replace end of life systems, transforming ways of working and offering more efficient processes and capabilities, that delivers benefits to Government, colleagues and suppliers. The procurement timeline, strategy and plan has been adjusted, reflecting market feedback and COVID-19. An Invitation to Tender (ITT) for the Business Change, Systems Integration and Technology procurement was issued in June 2020. The programme management and PMO procurement will start in July/Aug, with all procurement due to be completed in December 2020, ready to commence delivery in January 2021.

MS Foundation Programme GP20-IT-01-Y

The pandemic response necessitated a revision to the planned deployment of Microsoft 365 (M365) by bringing forward a rollout of the Microsoft Teams application to more than 2,000 additional colleagues to support remote working across Government.

This has slowed the deployment of the full M365 suite, and the programme is now re-planning this activity. Despite the change of approach required by the pandemic response, it is expected that M365 will still be deployed within the existing programme plan timeline.

Cyber Security Programme GP20-IT-14-Y

The Cyber Security programme has been established to improve the security risk position and maturity of the organisation in relation to a number of industry standard people, process and technology controls. The programme is a Major Project in the Government Plan to modernise and safe-guard key IT systems/services and supports the wider protection of data/information that may be processed, stored or transmitted about employees or customers. The programme has been established and is now mobilising a number of suppliers to support the delivery of the necessary controls that will improve the risk position and maturity of the organisation with regards to cyber security. Despite the impact of the pandemic on the procurement timeline, the programme is expected to deliver in line with the agreed budget and overall programme timeline.

Status: On track

Infrastructure Investment

GP20-PFV-08-N OneGov Office Project

Progress: OneGov Office Project

The project is currently in pre-feasibility phase. This activity involves the procurement of a development partner to work with the Government to deliver a new office to bring together colleagues across Government and provide an outstanding customer hub for Islanders. The Government is in dialogue with potential parties as part of a commercial process, to identify a site and scheme with a view to having a new building operational by early 2024.

The Government has reviewed the principles of the Strategic Outline Case, which was approved in October 2019, to assess the implications of the pandemic on the project. It is expected that more colleagues will wish to work flexibly, and customers will want the convenience of more services online. The Government will review plans for exiting leases, and timings for the potential sale of properties to reduce the impact of an economic downturn on capital receipts and anticipated revenue savings. On balance, the Government considers the case to build a new office remains valid, as it will deliver a noteworthy economic stimulus and a range of benefits for the organisation.

The project is currently delivering its milestones on time and on budget – it is expected the preferred developer partner will be identified in Q3 2020. Funding for the next phase of the project will be incorporated into the draft Government Plan 2021-24.

Status: **On track**

GP20-IT-03-N - BAU - Replacement Assets (COO)

Progress: BAU - Replacement Assets (COO)

The pandemic response has necessitated a re-prioritisation of asset replacement. The immediate focus has been on those assets which support remote working, such as firewalls and direct access servers, and on improving system reliability and stability within the data centres. Once the emergency pandemic response has been completed, the replacement plan will focus again on the desktop solution for Health and Community Services, back-up solution and updating hardware asset support.

The target each year will be to achieve a significant simplification of the Government's Information Technology asset estate.

Status: **On track**

GP20-IT-08-N - Regulation Group Digital Assets (RIDA)

Progress: Regulation Group Digital Assets (RIDA)

Currently partially deferred, due to staff being currently deployed to COVID-19 contact tracing team.

Status: **Partial deferral**

GP20-IT-10-N - Combined Control IT

Progress: Combined Control IT

This project seeks to create a combined control room for all three emergency services to be able to better report, monitor and respond to all emergencies in Jersey.

This will create a more unified service, able to respond to all emergencies and encourage closer working between agencies. This will promote a more comprehensive and efficient response to emergencies occurring in the Island.

The several elements of this project have been delayed due to COVID-19 and related budget constraints. One of the major elements (selecting a new CAD) has now been delayed until 2021. It is hoped that progress on the other phases will continue.

Due to a number of failures in the 999 service this year, the investigation of options for the future of the Emergency Call Handling Service (currently provided by JT) has been accelerated.

Progress is being made with the telephony and communications upgrades as well as the people model, but the selection of the new CAD system will have to be delayed to 2021 due to budgetary constraints resulting from the COVID-19 response.

Status: Partial deferral

Sustainable long-term public finances

OI4-01 Delivering effective financial management

Progress: Delivering effective financial management

Work is ongoing to embed the new target operating model for finance, both in terms of recruitment to the team, and specific transformation projects across Treasury and Exchequer (T&E). COVID-19 has impacted some projects, but progress is still being made wherever possible and replanning is being carried out. Transformation is in many cases being delivered by the teams, but this cannot be delivered from the side of a desk, and additional resource is delivering specific projects as part of Finance Transformation:

- Change readiness activities for the implementation of ITS (a key enabler to transformation) have begun
- Implementation of automation software for bank reconciliation
- Launch of the Training Strategy for the Finance function and development of a Finance for Non-Finance colleague strategy, including the design of a finance training module for budget holders
- The Zero Based Budgeting project was paused due to COVID-19, but restarted in June

The implementation of ZBB was a Government Plan commitment in 2020. A programme was established to set up a rolling programme of ZBB across the government. Under ZBB, Budget Managers start from a “clean sheet” (i.e. from zero) with no assumptions, all activities conducted are justified on the basis of their contribution to outcomes, and all required resources to support delivery are evidenced and objectively challenged.

ZBB will provide greater control over our budgets and make it easier for us to redirect resources towards our strategic priorities. This increases the connection between our spending and our objectives, introduces increased cost transparency and control across the organisation, and creates a sustainable culture change in how we financially plan. The method seeks to align our operational and financial planning, better management and better ability to shift resources towards priorities will quite lead to better government.

A first phase of work began in January; ‘Building the Basis’ developed Zero Based Budgeting infrastructure for GoJ incorporating training assets, templates and tools to conduct the exercise and developing a series of standardised rollout methods that could be deployed within each department. The first Departmental rollout, Treasury & Exchequer, was conducted between January and March, before being interrupted by Covid-19. The project was placed on pause due to the extensive operational and finance capacity that underpins the creation of the data and insights being directed elsewhere.

The project restarted in the Health and Community Service in June, and will conclude in September. ZBB will be rolled out to the remaining Departments across 2020 and 2021, as part of establishing a rolling programme of zero-basing to inform decision making in future government plans.

Status: **Delayed**

An electoral system which encourages voter turnout

OI5-01 Electoral registration

Progress: Electoral registration

Project to explore and, if possible, implement a new system for electoral registration based on data already held by the States, rather than the annual household canvass.

Create more accurate and comprehensive electoral registers, in a more efficient way than at present. A proof of concept project has been completed and the Privileges and Procedures Committee (PPC) has agreed that the project should continue to implementation. Second discovery project is currently underway.

Status: On track

Non-Ministerial

OI-Non-01 Comptroller and Auditor General additional funding

Progress: Comptroller and Auditor General additional funding

External staff to review processes and increase in audit fees.

Status: Complete

OI-Non-03 Judicial Greffe additional funding

Progress: Judicial Greffe additional funding

Additional staff - Extra monies were for increased salary awards for four posts. One post is not forecast to be filled in 2020 and the associated £20k underspend is in relation to this vacant post. The balance of £60k will be spent as purposed.

Status: Deferred

Pay Scale Correction - This allocation relates to a salary review for a number of Office Holders which has yet to be completed. Until the final outcome of that review is known, there is no certainty as to whether this allocation is sufficient or not.

Status: On track

OI-Non-04 States Assembly additional funding

Progress: States Assembly additional funding

The target operating model approved by the PPC has been implemented and is currently being recruited to. There have been some delays in recruiting to some of the new posts due to the pandemic and this will result in an underspend in 2020.

The Law Drafting Office has been transferred into the States Assembly and is on target to deliver its workload now growth has corrected previous and structural funding shortfall.

Additional funding for services to States Members and a pension scheme has also now been implemented, although with some underspend due to lower take-up of the pension scheme than forecast.

Status: **On track**

OI-Non-05 Viscount's Department additional funding

Progress: Viscount's Department additional funding

Some deferral of funding due to delayed recruitment into posts. Posts include Finance Officer, Courts/Inquest Officers, and Knowledge Management. Funding also included BAU maintenance such as software maintenance costs and Viscount Officers pay review.

Status: **Partial Deferral**

OI-Non-06 Legal Aid Office

Progress: Legal Aid Office

Currently, there is an underspend on Hired Services with year-to-date actuals excluding a £36,000 accrual. This arises from the changes required to the Legal Aid system under the Access to Justice (Jersey) Law 2019. For the new system to be fully functional, the new Legal Aid guidelines (which have been drafted but not yet approved) need to be implemented. In the interim, a shadow system is in place, operated by the Law Society.

Status: **Partial Deferral**

OI-Non-07 Probation Service additional funding

Progress: Probation Service additional funding

The growth funding in the sum of £35,000 awarded to Jersey Probation and After Care Service has been used to meet the inflation shortfall in the salaries of four staff (Portuguese offender worker, Court Liaison Officer, Restorative Justice Officer and ADAPT Domestic Abuse Co-ordinator), who remain partially funded by the Building a Safer Society Strategy (BASS), in Justice and Home Affairs.

Status: **Complete**

GP20-EST-14-N - Baliff's Chambers - Courtroom 1 Magistrates Court

Progress: Baliff's Chambers - Courtroom 1 Magistrates Court

The Project is intended to increase the size and functionality of Court Number 1 in the Magistrate's Court to allow it to be used as a Jury Trial room. No work has yet to be undertaken and it has now been deferred to 2021.

Status: Deferred

GP20-EST-14-N - Baliff's Chambers - Courtroom 1 Magistrates Court

Progress: Judicial Greffe – Courts Digital Project

This project aims to digitally transform the working of the courts, and in doing so improve access to justice. It includes documenting, reviewing and redesigning procedures within the courts. The scope of the project broadly includes the work of the courts and tribunals, how users of the courts interact with them, and how documents and data flow into and out of the courts. The project team has been appointed and has started work. The project extends over the next two to three years. Due to COVID-19, it has been agreed to accelerate the project in a number of areas. The project is currently forecast to underspend by £81k in 2020 which is expected to be deferred to 2021.

Status: Partial deferred

GP20-IT-06-N Phoenix Software - Viscounts

Progress: Phoenix Software - Viscounts

There is a major update still to be tested and implemented later in the year. This has been delayed due to resourcing issues towards the end of last year.

Status: Deferred

What we aim to achieve by the end of 2020

- Completion of the target operating model and One Government organisational redesign
- Assessment of the impact of the pandemic on technological advances, technical requirements and skills, office requirements and the customer strategy
- Technology Transformation programme:
 - Integrated Technology Solution (ITS) – completion of two procurements: business change, systems integration, the provision of technology and resourcing for programme management and PMO services. Contracts to be awarded to enable successful suppliers to start delivery in January 2021 and complete business readiness across the functions
 - Cyber Security – implementation of the fundamental people, process and technology controls
 - MS Foundations – delivery of additional security features and roll out of M365 to remaining priority users
- In September, leadership and colleague face-to-face or virtual training will resume with Team Jersey. Team Jersey Leads will be fully recruited and inducted. A series of focus sessions with all department leadership teams, aimed at embedding the programme at a department level, will be completed
- Recruitment to the M&D, P&CS and Commercial target operating models will enhance the Chief Operating Office's capability. From this, the new departments will continue to invest to enhance individual capability and processes to effectively enable and protect the organisation
- T&E will continue to recruit to its new target operating model and invest in training and developing its people to ensure we have the levels of capacity and capability to support effective financial management. This will be supported by a range of transformation projects, covered in the Departmental Operational Business Plan, and managed as a single portfolio of change. Many of these projects will be delivered by teams in the new structure, with additional resource used to support specific initiatives where required
- A key activity for T&E is the delivery of the Change Readiness activities in advance of the implementation of the ITS (beginning in 2021), which will fundamentally change how the department delivers services through the use of modern technology. These change activities affect process, people and data across the department, and the wider organisation
- Implementation of the electoral registration system and associated Law changes
- The Courts digital project aims to procure an electronic bundling solution before the end of 2020. The team is also planning to undertake a proof of concept to test one of the leading solutions throughout the various courts
- In addition, the Courts digital team is analysing all criminal and civil justice departments to identify process improvements, existing systems and enhancements in order to procure and deliver a case management solution. The project team aims to sign contracts with a case management supplier by the end of 2020.

SECTION 2

EFFICIENCIES REPORT



Summary

The Government Plan 2020-2023 set out the ambition to achieve £100m of efficiencies, with the first £40m to be achieved in 2020. Government expenditure efficiencies are categorised under four key headings:

- A reduction in revenue spend, delivering better quality services for less
- More efficient collection of existing income and better debt management
- Increasing the Government's revenue through further recovery of existing costs, moving towards full cost recovery of services where appropriate
- The extension and increase of existing charges or the introduction of new charges as revenue raising measures

As with the Government's Common Strategic Priorities, delivery of the efficiencies programme has been also impacted by the emergency pandemic response for a range of reasons including; resources having to be redeployed from delivery of efficiency projects to the COVID-19 response. Along with reductions of some services and the costs of temporary staff to support the work of COVID-19, not all of the original programme has progressed as planned.

Nevertheless, despite these challenges, much has been achieved and through the application of the Delivery Plan A, B, C approach, as previously referenced in the 2020 efficiency report (see below), savings as required will be achieved by the end of 2020.

In addition, the pandemic has had a significant impact on Government Finances overall and further savings beyond the originally planned £60m will be required. Therefore, going forward efficiencies will form but one part of the overall financial re-balancing activity of the Government's fiscal position.

Department	Budget £000	Forecast £000	Variance £000
CLS	2,220	1,276	944
COO	1,523	1,523	0
CYPES	3,576	1,190	2,386
GHE	1,151	323	828
HCS	9,000	4,029	4,971
JHA	1,589	763	826
JHA:SoJP	200	200	0
OCE	675	675	0
SPPP	283	283	0
T&E	1,310	740	570
Department sub total	21,527	11,002	10,525
General Revenue Income	7,350	6,350	1,000
Centrally held	11,140	10,440	700
Grand total	40,017	27,792	12,225

Delivery Plans A, B & C

It is important to restate the approach to the delivery of the efficiencies agreed by the Council of Ministers as set out in the original Efficiencies Plan.

'Ministers [also] agreed that if any of the efficiencies are not subsequently approved [or delivered], they will seek alternative departmental efficiencies to the same value to replace them and/or reduce or reprofile some of the planned spending by the equivalent amount, in order to ensure that income and spending remain in balance.'

This approach was subsequently described as:

- Plan A** The efficiency has been delivered or is on track for delivery in 2020
- Plan B** An alternative efficiency has been/ will be developed to cover any shortfall
- Plan C** Typically, Government Plan growth will be deferred to cover any shortfall although other one-off approaches can be used where appropriate.

This combination of approaches maintains a sustained focus on the delivery of efficiencies while implementing a backstop which, in the event of non-delivery, ensures that expenditure is delivered within cash limits. It also mitigates the risk that efficiencies will just be delivered through a reduction in service provision.

In this update the delivery progress of each efficiency is classified into these plans. It has been particularly important to capture efficiencies classified as Plan C. In this group, the planned recurring efficiencies have not been delivered and consequently both the efficiency and value ascribed will be carried over into 2021. This ensures there is a sustained focus on delivering recurring efficiencies and, in so doing, protects the outcomes that the investments are intended to achieve.

Impacts

A critical aspect of assessing the delivery of each efficiency is understanding the impact of its delivery, particularly in the context of our customers, staff and services. This has been especially complex, and, in many cases, it has been difficult to isolate the relatively minor impact of the efficiency from the considerably more significant impact that the pandemic has had on customers, colleagues and services.

Similarly, due to staff redeployment to the emergency pandemic response, the Government has not developed its final approach to a sustainable wellbeing impact assessment. This will be done once colleagues have returned to their usual duties and have the capacity to do so.

The impacts of deferred Government Plan investment are covered in Section 1 of this report.

Governance

As planned, the performance management of the 2020 plan has transitioned into the enhanced monthly financial review process (Budget Monitor). This has provided the Executive Leadership Team (ELT) with monthly financial performance information for each efficiency, enabling appropriate management challenge and intervention. This is supplemented by monthly reporting on the Perform system which provides qualitative updates on delivery.

One change agreed to the original departmental allocation of efficiencies, was a transfer of £200k from Growth, Housing and Environment (GHE) (Operating model savings) to the Office of the Chief Executive. This occurred as a result of the transfer of the Economy function from GHE.

What have we achieved

At the half year position, around £28m of the £40m planned efficiencies for 2020 are due to be delivered. COVID-19 has led to the following changes to the plan:

1. Some One Government target operating models have been delayed due to COVID-19 related activity being prioritised in the short term and the opportunity to revise operating models with a focus on new ways of working
2. A reduction in income streams, such as private patient income within Health and Community Services
3. Contract and agency staff have been retained longer than originally planned, for example, where target operating models have been delayed or due to additional workloads caused by the pandemic
4. The implementation of efficiency plans has been delayed as resources have been redirected to support COVID-19 activities
5. Benefit expenditure has increased as a result of a rise in claim numbers and values due to the pandemic

6. Income collection targets and improved debt management arrangements have been largely delivered as originally planned.

The Government Plan included efficiencies of £40 million in 2020, with £21.5 million in departments, £11.1 million held centrally and £7.4 million in tax income.

The above summary sets out the half year performance by department. Assuming that all of the variance represents either one-off delivery or deferred Government Plan growth, this means that an additional c£12m of efficiencies will need to be added to the existing objective to deliver £20m in 2021.

Cross cutting efficiencies

Project: Modern and efficient workforce

Progress:

Summary

Reducing staffing costs has been impacted by COVID-19 in departments. For example, a decrease in expenditure derived from an inability to recruit is offset, to a greater or lesser extent, by an increase in overtime and/or the requirement to retain agency and/or fixed term contract staff.

There have been significant numbers of temporary redeployments to support the response to the pandemic which have marked out the exceptional capability and willingness of our staff to meet the challenges we faced.

In all, this makes the ability to identify the impact of delivering efficiencies difficult to fully identify especially considered against the backdrop of the more significant impact to meet the Government's response to COVID-19 challenge.

Overtime

Despite the improved policies and operational practices that have strengthened the overall management of overtime, the demand for extra hours as a result of COVID-19 has resulted in an increase in expenditure.

For example, there were consecutive monthly reductions in overtime at the start of the first quarter, however this trend stopped as colleagues began working at pace in the emergency pandemic response.

Effective management of sickness

Sickness absence trends have been difficult to establish due to COVID-19 related absences. Those with underlying health conditions, flu-like symptoms etc. have increased the rate of short-term absences.

Voluntary redundancy and early retirement

Efficiencies have been delivered because of staff members leaving the organisation and the implementation of Target Operating Models compensating for this consequent reduction in staff numbers.

Through tighter workforce planning arrangements, anticipated retirements have allowed for roles to be re-modelled and work distributed amongst other team members. Any like-for-like recruitment is challenged through a centralised panel.

Reduction in Fixed Term Contracting (FTC) and agency staff

In some cases, data errors have suggested more opportunities to reduce staff were stated than actually exist. This has required alternative efficiencies to be identified or growth reduced.

Elsewhere during COVID-19, the recruitment of permanent staff to replace FTC or agency staff has resulted in efficiencies through reduced expenditure.

Many working assumptions on the release of agency and FTC staff were updated to reflect a later release date when it became apparent that recruitment of new staff would either not be possible, significantly delayed or where new services to fight the pandemic were required.

Review of investments

During the early stages of the project and programme design, resource requirements were revisited to determine the level and cost of those resources in order to identify if efficiencies could be delivered without any compromise to the Government Plan objectives.

Vacancy management

The highest value efficiency – vacancy management – has been easier to deliver with the impact of COVID-19. Recruitment, whether related to Government Plan investment, recruitment to vacant posts or simple turnover, has been reduced. Vacancy management has also provided one-off opportunities to deliver additional savings where planned efficiencies have not been possible (i.e. Plan C).

Impact:

Overtime

The use of overtime has enabled us to continue to provide key services to customers during a very intense phase of work. Aware of the pressures of sustained working of additional hours by many staff, managers across the Government have sought to ensure that staff take sufficient breaks and use their holiday allowances

Effective management of sickness

The main impact during this period was COVID-19 related and was addressed by providing clear communications to staff on how to identify symptoms, and to shield and support those with additional health issues that require shielding.

Voluntary redundancy and early retirement

Typically, these staff represent the loss of significant corporate memory. While departments prepare for this through training and skills transfer some risk remains, although the impact of it reduces over time.

Reduction in Fixed Term Contracting (FTC) and agency staff

The retention of FTC and agency staff has increased staff expenditure. However it has importantly enabled the continued delivery of services and business as usual activities during COVID-19 and where needed increases in service provision while also providing the flexibility to deploy the workforce differently to address the challenges of the pandemic.

Review of investments

Delivery timescales should not have been delayed as a consequence of seeking efficiencies in this area, however COVID-19 has affected delivery.

Vacancy management

Given the significant and varied pressures on staff and service provision over the last six months, it will be important to capture the value of recurring efficiencies and one-off savings delivered through vacancy management towards the end of 2020. The latter will require further effort in 2021 to maintain the reduced level of expenditure.

HCS schemes

The Nurse establishment, Medical workforce and Acute Services workforce schemes have been significantly impacted by COVID-19 and growth will be deferred to compensate for the non-delivery of these efficiencies.

All budgets are being reviewed through the Zero Based Budgeting process currently underway. The Medical workforce scheme will be re-started and this, along with other workforce schemes, will be supported by the new HR Director who is formulating workforce plans across the organisation post the initial COVID-19 work.

Status: Both Modern workforce and Vacancy management show a full range of Plan A, B, and C delivery differentiated by department and efficiency.

Value: Modern workforce £4.49m

Vacancy management £5.58m

Forecast: Modern workforce £3.21m

Vacancy management £5.58m

Project: Commercial Operations: Management of inflationary pressures

Progress: Budget has been retained centrally as in previous years

Impact: There has been no adverse impact on services

Status: Efficiency on track for delivery in 2020 (Plan A)

Value: £4.86m

Forecast: £4.86m

Project: Commercial operations: contract efficiency

Progress: There remains the potential to achieve this objective during 2020 if contract review and negotiation activity can quickly restart after a three to four-month deferral. The scope and approach to multiple specific opportunities across wider technology and facilities management suppliers and services have been established and capacity should be available in the second half of the year.

Impact: The Commercial Services capability was and remains fully deployed to responding to COVID-19, including, the Nightingale Wing, PPE and maintaining travel links. While the deferred activity puts delivery at greater risk in 2020, the opportunity for full delivery remains in the future.

Status: Some Plan A delivery with any gap covered by growth deferral (Plan C)

Value: £2.08m

Forecast: £0.64m

Project: Commercial operations: health

Progress: The efficiencies are largely on track to deliver, except for private patient income.

Income recovery

This scheme related primarily to modifications to the Private Patient pathway, which has been directly impacted by COVID-19. It is anticipated that recurring efficiencies from this scheme will be realised when activity returns to normal over the next 18 months. This, however, will not recoup the income lost during 2020.

Pharmacy and Drugs

Good progress is being made with the transition to biosimilars. Evidence of the approach is being collated and early reviews indicate good confidence that this scheme will deliver in 2020 with potential for further benefit in 2021.

Impact: As described in the Efficiencies Plan 2020-23, all efficiency schemes go through a Quality Impact Assessment (QIA) gateway to ensure no schemes adversely affect services or patients and risks are identified and managed throughout the programme. Any consumable or medicines changes used directly in patient care also go through a rigorous clinical review process before being changed over. Consequently, there are no adverse effects on patients or services.

Specifically, within the transition to biosimilars, impacts continue to be closely monitored with additional controls and 'deep dive' reviews being undertaken and led by the Pharmacy team. These are then presented for further review at quarterly executive meetings.

Status: The majority of delivery is in line with the Efficiencies Plan (Plan A) with the shortfall being covered by deferred Government Plan growth (Plan C)

Value: £1.77m

Forecast: 1.03m

Project: Efficient organisational structures: business support review

Progress: New target operating models for the Chief Operating Office and Customer and Local Services have delivered this efficiency.

COVID-19 delays to the target operating models in Justice and Home Affairs and Growth Housing and Environment have shortened the period of business support change and consequently the potential to deliver this efficiency. Other areas of non-staff spend are being reviewed to find alternative savings.

After developing the efficiency plan, schools were removed from scope and they will be dealt with under the School Funding review. A more limited business support review will still be undertaken, starting in autumn 2020, as part of the wider cross-Government approach that will build on the model developed in Justice and Home Affairs. The Children Young People Education and Skills target operating model is now to be implemented from 1 September 2020, with full efficiencies from this area expected in 2021.

Impact:

Chief Operating Office and Customer and Local Services – there has been no impact on public service nor is any expected.

Justice and Home Affairs – the creation of a business support unit created some initial anxiety among impacted staff but has not affected public service delivery.

Growth Housing and Environment – N/A

Children and Young People Education and Skills – N/A

Status:

Chief Operating Office and Customer and Local Services - The efficiency has already been delivered (Plan A)

Justice and Home Affairs & Growth Housing and Environment – Alternative efficiency to cover shortfall (Plan B)

Children and Young People Education and Skills - Government Plan growth deferred to make up shortfall (Plan C)

Value: £1.29m

Forecast: 0.08m

Project : Commercial operations: cost recovery – recharging to capital schemes

Progress: This efficiency recharges ‘corporate overheads’ across all Government capital projects. The impact of changes to the capital programme has reduced the scope of the charges which are currently being reviewed. However, it is believed most of the efficiency can still be delivered.

The technology transformation programmes within the Chief Operating Office provide sufficient opportunity to deliver the £0.5m required by that department.

Impact: The impact of the efficiency on the delivery of public services over the last six months has been minimal, with an internal recharge to reflect corporate costs. This is expected to be increased over the next six months as further recharges are made to continuing capital projects. While additional recharging reduces the budget available for capital spend, the amounts involved are relatively small on a project by project basis and it is unlikely that any external impacts will be noticed.

Status: Growth Housing and Environment - partial Plan A with the remainder covered by growth deferral (Plan C)

Chief Operating Office - Efficiency on track for delivery in 2020 (Plan A)

Value: Chief Operating Office - £0.50m
Growth Housing and Environment - £0.50m

Forecast: Chief Operating Office - £0.50m
Growth Housing and Environment - £0.18m

Project 1.7: Commercial operations: reduction in the benefits forecast

Progress: COVID-19 has resulted in a spike in income support costs and as a result this efficiency will not be achieved. It is anticipated that it will be funded from reserves through the COVID-19 Business Case Process.

Impact: The efficiency was on track to be achieved throughout the first quarter.

Nevertheless, as a result of increased Income Support costs, the efficiency cannot be achieved, and the Income Support Budget will be significantly overspent. This was as a result of the COVID-19 restrictions on business, which resulted in increased unemployment and reductions in the income of Islanders. The situation was outside of the control of CLS and could not have been anticipated at the time the efficiency was budgeted for.

The shortfall in the Income Support budget is subject to a COVID-19 business case for a £10.3m forecast overspend. It is not possible to offset this with other savings.

Status: COVID-19 business case (Plan C)

Value: £0.94m

Forecast: Nil

Project: Commercial operations: extension to car parking charging hours

Progress: Rejected by States Assembly

Impact: N/A

Status: Rejected

Value: £0.70m

Forecast: Nil

Project: Commercial operations: corporate services

Progress: Strategic Policy, Performance and Population - a reduction in commissioning budgets has been delivered.

Office of the Chief Executive - efficiencies will not be delivered as originally intended. Deferred hiring and a reduction in non-staff spend (e.g. reduced travel costs) in the External Relations function has provided one-off savings.

Impact:

Strategic Policy, Performance and Population - impacts are from significant redeployment of resources to public health activity in response to COVID-19 as opposed to from delivery of efficiencies.

Office of the Chief Executive – Deferred hiring and a reduction in non-staff spend (e.g. reduced travel costs) in the External Relations function has provided one-off savings.

Status:

Strategic Policy, Performance and Population - Efficiency on track for delivery in 2020 (Plan A)

Office of the Chief Executive - Government Plan growth deferred to make up shortfall (Plan C)

Value: SPPP - £0.17m

Office of the Chief Executive - £0.61m

Forecast: Strategic Policy, Performance and Population - £0.17m

Office of the Chief Executive - Nil

Project: Commercial operations: contract efficiency – tactical opportunities (day to day spend)

Progress: Spread across multiple Government departments this efficiency has been positively impacted by COVID-19 insomuch as budgeted travel, accommodation and related expenses have not been incurred.

In addition, underspending areas of non-staff spend have had base budgets reduced to reflect this position.

Further work will be required to sustain the value of this efficiency as travel increases however an enduring reduction in this expenditure should be expected.

Impact: Whilst there have been some minor internal impacts there have been no impacts on the delivery of public services nor are any anticipated.

Status: In the majority of cases this efficiency is on track for delivery in 2020 (Plan A).

Value: £0.34m

Forecast: £0.34m

Project 1: Commercial operations: re-profiling of capital expenditure plans

Progress: The Modernisation and Digital capital budget, within the Chief Operating Office, has been re-profiled to achieve the efficiency.

Impact: Capital programmes have been delayed in certain areas due to resource deployment to COVID response. Whilst this has resulted in savings, it will delay development and implementation of solutions for the major programmes of Integrated Technology Solution, Cyber Security and MS Foundations, however these impacts are not expected to be significant.

Status: Efficiency on track for delivery in 2020 (Plan A)

Value: £0.30m

Forecast: £0.30m

Project: Commercial operations: cost recovery

Progress: Children and Young People Education and Skills - (£0.1m) the total efficiency is not achievable in 2020. Courses have been suspended due to COVID-19. The opportunity for this efficiency will be reviewed later in 2020 for 2021 and is closely linked to the revised Government policy on fees and charges.

Justice and Home Affairs - (£0.04m) £0.02m of cost recovery has been met; options for the remaining £0.02m are under consideration.

Impact: Children and Young People Education and Skills – N/A

Justice and Home Affairs - No impact on public services.

Status: Children and Young People Education and Skills - Government Plan growth deferred to make up shortfall (Plan C)

Justice and Home Affairs - Alternative Efficiency to cover shortfall (Plan B)

Value: CYPES - £0.10m

Justice and Home Affairs - £0.04m

Forecast: CYPES – Nil

Justice and Home Affairs – £0.02m

Project: Efficient organisational structures: one customer location

Progress: New structures are in place and the efficiency saving has been achieved.

Impact: The new structures are operating effectively and CLS are operating within the revised budget with no adverse impacts.

Status: Efficiency on track for delivery in 2020 (Plan A)

Value: £0.04m

Forecast: £0.04m

Departmental efficiencies

Customer and Local Services

Project: Operating model savings

Progress: New structure and ways of working in place. CLS are operating within budget and this efficiency is being delivered.

Impact: The department continues to provide a high-quality service at a reduced cost with no adverse impacts.

Status: Efficiency on track for delivery in 2020 (Plan A)

Value: £0.70m

Forecast: £0.70m

Project: Reduction in non-staff spend

Progress: The CLS department is operating within its reduced budget and this efficiency is being achieved.

Impact: Reduced training opportunities are available as a consequence of this budget reduction.

Status: Efficiency on track for delivery in 2020 (Plan A)

Value: £0.30m

Forecast: £0.30m

Project: Cost recovery of Highlands College courses

Progress: The total efficiency is not achievable in 2020. Courses have been suspended and Highlands College closed due to COVID-19. The opportunity for this efficiency will be reviewed later in 2020 for 2021 and is closely linked to the Government policy on fees and charges.

Impact: This efficiency will not be delivered in 2020. Work is expected to resume to review the policy on charging over the latter part of 2020 at which point opportunities and impacts will be reassessed.

Status: Government Plan growth deferred to make up shortfall (Plan C)

Value: £0.57m

Forecast: Nil

Children Young People Education and Skills

Project: Reducing off island placement costs

Progress: Complete and delivered through a reduction in demand. Further work on creating a more therapeutic informed service is being considered and may help further reduce the likelihood of placing off island in the future.

Impact: This efficiency target was met through a reduction in the number of C&YP placed off-island and are no longer in care but now care leavers.

Status: Efficiency has already been delivered (Plan A)

Value: £0.50m

Forecast: £0.50m

Project: Changes to staff rotas in children's residential homes

Progress: The restructure of the service has released unfilled posts. A revised approach to rostering is still being assessed for potential additional savings (anticipated seven posts to be removed) plus efficiencies from home closure.

Impact: The impact on both staff and service users in meeting this efficiency is negligible; the total amount has been identified from obsolete posts such as cooks and cleaners as well as team leader posts that the service do not use under the current model of smaller residential homes. Looking ahead, the Government has commissioned the Independent Children Home Association (ICHA) to conduct a review of both our residential and shorts breaks home; pending the review, the Government will be rolling out a targeted improvement plan in which the implementation of a more standardised rota pattern managed through the eRostering system.

Status: Efficiency has already been delivered (Plan A)

Value: £0.50m

Forecast: £0.50m

Project: Accommodation rationalisation

Progress: Alternative rent-free options are not available for all Education department staff. A range of options have been explored but nothing is currently available. Deferral of growth will be required in 2020 and alternative recurring efficiencies from 2021.

Impact: N/A

Status: Government Plan growth deferred to make up shortfall (Plan C)

Value: £0.18m (£0.13m in 2020)

Forecast: Nil

Growth Housing and Environment

Project: Operating model savings

Progress: The saving related to this efficiency has been reduced from £0.50m to £0.3m following the transfer of functions from GHE to OCE under 'Economy' which included some of the Operating Model efficiencies. Relevant budgets have been transferred between departments.

The transferred efficiency value of £0.2m will be delivered by deferred hiring of new roles in the Economy function.

Impact: The revised structure will be in place over the next six months. It is anticipated that once roles are appointed the impact on delivery of capital projects, to which they relate, will be reduced.

Within the Economy function deferred hiring equates to some deferred delivery of objectives although deferral is principally a consequence of COVID-19.

Status: Growth Housing and Environment - Largely growth deferred to make up shortfall (Plan C)

Office of the Chief Executive (Economy) - Growth deferred to make up shortfall (Plan C)

Value: Growth Housing and Environment £0.30m
OCE £0.20m

Forecast: GHE £0.04m
OCE Nil

Health and Community Services

Project: Operational excellence

Progress:

Productive theatres

The productive theatre programme sought to improve efficiencies across the theatre suite by improving utilisation (including start-times, turnaround times, patient throughput, pre-op process, Patient Tracking Lists, reduction in over-runs etc.) and modifications to the staffing model.

It has not been possible to deliver these in year due to the COVID-19 position.

The opportunity for recurrent efficiencies is being reviewed as part of the revised operating model that is now essential in response to enhanced infection control standards and this will be completed by the end of September 2020.

Mental Health

Delivery of efficiencies through contract reviews with off-island providers has been significantly impacted through COVID-19.

Schemes and placements are being reviewed again and incorporated into the Mental Health operational recovery plan post-COVID-19 and the benefits from this revised approach should be realised in 2021.

Acute Floor

This has been delivered as planned.

Off-island acute services

Some recurrent efficiencies have been delivered through scrutiny and review of contracts for services.

There have also been additional non-recurrent benefits in year as a result of modifications made to pathways during the pandemic and these will support under-delivery of other efficiency schemes in 2020.

These revised pathways are being reviewed from a quality, safety and patient experience perspective to determine what elements can be carried forward into 2021 to further support delivery of recurrent benefits.

Impact: As described in the Efficiencies Plan 2020-23 all efficiency schemes go through a Quality Impact Assessment (QIA) gateway to ensure no schemes adversely affect services or patients and risks are identified and managed throughout the entirety of the programme.

Any consumable or medicines changes used directly in patient care also go through a rigorous clinical review process before being changed over. Consequently, there are no adverse effects on patients or services.

Status: Mix of on track delivery (Plan A) with balance funded from deferred growth (Plan C).

Value: £3.67m

Forecast: £2.51m

Justice and Home Affairs

Project: Operating model phase 1

Progress: Phase 1 target operating model (TOM) is complete.

Impact: Limited staff impact when TOM implemented, now resolved. There was no impact to public services.

Status: Efficiency has already been partially delivered (Plan A) with remainder to come from deferred growth (Plan C)

Value: £0.45m

Forecast: £0.20m

Project: Operating model phase 2

Progress: £0.08m already delivered but still looking for £0.3m efficiency through non-staff spent and unspent budget.

Impact: No impact on public service as longstanding vacancies remained unfilled. Impacts to be determined once revised plan agreed.

Status: Government Plan growth deferred to make up shortfall (Plan C)

Value: £0.38m

Forecast: £0.08m

Project: Increased passport and immigration fees

Progress: Shortfall is as a consequence of COVID-19, reduced public confidence to travel and therefore requirement to renew passports.

Impact: Some impact has been, and will be, felt by passport applicants as the application fee has risen.

Status: COVID business case (lost income) submitted to cover this (Plan C)

Value: £0.19m

Forecast: Nil

Strategic Policy, Performance and Population

Project: Recovery of policy costs

Progress: This income is collected by CLS as part of the Control of Housing and Work Law (CHWL) fees. This is now at risk due to the COVID-19 pandemic and consequent reduction in this income stream.

Impact: There is no impact on the delivery of public services.

Status: Alternative Efficiency to cover shortfall (Plan B)

Value: £0.11m

Forecast: £0.11m

Treasury and Exchequer

Project : Additional tax revenue

Progress: £3.68m additional revenue collected to date.

Impact: The impact of the efficiency on the delivery of public services over the last six months has not resulted in a cut to services and the same is expected over the next six months.

Status: Efficiency largely on track for delivery in 2020 (Plan A)

Value: £7.35m

Forecast: £6.35m

Project: Reduction in costs arising from system transformation of finance function

Progress: Work is ongoing to deliver efficiencies. The department has a number of vacancies across all areas which will be used to manage any delay in achievement.

Impact: The impact of the efficiency on the delivery of public services over the last six months has not resulted in a cut to services and the same is expected over the next six months.

Status: Government Plan growth deferred to make up shortfall (Plan C)

Value: £0.23m

Forecast: Nil

Project: Cost recovery of Treasury investments team costs

Progress: Completed through recharging of team to appropriate fund costs.

Impact: The impact of the efficiency on the delivery of public services over the last 6 months has not resulted in a cut to services nor is any expected over the next six months.

Status: Efficiency has already been delivered (Plan A)

Value: £0.16m

Forecast: £0.16m

Project: Reduction in non-staff spend

Progress: Complete.

Impact: The impact of the efficiency on the delivery of public services over the last six months has not resulted in a cut to services nor is any expected over the next six months.

Status: Efficiency has already been delivered (Plan A)

Value: £0.11m

Forecast: £0.11m

What we aim to achieve by the end of 2020

The development of the plan to deliver £20m of efficiencies in 2021 was formally paused by the ELT in mid-March and reported to COM as the Government focused on responding to the pandemic.

The pandemic has had a significant impact on Government finances, both reducing income flows and increasing expenditure. Multiple approaches will be required to balance Government finances, including a wide range of fiscal measures, borrowing strategies, economic stimulus, treatment of funds and the delivery of efficiencies.

The Re-Balancing Programme has been initiated to consider these as it is anticipated that, as we move through 2020, the focus will widen considerably from efficiencies to these broader approaches and a programme of work will be required to deliver the rebalancing of Government finances.

To ensure governance is appropriately aligned to this transition, the Efficiencies Programme was closed in May 2020 with the development of all efficiencies migrated to the Re-Balancing Programme as a result of the pandemic. Regardless of this change in the programme management arrangements, the Government remains committed to delivering £100m of efficiencies over the Government Plan 2020-23 period.

The detailed 2021 Re-Balancing/Efficiencies Plan, which will outline how the Government will deliver a further £20m, will be presented as part of the Government Plan 2021-24.

An aerial night photograph of a city. In the foreground, a large parking lot is filled with cars, many of which have their headlights on. Behind the parking lot are two large, modern buildings with many lit windows. The building on the right is curved. In the background, a highway with light trails from cars is visible, and further back, a large stadium with a purple roof is illuminated. The city lights create a vibrant, colorful scene.

SECTION 3

FINANCIAL REPORT

1. Introduction

This section provides a summary of the forecast financial position for 2020, including income and expenditure forecasts against prior year and the budget included in the Government Plan 2020 - 2023.

The projected year end financial position is a snapshot and will continue to develop as the year progresses and departments work on managing the impacts of COVID-19 with the key priorities within available resources to provide the best value for money for the Island.

The final position as at the end of 2020 will be reported in the Annual Report and Accounts 2020.

The financial summaries in this section focus on general revenue income, departmental net revenue expenditure and capital/project expenditure as approved in the [Government Plan 2020-23](#), and supplemented by decisions of the Minister for Treasury & Resources and also includes Trading Operations, Social Security Funds and investment performance.

As new structures and reporting capabilities progress the content of future reports will evolve.

Overview

Based on forecasts, there will be a deficit of £233 million excluding depreciation and £282 million including depreciation.

This compares with a surplus of £63 million before depreciation and £19 million after depreciation in 2019.

States Assembly Approval Surplus/Deficit



The most significant factor in this move from a surplus in 2019 to a deficit in 2020 is the considerable impact COVID-19 has had on government finances in 2020, through reduced income and additional expenditure.

The forecast used in this report will continue to be reviewed through the year - it is likely that there will be changes to existing COVID-19 related forecasts and further costs identified as circumstances evolve in the government's continuing efforts to manage the health and economic impacts of COVID-19.

Further to the above position, other areas of the Government finances include:

- Trading Operations – forecasting £3.1 million of lost income due to COVID-19
- Social Security Funds forecasting an impact of £109 million with further cash flow impacts of £53 million due to COVID-19
- Investment returns on the Common Investment Fund of - 4.5% year to June, 3.1% over the 3 years to June and 6.1% over the 5 years to June.

Income and Expenditure – Highlights

Based on latest available forecasts and the assumed impacts of COVID-19 on income and expenditure, there will be a deficit of £282.0 million in 2020 after depreciation.

Breakdown of Forecast Deficit

2019		2020			
Actual		Government Plan	Forecast	GP Variance	2019 Variance
£m		£m	£m	£m	£m
845.4	General Revenue Income	882.5	775.9	(106.6)	(69.5)
(782.4)	Total Net Revenue Expenditure	(822.4)	(1,008.9)	(186.5)	(226.5)
63.0	Operating (Deficit)/Surplus	60.1	(233.0)	(293.1)	(296.0)
(44.5)	Depreciation	(52.7)	(49.0)	3.7	(4.5)
18.5	(Deficit)/Surplus of General Revenue Expenditure over Income	7.4	(282.0)	(289.4)	(300.5)

General Revenue Income

Income is forecast to be £70 million lower than in 2019 and £107 million less than budgeted for 2020 primarily due to the impacts of COVID-19 on the local and global economy.

£776m	Forecast 2020
£883m	GP 2020
£845m	2019

The Income Forecasting Group (IFG) met in April and have produced a [revised Spring 2020 income forecast](#). The forecast reflects:

- Fiscal Policy Panel's ("FPP") economic assumptions of March 2020
- Other related economic data for Jersey
- General revenues outturn for 2019
- Initial information on general revenues for Quarter One 2020
- Latest outturn data from Revenue Jersey
- Intelligence from the IFG affecting future forecasts.

The breakdown below does include an increase to the bad debt provision in 2020 as part of the IFG update, but otherwise assumes all of the income collection deferred to enable businesses to manage cash flow during challenging economic conditions will be recovered. This will continue to be monitored.

Breakdown of Net General Revenue Income

				Movement from 2019	Variance to GP
£558m	Net Income Tax			⇓ £28m	£58m
£77m	Goods and Services Tax			⇓ £13m	£20m
£61m	Impôts Duty			⇓ £2m	£7m
£20m	Stamp Duty			⇓ £15m	£15m
£14m	Island Rate			— £0m	£0m
£9m	Other Income (Dividends)			⇓ £5m	£2m
£6m	Other Income (non-Dividends)			⇓ £8m	£4m
£31m	Other Income (Return from Andium)			⇑ £1m	£0m

(Rounding applied)

Income Tax

Income tax breakdown

	Budget	Forecast	Variance
	£m	£m	£m
Personal Tax	504	452	52
Companies tax	115	115	0
Bad Debts	(3)	(9)	6
TOTAL	616	558	58

(Rounding applied)

The Companies Tax (£115 million) forecast remains unchanged overall for 2020 (impacts in later year forecasts), but Personal Tax and bad debt provisions has been updated based on the draft IFG forecast.

The Personal Tax forecast (before bad debts) has provisionally reduced by £52 million from the autumn 2019 forecast for 2020. This reduction is based on:

- New ITIS data
- New FPP assumptions
- New High Value Resident forecast
- IFG adjustments

After accounting for these adjustments and the impact of the FPP forecast, the fall in taxable income would be significantly greater than that experienced in 2009.

All areas of personal income tax are assumed to be down against previous forecasts with tax from employment and other earned income the single biggest component affected.

It should be noted that there is a risk that the current economic disruption might result in a permanent adjustment to the relationship between economic variables and the tax base.

GST

The GST forecast represents the reduced economic activity over the period of the physical distancing measures, particularly across retail, hospitality and, to some extent, construction. The extent of the impact will be determined by the duration and nature of the physical distancing measures in place through the year.

This forecast does not include the deferral of GST payments which was introduced as a measure to ease cash flow pressure on businesses.

Impôts

The Impôts forecast is also affected by the physical distancing measures. Alcohol imports are the biggest element with the on-trade market (bars, restaurants, hotels, clubs) and off-trade market (supermarkets, convenience stores, wines and spirits shops) being affected in different ways by the coronavirus lockdown. Whereas on-trade sales have fallen dramatically since the closure of hospitality outlets (70% to 80% according to initial indications from suppliers), the retail trade remains buoyant.

Based on a 70% / 30% split across hospitality / retail, the small uplift in consumption from supermarkets and other retailers only partly offsets the significant downturn across hospitality through the lockdown.

Fuel duty has already been impacted by reduced travel and economic activity arising from the stay at home order.

Stamp Duty

Consistent with the other income sources, house sales are forecast to be lower than the rolling average based projected housing market conditions and the wider FPP assumptions.

Net Revenue Expenditure

Departmental net revenue expenditure (before depreciation) is forecast to be £227 million higher than 2019 and £187 million higher than budgeted in the Government Plan 2020-23.

This includes additional funding approvals via Central Reserves to manage COVID-19 pressures of:

- £100 million from the Consolidated Fund (in to Central Reserves)
- £5.3 million from the Health Insurance Fund (in to Central Reserves)
- £65.3 million cancelled Supplementation grant to the Social Security Fund from T&E re-purposed to fund COVID-19 pressures via Central Reserves
- £28.1 million from the Stabilisation Fund (in to Reserves).



£253 million of COVID-19 costs and reduced departmental income have been included in the forecasts used in this report which is the single biggest factor in the increase from 2019 and the position budgeted in the Government Plan.

Additional costs associated with managing the impacts of COVID-19 are being considered by the Government subject to a rigorous business case process. Should they be supported, this forecast would increase.

The Government Plan also included efficiencies of £40 million and growth of £81 million in 2020. Of that:

- Efficiencies - £27.8 million of the £40 million forecast to be delivered (£11.0 million out of £21.5 million in departments - see section 2 for more detail)
- Growth – Forecast spend of £61.6 million out of the £80.7 million allocated (£23.3 million spent to June)

COVID-19 has impacted on the ability of departments to deliver the efficiencies included in the 2020 plan with a number of initiatives deferred or paused as a result of resources being re-focussed on to the health and economic impacts of the pandemic. However, for the same reasons, departments have been unable to progress the growth initiatives to the extent forecast in the Government Plan.

Overall, there is a forecast net reduction in spend across departments from reduced growth offsetting undelivered efficiencies.

A full analysis of forecast growth spend is provided in Appendix 1 and details on the delivery of efficiencies is provided in section 2 of this report.

The breakdown below shows the split of the forecast and movement between years by department.

Departments' Net Revenue Expenditure breakdown (Near Cash)

	Movement from 2019
£269m Health and Community Services	⬆️ £60m
£154m Children, Young People, Education and Skills	⬆️ £11m
£240m Customer and Local Services	⬆️ £156m
£65m Treasury & Exchequer	⬇️ £59m
£65m Growth Housing and Environment	⬆️ £17m
£81m Justice and Home Affairs	⬆️ £28m
£37m Office of the Chief Executive	⬆️ £2m
£34m Chief Operating Office	⬇️ £3m
£22m Non Ministerial Departments	⬇️ £1m
£14m Strategic Policy, planning and Performance	⬆️ £4m
£12m Jersey Overseas Aid	⬆️ £2m
£6m States Assembly	£0m
£10m Reserves *	⬆️ £10m

(Rounding applied)

* Expenditure will not be incurred directly against Reserves - funding is allocated to departments once approved. This forecast represents spend anticipated in 2020 for identified pressures not yet drawn down in to departments.

Impact of COVID-19 on Finances

£253 million of covid costs and reduced departmental income have been included in the 2020 forecast used in this report. As at the end of June, £66 million of attributable COVID-19 costs and reduced income had already been recorded increasing to over £100 million by the end of July. More detail can be found in Appendix 2.

These costs are largely associated with the Respond phase of the Government's strategy to managing the economic impact of COVID-19.

In the **Respond** phase, which began alongside the 'Stay at Home' health instruction, the Government prioritised financial support to households and businesses through a range of measures. These included the Payroll Co-Funding Scheme, the Business Disruption Loan Guarantee Scheme, the COVID Related Emergency Support Scheme (CRESS) and deferrals of GST and Social Security contributions.

In the current **Recover** phase, the Government considered and introduced timely, targeted and temporary fiscal stimulus measures to 'kickstart' the economy. A similar path was followed in response to the 2007-08 global financial crisis with an allocation of £44 million of stimulus monies, approved by the States Assembly at the time through P.55/2009.

The final phase of the Government's approach to the economy is **Renewal**. The Government Plan 2020-23 recognised some shortcomings in economic progress and the need for the Government to focus on a more inclusive and sustainable growth agenda. Ministers have asked officers to put in place the organisational framework to support this phase of recovering from the impact of COVID-19.

In April, the Chief Minister established a new Economic Recovery Political Oversight Group, which he chairs, comprising Ministers, senior officials and external business representatives, to provide governance and oversight over the work.

The Government is now therefore developing proposals designed to restore the health of the economy, both in injecting a timely, temporary and targeted stimulus to businesses and in developing a more diverse, inclusive, productive and sustainable economy for the long term.

As progress is made through the phases, some of the forecasted costs identified earlier on in the Respond phase may reduce as circumstances differ from the scenarios planned for, but further costs will be identified as part of the measures to support the economy through the Restore and Renewal phases.

All COVID-19 financial impacts where additional funding is required by departments is subject to a rigorous business case process.

Net Revenue Expenditure – By Department

Health and Community Services (HCS)

£269m
2020 forecast

⬆️ **£60m**
Movement from 2019

The department is responsible for health matters from the cradle to the grave, and coordinates a wide range of frontline health services, whether in the community or in hospital.

It ensures that not only are our medical services of the highest standard, but that the services provided in the community to vulnerable groups, the elderly, the disabled and those suffering from mental ill health, also meet the high standards of care that they deserve.

The department has most of the functions of the previous Health and Social Services Department, but places greater emphasis on community care for vulnerable groups and stronger preventative services.

Summary of key movements in Net Revenue Expenditure from 2019 (Increase of £60 million/29%):

- £3.8 million decrease in income primarily due to lower private patient income where capacity was withdrawn as overall hospital capacity was managed during the COVID-19 pandemic. Also a result of the COVID-19 response, property rental income decreased as staff accommodation was utilised for staff isolation and therefore not available for rental.
- £56.2 million increase in expenditure across the department, mainly due to the direct impact of COVID-19 plus the increase in staffing costs from 2020 pay awards and the costs of utilising temporary staff to cover vacancies.

The COVID-19 forecast costs include:

- Up to £7.4 million on the operational costs of the Nightingale Wing subject to the level of utilisation required in 2020. This is based on a high level of utilisation in 2020 and could be significantly reduced if there is no need or limited need to use the additional capacity
- £8.0 million on the early set up costs of COVID-19 including operational teams, helpline staff, equipment, supplies and test kits
- £5.3 million on the direct employment of GPs with associated staffing and infrastructure plus funding for a free GP consultation for all Islanders over 80 and all those with specified chronic illness.

Children, Young People, Education and Skills (CYPES)

£154m
2020 forecast

£11m
Movement from 2019

The department puts the care, welfare, education and whole life chances of children and young people absolutely at its heart. The pace of reform, and the scale of cultural and service change the department needs to ensure that children and young people are protected and enabled to flourish is developing.

The department is responsible for putting children first, completing the urgent Care Inquiry reforms and adopting worldwide best practice in the care of children and young people. It will also modernise and improve the standards of academic education and vocational skills in Jersey.

In addition, it will strengthen the links between Jersey's businesses and schools and colleges, so that young people have better opportunities to build careers in the island, reducing reliance on skilled migrants, and improved whole life chances.

Summary of key movements in Net Revenue Expenditure from 2019
(Increase of £11 million/8%):

- £11.5 million of the growth allocated as part of the Government Plan 2020 – 2023 is forecast to be spent including £4.5 million on higher education funding, £1.2 million on improving educational outcomes, £1.1 million on early interventions in the Children's service.
- £4.7 million increase in staff costs
- £1.0 million increase in school fees income
- £1.0 million reduction in the cost of residential and other placement costs in the Children's service
- £3.0 million net operational saving due to restrictions of school opening and attendance during the COVID-19 lockdown, placement costs being managed in a different way as a result of COVID-19 and vacancies not being covered by Agency staff which last year would have been. Whilst there were additional costs of £4.0 million, the closing of services also resulted in operational savings and some planned projects were stopped or delayed.

Customer and Local Services

£240m
2020 forecast

£156m
Movement from 2019

Customer and Local Services brings together a wide range of front line government services to make it easy for customers to access government and is responsible for delivering more local services in the community and establishing a stronger relationship with Parishes and the voluntary sector. In 2019 the department has a budget of £90.3 million, of which £78.5 million is for benefit payments and financial support provided to low income households and other areas of the community.

Summary of key movements in Net Revenue Expenditure from 2019
(Increase of £156 million/186%):

- £139.3 million on schemes to help individuals and businesses manage the impacts of the COVID-19 pandemic. This is principally the Payroll Co-Funding scheme which has been extended to March 2021 in a third phase and the COVID Related Emergency Support Scheme (CRESS) and the forecast costs of the Economic Stimulus payments. Further information on those schemes can be found on [gov.uk](https://gov.uk/coronavirus) ([Coronavirus Page](#))
- £10.9 million of additional Income Support Benefit costs as a result of the economic and employment impact of COVID-19.
- £1.7 million of additional staff costs due to pay inflation, increased pension costs and the re-organisation of staff across the organisation as part of the Target Operating Model (TOM) transfers.
- £1.8 million of inflation on benefit rates – most benefits are uprated annually to manage the impacts of cost of living increases.
- £1.3 million of spend on Government Plan 2020 – 2023 growth projects including the Single Parent Component of Income Support.
- £1 million of other COVID-19 related costs and forecast lost income.

Treasury and Exchequer

£65m
2020 forecast

£59m
Movement from 2019

Treasury and Exchequer looks after the Island's finances and financial assets, ensuring the protection and good use of public funds with the aim of ensuring long-term financial sustainability for the island by making sure every pound of Jersey taxpayers' money is spent wisely and all financial implications of decisions are understood. The department includes Revenue Jersey, which administers Jersey's tax system, enforces and collects a range of taxes.

The department is also responsible for the grants to the Social Security and Long Term Care Funds.

Summary of key movements in Net Revenue Expenditure from 2019 (Decrease of £59 million/48%):

- As part of the package of actions taken to manage the financial impacts of the COVID-19 pandemic, a decision was made to cancel the annual supplementation grant to the Social Security Fund, which is paid by the States from taxation revenues and used to top-up the contributions of the lower to medium range of wage earners to protect their entitlement to benefits. As a result, the Treasury and Exchequer budget was reduced by £65.3 million and this funding was re-directed to the General Reserve to help fund COVID-19 costs. The reduced contributions in to the Social Security Fund were offset by a transfer from the Social Security (Reserve) Fund
- An additional £3 million of funding was allocated from the General Reserve to establish a Revolving Credit Facility. This facility will provide the Government with the financial liquidity to support the additional expenditure and future cashflow impact of COVID-19 including the measures put in place to support the Island's economy and well-being of Islanders
- The 2020-2023 Government Plan proposed an increase on fuel duty of 6p per litre of which 4p per litre was ring fenced to be allocated to the Climate Emergency Fund. This equates to approximately £2 million for 2020 which will be transferred to the Fund from Treasury and Exchequer
- Treasury & Exchequer have committed to achieving £1.3 million of efficiencies in 2020 of which £0.7 million will come from the workstream creating a Modern and Efficient workforce and £0.6 million is to be achieved through building efficient commercial operations
- An investment of £1 million has been made to restructure Revenue Jersey as part of the wider programme to create a modern and efficient workforce across the Government of Jersey. This investment will enable Revenue Jersey to allocate further resources to tax compliance and other priority transformation activities to help deliver the additional £7.35 million of tax revenues identified in the 2020 efficiencies programme.

Growth, Housing and Environment (GHE)

£65m
2020 forecast

 **£17m**
Movement from 2019

The Department ensures that the Government continues to maintain and develop a sustainable island, with urban planning that enhances, rather than undermines, our natural and cultural heritage. It enforces the many regulations – from consumer protection to biodiversity – that protect our quality of life in our unique island environment.

It also ensures that the environment and economy are not competing forces, but are complementary partners in developing our island's future infrastructure, and it also includes a stronger focus on special large-scale infrastructure projects and partnership with the Government's arms-length organisations.

Summary of key movements in Net Revenue Expenditure from 2019 (Increase of £17 million/35%):

Note: The Economy and Partnership division now falls under the Office of the Chief Executive. 2019 has been restated accordingly.

- £9.9 million on the construction and fit out of the Nightingale Wing as part of the response strategy to the COVID-19 pandemic.
- £2.8 million of other COVID-19 associated costs including the initial costs of the track and trace programme.
- £3.1 million of reduced waste tipping income which is in part attributable to reduced construction activity during the period of the COVID-19 lockdown and subsequent impacts on the industry, plus additional one-off income received in 2019.
- £3.8 million of other income losses, including Sports Centres, Planning and Building Control applications, DVS Income and Property as a result of closure of facilities, redeployment of Planning staff and other coronavirus impacts.
- £1.4 million forecast additional funding for the bus contract to maintain provision of public transport services. The restrictions in place during the lockdown and subsequent changes in working and travelling practices has had a significant impact on bus ridership and, therefore, revenue. As at the end of June, £399,300 of this support had been provided to LibertyBus.
- The increases and shortfalls in income are forecast to be partly offset by reduced spend on property maintenance and management (£2.5 million) as well as reduced project spend (£1.3 million) and various other variances including staff vacancies.

Justice and Home Affairs (JHA)

£81m
2020 forecast

£28m
Movement from 2019

The new Justice and Home Affairs department integrates public protection, law enforcement, emergency services and emergency planning, to keep Jersey safe and secure.

It brings key 'blue light' and emergency services (including Police, Fire and Rescue, Ambulance Service), together with Customs and Immigration, the Prison Service, the Health and Safety Inspectorate, and the States' Official Analyst.

Summary of key movements in Net Revenue Expenditure from 2019 (Increase of £28 million/53%):

- £22.5 million increase based on the latest forecasts for the testing and tracing programme. This includes establishing additional testing capacity on-island with the greatest costs associated with the Test to Travel programme as part of the Safe Travel Policy
- £2.4 million increase due to service areas previously included in other departments that have been aligned with JHA as part of the Government of Jersey restructure in 2019. These include States of Jersey Police IT from the Chief Operating Office and Ambulance staff previously within the Health and Community Services Department
- £1.9 million increase due to investment received in the Government Plan 2020-2023. This includes increasing Police Officer numbers, additional staff within the Financial Crimes Unit and expanding domestic abuse support services
- £1.7 million increase in staff costs in relation to 2020 pay awards and pension increases
- £1.2 million in relation to the unexpected costs of responding to the COVID-19 pandemic. This includes additional staff costs, PPE, additional cleaning, IT equipment, setting up a temporary mortuary and military assistance
- £0.3 million loss of income in relation to the COVID-19 pandemic. This includes decreased passport and legalisation of documents fees in Customs and Immigration Service and decreased fire certification, dry riser testing and fire safety courses income in the Fire and Rescue Service
- (£1.5m) efficiency target, as part of the Efficiency Programme
- (£1.0m) further savings to rebalance government finances following the COVID-19 pandemic. This includes delaying recruitment to vacant posts and natural reductions in expenditure during the period on travel and training, for example.

Office of the Chief Executive

£37m
2020 forecast

 **£2m**
Movement from 2019

Summary of key movements in Net Revenue Expenditure from 2019
(Increase of £2 million/6%):

Note: The Economy and Partnership division previously formed part of the Growth, Housing and Environment Department but now falls under the Office of the Chief Executive. 2019 has been restated accordingly:

- £1.0 million of increased investment in staff costs associated with implementation of a new Target Operating Model to provide more effective support to Ministers and strengthen executive leadership for the delivery of cross cutting strategy
- £1.8 million of investment in policy and initiatives to support a Vibrant Economy. Resources are allocated to a number of ALOs for example Digital Economy, Competition Policy, External relations (Brexit response for Jersey)
- £0.8 million of additional costs incurred associated with COVID-19 response measures
- (£1.9 million) reduction in 2020 based on one-off costs associated with Brexit in 2019.

Chief Operating Officer (COO)

£34m
2020 forecast

 **£3m**
Movement from 2019

Summary of key movements in Net Revenue Expenditure from 2019
(Decrease of £3 million/8%):

- £5.5 million decrease in Modernisation and Digital which is the net impact after an £8.1 million transfer to capital related to project spend. Excluding that accounting transfer there have been increases including:
 - £1.8 million of COVID-19 related costs including provision of additional IT equipment to enable the working from homes policy
 - £3.5 million of investment in M&D to enhance the service provision
 - £0.3 million of additional staff costs associated with the 2020 pay award
 - £2.7 million increase across Commercial Services and People and Corporate Services following investment in those areas in 2020.

Non-Ministerial Departments

£22m
2020 forecast

 **£1m**
Movement from 2019

The Non-Ministerial Departments are those that are necessarily independent of executive government and consist of:

- Bailiff's Chambers
- Law Officers' Department
- Judicial Greffe
- Viscount's Department
- Office of the Dean of Jersey
- Office of the Lieutenant Governor
- Office of the Data Protection Commissioner
- Probation and After Care Service
- Comptroller and Auditor General

Summary of key movements in Net Revenue Expenditure from 2019
(Decrease of £1 million/4%)

- £1.0 million increase in income received in to the Viscounts due to windfall fines.
- There are also a number of small movements year on year across all departments mainly due to additional investment through growth allocated in the Government Plan 2020-2023 offset by some slippage on projects and operational spend as a result of COVID-19.

Strategic Policy, Performance and Population (SPPP)



£14m
2020 forecast



£4m
Movement from 2019

Strategic Policy, Performance and Population leads strategic policy, planning and performance to achieve the ambitions of islanders for the future. The department also supports a number of arms-length functions, including the Medical Officer of Health, Statistics Jersey, Jersey Care Commission, Safeguarding Partnership Board, Office of the Children's Commissioner, Charities Commission, Jersey Law Commission, Jersey Architecture Commission, the Employment Forum and the Jersey Advisory Conciliation Service (JACS).

Summary of key movements in Net Revenue Expenditure from 2019 (Increase of £4 million/40%):

- £1.7 million increase due to the costs of responding to the COVID-19 pandemic. This includes antibody testing kits and programme management costs for phase 1 of the testing and tracing programme
- £2.6 million increase due to the investment received in the Government Plan 2020-2023. This includes developing the Island Plan, planning for the 2021 Census and increasing the funding available for the Redress Scheme
- £0.3 million increase in staff costs due to the 2020 pay awards and pension increases
- £0.2 million increase from service areas transferred from other departments as part of the realignment of budgets following the Government restructure in 2019
- £0.7 million reduction through the Efficiency Programme and wider savings to manage the impact of COVID-19 on Government finances.

Jersey Overseas Aid



£12m
2020 forecast



£2m
Movement from 2019

The Jersey Overseas Aid Commission (JOAC) is an independent aided body. The objectives of JOAC are to manage and administer the monies voted annually by the States Assembly for overseas aid.

Summary of key movements in Net Revenue Expenditure from 2019
(Increase of £2 million/20%):

- The States Assembly supported the linking of Jersey Overseas Aid Commission annual budget to a percentage of Gross Value Added (GVA). The Assembly also fixed the JOAC budget for 2020 at £12.4 million representing an increase of £2 million from 2019 to reverse the GVA-terms decline.

States Assembly



The States Assembly is the highest decision-making authority of the Island and makes decisions about new laws or major policy changes. The States Greffe provides an independent administrative support service to the States Assembly and its members, whether they are serving in scrutiny, the executive or in their capacity as private members.

Summary of key movements in Net Revenue Expenditure from 2019 (Increase of £0 million/20%):

- The States Assembly approved growth bids of £1.6 million for 2020 as part of the Government Plan 2020-2023 to correct historic underfunding within Law Drafting, improve support for States Members and provide additional budget to Scrutiny. This budgeted increase is offset by forecast slippage as a result of COVID-19 and planned phased recruitment toward improving supporting services.

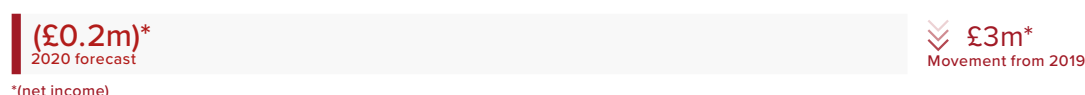
Trading Operations

The Trading Operations comprise:

- Jersey Car Parking – to provide public parking facilities funded through the collection of parking revenue and fines
- Jersey Fleet Management – to procure and maintain the vehicle fleet for the Government and supporting departments.

As with most other areas of the organisation, COVID-19 has had an impact on the Trading Operations. The main impact has been through disrupted income generation for Jersey Car Parking due to reduced travel and the removal of parking charges during lockdown.

Jersey Car parking



Summary of key movements from 2019 (Reduction in net income of £3 million/95%):

The JCP trading operation has been significantly impacted by the coronavirus pandemic, with a reduction in parking experienced in the week running up to the “stay at home” instruction and parking charges and minor enforcement notices waived from 23 March. Parking charges were reinstated on 1 July but there continues to be an impact with many businesses only having reduced staff numbers in offices at any one time and a view that working from home may become a more permanent solution. This could have a disproportionate impact on JCP revenues depending on the number of private spaces that can be utilised by these businesses for their staff. At present it is expected that JCP will suffer a reduction in income of £3.1 million compared to budget and the situation will continue to be monitored.

It is therefore expected that the JCP trading operation will not generate any funds this year to put towards capital refurbishment and enhancement of the parking estate. The new public car park construction at Anne Court (as part of the Andium Homes development of the site) temporarily shut down during the initial “stay at home” period but has now recommenced. At the time of producing this report it was not known whether this temporary shutdown would increase the costs of the project.

Jersey Fleet Management

(£1.8m)*
2020 forecast

*(net income)

£0m*
Movement from 2019

During the lock down period, JFM were prioritising “blue light” vehicle maintenance and operating a slightly reduced service to ensure social distancing was maintained within the workshop environment. It is not expected that this will have a significant impact on the trading fund position by the end of the year. It is expected that £3 million of vehicle procurement currently budgeted within capital in the trading operation may be able to be deferred to future years to temporarily release cash flow to the States, however, this could have an impact on increased maintenance requirements towards the latter part of the year and into 2021. This £3 million funding will need to be replenished in future years to ensure that the States vehicle fleet continues to be replaced at appropriate intervals.

Capital – Highlights

Departments started 2020 with £92 million allocated to the capital programme as part of the Government Plan 2020-2023 plus £119 million of existing allocations from previous years.

Just under £36 million had been spent in 2020 across departments on projects to the end of June including:

- £7.8 million on the new sewage treatment facility as Bellozanne.
- £6.5 million on the new Les Quennevais School
- £3.5 million on infrastructure projects across roads, drainage and sea defences
- £3.2 million across various IT projects
- £2.5 million on the Grainville School Phase 5 project

Departments are forecasting to spend £128 million across all projects in 2020 including:

- £26.8 million on the new sewage treatment facility as Bellozanne
- £19.6 million across the Integrated Technology Solution, Cyber, Microsoft Foundation and replacement asset projects with IT (Modernisation and Digital).
- £13.4 million on infrastructure projects on roads, drainage networks and sea defences.
- £8.9 million on the new Les Quennevais School.
- £7.3 million on the Grainville School Phase 5 project.

As part of the process to release funding to pay for the identified pressures associated with the coronavirus pandemic, departments were asked to identify any budgets that were no longer needed and schemes that could be delayed or removed and re-bid for as part of the Recovery Plan or another Government Plan.

The review across departments has identified a number of projects which could be given up, deferred or not requiring cash flow in the short term. This work will continue through 2020 as part of the measures to manage Government finances in response to the pandemic.

Social Security Funds

In addition to the impact on the tax funded departments there are a number of other decisions that have been taken and economic impacts which have a severe effect on the three funds managed by the Customer and Local Services (CLS) Department.

The tables below provide a summary of the current forecasts for the three CLS managed funds.

The forecast impact of COVID-19 on the three funds **totals £109 million in lost income and additional spend with a further estimated cash impact of £53 million** for the social security contributions deferral. There is likely to be a further impact of bad debt when the deferred payments are due to be collected.

The Health Insurance Fund and Long Term Care Fund have sufficient resources to cope with the likely deficits.

A transfer from the Social Security Reserve Fund to the Social Security Fund was approved in May to cover the shortfall in the Social Security Fund.

2019 Actual		2020 Forecast	Movement from 2019
£'m		£'m	£'m
Social Security Fund			
Income			
(196.5)	Social Security Contributions	(185.8)	10.7
(0.5)	Investment / Other Income	(0.1)	0.4
(65.3)	States Supplementation	0.0	65.3
(262.3)	Total Income	(185.9)	76.4
Expenditure			
249.1	Social Benefit Payments	261.8	12.7
5.7	Other Operating Expenses	5.1	(0.6)
0.7	Depreciation (non-cash)	0.7	0.0
255.5	Total Expenditure	267.6	12.1
(6.8)	SSF (Surplus) / Deficit	81.7	88.5
2019 Actual		2020 Forecast	Movement from 2019
£'m		£'m	£'m
Health Insurance Fund			
Income			
(35.9)	Social Security Contributions	(34.8)	1.1
(10.3)	Investment Income	0.0	10.3
(46.2)	Total Income	(34.8)	11.4
Expenditure			
29.2	Social Benefit Payments	30.6	1.4
3.3	Other Operating Expenses	3.5	0.2
	Transfer to HCS	5.3	5.3
32.5	Total Expenditure	39.4	6.9
(13.7)	HIF (Surplus) / Deficit	4.6	18.3

2019 Actual		2020 Forecast	Movement from 2019
£'m		£'m	£'m
Long Term Care Fund			
Income			
(21.3)	Social Security Contributions	(30.9)	(9.6)
(0.5)	Investment / Other Income	0.0	0.5
(28.9)	States Grant	(29.9)	(1.0)
(50.7)	Total Income	(60.8)	(10.1)
Expenditure			
48.8	Social Benefit Payments	50.6	1.8
1.2	Other Operating Expenses	1.3	0.1
50.0	Total Expenditure	51.9	1.9
(0.7)	LTC (Surplus) / Deficit	(8.9)	(8.2)

Investment Performance

The Government operates a Common Investment Fund (CIF) which has been set up as an administrative arrangement to enable the pooling of funds to maximise investment returns and manage risk over a broader portfolio.

In the first quarter of 2020 markets saw significant losses driven primarily by the COVID-19 crisis. Equity assets were particularly impacted with the market (measured by the MSCI ACWI) having fallen by 33.9% from peak to trough (in dollar terms). Subsequently a significant recovery has been seen with asset values regaining much of their original value. During this period protective assets showed strong resilience registering only minor losses or in some cases gains.

Assets are organised into a 'liquidity ladder' with an effective buffer of liquid defensive positions available should asset sales be required to fund expenditure, this has allowed growth assets impacted by the market falls to be held to recovery. The Revolving Credit Facility, although little drawn, has further increased the portfolios ability to take a long term view during periods of market stress.

Investment performance for the first half of 2020 is summarised in the attached table:

	Value 31/12/19	Value 30/06/20	YTD Gain / Loss		YTD Drawings
Investment Assets	£m	£m	£m	%	£m
Social Security (Reserve) Fund	1986.7	1864.2	(102.6)	(5.2%)	(19.9)
Strategic Reserve	921.8	874.2	(41.5)	(4.5%)	(6.1)
Stabilisation Fund	50	50.7	0.7	1.5%	0.0
Consolidation Fund	139.9	102.6	0.4	0.3%	(37.7)
Currency and Coinage Funds	55.5	53.9	(1.6)	(2.9%)	0.0
Jersey Reclaim Fund	16.6	16.1	(0.4)	(2.6%)	(0.1)
Health Insurance Fund	95	86.2	(3.4)	(3.6%)	(5.4)
Housing Development Fund	40.9	18.2	(0.7)	(1.6%)	(22.0)
Long Term Care Fund	16.3	16.2	(0.1)	(0.4%)	0.0
Ecology Fund	0.5	0.4	(0.0)	(4.2%)	(0.1)
CI Lottery Fund	0.1	0.1	0.0	0.3%	0.0

Note: These values represent the investment assets of the respective funds and not the full net asset value which will include other assets and liabilities.

As seen in the table above most portfolios remain marginally down and, although markets remain volatile, Funds continue to recover. The portfolios are being closely monitored by the Treasury Advisory Panel.

The CIF continues to generate positive returns over the long term with a net annualised return to the 30 June of 3.1% over 3 years and 6.1% over 5 years.

The 2020 year to June return on the CIF was - 4.5%

SECTION 4 APPENDICES



Appendix 1 - Detailed Breakdown of Spend and Forecast Against Government Plan Growth Allocation

CSP priority	CSP sub priority	CSP ref	Growth/ Programme	Minister	Budget (£)	Forecast (£)	Actuals (£)	Variance (£)
Put Children First	Improving educational outcomes	GP20-CSP1-2-01	Higher Education / P.33/2019 - removal of HCA - Expenditure	Minister for Education	6,000,000	4,500,000	-	1,500,000
		GP20-CSP1-2-02	Improving educational outcomes	Chief Minister	175,000	80,564	40,282	94,436
			Improving Educational Outcomes - Early Years / Improving Standards Jersey Premium, Reading Recovery, Language Review, School Review Framework, Jersey Music Service, School Funding & Demographics	Minister for Education	1,743,000	1,161,000	-	582,000
		GP20-CSP1-2-03	Les Quennevais School IT Equipment	Minister for Education	580,000	580,000	-	-
		GP20-CSP1-2-04	Primary School Meals Feasibility Pilot	Minister for Education	150,000	150,000	-	-
	Involving and engaging children	GP20-CSP1-3-01	Involving & Engaging Children - Advocacy for CIN and Child Protection / Participation & Advocacy for LAC and Care Leavers / Youth Voice	Minister for Children and Housing	370,000	310,000	-	60,000
	Protecting and supporting children	GP20-CSP1-1-01	Children's Change Programme	Chief Minister	191,000	191,000	95,427	-
				Minister for Home Affairs	124,000	124,000	73,790	-
				Non-Mins	335,000	344,874	172,437	-9,874
			Children's Change Programme - Baby Steps / Family Support Workers / Nursery Special Needs / YES Growth	Minister for Children and Housing	840,000	840,000	-	-
		GP20-CSP1-1-02	Independent Jersey Care Inquiry - Enhanced MASH / P.108 Recommendations 2, 3 and 4	Minister for Children and Housing	867,000	673,000	-	194,000
			Independent Jersey Care Inquiry P108	Chief Minister	749,000	749,000	269,272	-
			Independent Jersey Care Inquiry P108 (budget reduced - transferred £70k per Transition II)	Minister for Health and Social Services	-	-	-	-
			Independent Jersey Care Inquiry P108: Parent/Infant Psychotherapy service	Minister for Children and Housing	70,000	70,000	-	-

Appendix 1 - Detailed Breakdown of Spend and Forecast Against Government Plan Growth Allocation

CSP priority	CSP sub priority	CSP ref	Growth/ Programme	Minister	Budget (£)	Forecast (£)	Actuals (£)	Variance (£)
		GP20-CSP1-1-03	Policy and Legislation Service Delivery - Care Leavers Entitlement / Children in Need & Early Help / Regulation and Inspection	Minister for Children and Housing	1,841,000	704,000	-	1,137,000
			Policy/legislation service delivery: Jersey domestic abuse support (IDVA)	Minister for Home Affairs	189,000	189,000	78,067	-
			Policy/legislation service delivery: Youth Justice Review and Safeguarding Partnership Board	Chief Minister	317,000	248,634	7,596	68,366
			Policy/legislation service delivery (budget reduced - txfr £31k per Transition II)	Minister for Health and Social Services	-	-	-	-
		GP20-CSP1-1-04	Health P82 - P.82/2012 White Paper: Services for Children (Early Interventions)	Minister for Children and Housing	2,813,000	1,093,500	-	1,719,500
		GP20-CSP1-1-05	Redress Scheme	Chief Minister	2,230,000	2,230,000	542,126	-
		GP20-CSP1-1-03	Policy/legislation service delivery: SARC / development of children's house model	Minister for Home Affairs	267,000	267,000	77,360	-
		GP20-CSP1-3-01	IJCI: Office of the Children's Commissioner	Chief Minister	725,000	725,000	270,024	-
Put Children First TOTAL					20,576,000	15,230,572	1,626,381	5,345,428
Improve Wellbeing	Improve the quality of and access to mental health services	GP20-CSP2-2-01	Adult Safeguarding Improvement Plan	Chief Minister	102,000	40,000	16,134	62,000
		GP20-CSP2-2-02	Mental Health (£300k transferred to BAU - Listening Lounge)	Minister for Health and Social Services	3,200,000	3,200,000	-	-
		GP20-CSP2-2-03	Mental Health legislation	Non-Mins	629,000	535,874	238,081	93,126
	Put patients, families and carers at the health of Jersey's health and care system	GP20-CSP2-3-01	Digital health and care strategy	Minister for Health and Social Services	-	-	-	-
		GP20-CSP2-3-02	Health P82 reinstate 2019 new and recurring (£1605k txfrd to BAU - various)	Minister for Health and Social Services	3,597,000	1,692,000	1,905,000	1,905,000

Appendix 1 - Detailed Breakdown of Spend and Forecast Against Government Plan Growth Allocation

CSP priority	CSP sub priority	CSP ref	Growth/ Programme	Minister	Budget (£)	Forecast (£)	Actuals (£)	Variance (£)
		GP20-CSP2-3-03	Maintaining health and community care standards	Minister for Health and Social Services	4,179,000	-	-	4,179,000
		GP20-CSP2-3-04	Regulation of Care - income deferred	Minister for Health and Social Services	200,000	200,000	-	-
	Support Islanders to live healthier, active, longer lives	GP20-CSP2-1-01	Inspiring an 'Active Jersey' (Jersey Sport)	Minister for Economic Development, Tourism, Sport and Culture	509,000	309,000	77,250	200,000
		GP20-CSP2-1-02	Preventable diseases	Minister for Health and Social Services	300,000	300,000	-	-
Improve Wellbeing TOTAL					12,716,000	6,276,874	2,236,465	6,439,126
Vibrant economy	Enhancing our international profile and promoting our Island identity	GP20-CSP3-1-06	Continuation of External Relations funding	Minister for External Relations	1,201,000	891,000	434,372	310,000
		GP20-CSP3-1-07	Reversing the decline in Jersey's Overseas Aid contributions	Non-Mins	2,090,000	2,090,000	2,090,000	-
		GP20-CSP3-1-08	Tax Policy and International Team investment	Minister for Treasury and Resources	1,427,000	1,327,000	650,000	100,000
	Enhancing our international profile and promoting our Island identity - Brexit response	GP20-CSP3-1-01	Brexit – Constitutional implications policy resource	Chief Minister	78,000	78,000	38,882	-
		GP20-CSP3-1-02	Brexit and International Trade	Non-Mins	110,000	192,192	96,096	-82,192
		GP20-CSP3-1-03	Future Economic Partnership Goods and Borders Cluster	Minister for Economic Development, Tourism, Sport and Culture	450,000	450,000	79,217	-
		GP20-CSP3-1-04	JCIS Brexit Officers	Minister for Home Affairs	100,000	100,000	72,830	-
		GP20-CSP3-1-05	Settlement Scheme Brexit officers	Minister for Home Affairs	91,000	91,000	36,818	-
	Future economy programme	GP20-CSP3-2-01	Bailiff's Chambers 75th Anniversary Liberation Day	Non-Mins	485,000	407,100	393,075	77,900
		GP20-CSP3-2-02	Competition policy and JCRA	Minister for Economic Development, Tourism, Sport and Culture	200,000	200,000	75,000	-
		GP20-CSP3-2-03	Delivering the Digital Policy Framework	Minister for Economic Development, Tourism, Sport and Culture	541,000	489,000	201,203	52,000

Appendix 1 - Detailed Breakdown of Spend and Forecast Against Government Plan Growth Allocation

CSP priority	CSP sub priority	CSP ref	Growth/ Programme	Minister	Budget (£)	Forecast (£)	Actuals (£)	Variance (£)
		GP20-CSP3-2-05	Digital Jersey Growth	Minister for Economic Development, Tourism, Sport and Culture	1,000,000	900,000	900,000	100,000
				Minister for Treasury and Resources	-303,000	-303,000	-151,500	-
		GP20-CSP3-2-06	Economic Framework and Productivity Support	Minister for Economic Development, Tourism, Sport and Culture	500,000	500,000	67,500	-
		GP20-CSP3-2-07	Financial Crimes Unit	Minister for Home Affairs	472,000	472,000	242,816	-
				Non-Mins	505,000	443,351	221,678	61,649
		GP20-CSP3-2-08	Jersey Financial Stability Board	Chief Minister	150,000	100,000	-	50,000
		GP20-CSP3-2-09	Migration Policy	Chief Minister	78,000	78,000	39,978	-
		GP20-CSP3-2-10	Promoting Jersey (Jersey Marketing and Jersey Reds Rugby)	Minister for Economic Development, Tourism, Sport and Culture	500,000	500,000	375,000	-
		GP20-CSP3-2-11	Rural Economy Strategy	Minister for Economic Development, Tourism, Sport and Culture	65,000	50,000	95,718	15,000
		GP20-CSP3-2-04	Digital Jersey Academy	Minister for Education	539,000	539,000	-	-
	Growing skills in Jersey	GP20-CSP3-4-01	Skills Jersey	Minister for Education	655,000	655,000	-	-
	Infrastructure investment	GP20-CSP3-5-01	Cyber Security Growth	Minister for Economic Development, Tourism, Sport and Culture	500,000	260,000	-11,178	240,000
		GP20-CSP3-5-02	Heritage, Arts & Culture	Minister for Economic Development, Tourism, Sport and Culture	700,000	665,000	371,250	35,000
		GP20-CSP3-5-03	Jerrias	Minister for Education	375,000	206,000	-	169,000
		GP20-CSP3-5-04	Sports Division – minor capital replacements	Minister for Economic Development, Tourism, Sport and Culture	125,000	125,000	-	-
	Protect and build our financial services industry	GP20-CSP3-3-01	Anti-money laundering/CFT	Minister for External Relations	1,085,000	363,000	181,520	722,000
				Minister for Home Affairs	415,000	415,000	290,432	-

Appendix 1 - Detailed Breakdown of Spend and Forecast Against Government Plan Growth Allocation

CSP priority	CSP sub priority	CSP ref	Growth/ Programme	Minister	Budget (£)	Forecast (£)	Actuals (£)	Variance (£)
		GP20-CSP3-3-02	Jersey Finance Growth	Minister for External Relations	830,000	230,000	230,000	600,000
Vibrant Economy TOTAL					14,964,000	12,513,643	7,020,707	2,450,357
Reduce Inequality	Improving social Inclusion	GP20-CSP4-3-01	Care Needs at Home	Minister for Health and Social Services	-	-	-	-
				Minister for Social Security	150,000	-	-	150,000
		GP20-CSP4-3-02	Disability Social Inclusion	Chief Minister	110,000	110,000	24,876	-
				Minister for Children and Housing	30,000	-	-	30,000
				Minister for Social Security	176,000	88,000	-	88,000
			Disability social inclusion (budget reduced - txfr £87k per Transition II)	Minister for Health and Social Services	35,000	35,000	-	-
	Improving the quality and affordability of housing	GP20-CSP4-2-01	Housing PDB and long-term plan	Chief Minister	140,000	71,898	45,996	68,102
		GP20-CSP4-2-02	Tenants' Rights	Minister for Housing	110,000	30,000	-	80,000
	Reduce income inequality and improve the standard of living	GP20-CSP4-1-01	Compensation for Mesothelioma	Minister for Social Security	150,000	80,000	23,263	70,000
		GP20-CSP4-1-02	Financial independence in old age	Chief Minister	150,000	25,000	26,400	125,000
		GP20-CSP4-1-04	Food Costs Bonus	Minister for Social Security	340,000	340,000	-	-
		GP20-CSP4-1-05	Single Parent Component	Minister for Social Security	2,531,000	2,531,000	1,275,000	-
Reduce Inequality TOTAL					3,922,000	3,310,898	1,395,535	611,102
Protect our Environment	Embracing environmental innovation and ambition	GP20-CSP5-1-01	Climate Emergency Fund	Minister for Treasury and Resources	2,000,000	1,500,000	750,000	500,000
	Improving the built environment	GP20-CSP5-3-01	Island Plan Review	Chief Minister	650,000	325,000	156,542	325,000
	Protecting the natural environment	GP20-CSP5-2-01	Assessment of public infrastructure and resources	Chief Minister	150,000	150,000	-	-
		GP20-CSP5-2-02	Countryside Access Strategy	Minister for the Environment	195,000	195,000	32,049	-
		GP20-CSP5-2-03	Jersey National Park	Minister for Economic Development, Tourism, Sport and Culture	100,000	80,000	60,000	20,000
Protect our Environment TOTAL					3,095,000	2,250,000	998,591	845,000
Modernising Government	A modern, innovative public sector	GP20-OI3-01	Building Revenue Jersey Team	Chief Minister	750,000	750,000	-	-

Appendix 1 - Detailed Breakdown of Spend and Forecast Against Government Plan Growth Allocation

CSP priority	CSP sub priority	CSP ref	Growth/ Programme	Minister	Budget (£)	Forecast (£)	Actuals (£)	Variance (£)
				Minister for Treasury and Resources	1,262,000	1,162,000	600,000	100,000
		GP20-OI3-02	Commercial Services - enhanced capabilities	Chief Minister	1,000,000	1,000,000	836,000	-
		GP20-OI3-03	Domestic Compliance ('Spend to Raise')	Minister for Treasury and Resources	1,457,000	1,357,000	680,000	100,000
				Non-Mins	105,000	43,513	-	61,487
		GP20-OI3-04	Enabling policy excellence across the Government	Chief Minister	81,000	81,000	20,000	-
		GP20-OI3-05	Government of Jersey Bank charges	Minister for Treasury and Resources	300,000	294,000	130,000	17,000
		GP20-OI3-06	GST de-minimis changes	Minister for Home Affairs	150,000	70,000	-	80,000
		GP20-OI3-07	Guernsey-Jersey Joint Working Programme	Chief Minister	63,000	23,000	1,859	40,000
		GP20-OI3-08	Increased audit fees	Minister for Treasury and Resources	75,000	75,000	75,000	-
		GP20-OI3-09	Modernisation and Digital - enhanced capabilities	Chief Minister	3,750,000	3,750,000	1,800,000	-
		GP20-OI3-10	People and Corporate Services - enhanced capabilities	Chief Minister	5,400,000	3,800,000	1,500,000	1,600,000
		GP20-OI3-11	Policing 2020-23	Minister for Home Affairs	821,000	821,000	432,863	-
		GP20-OI3-12	Supply Jersey Maintenance, Licencing and Procure to Pay analysis	Chief Minister	100,000	100,000	100,000	-
		GP20-OI3-13	Supporting One Gov - Team Jersey (HR/OD strategic partner)	Chief Minister	1,870,000	1,670,000	665,000	200,000
		GP20-OI3-14	Technology Transformation Programme	Chief Minister	3,000,000	3,000,000	1,500,000	-
	A new, long-term strategic framework	GP20-OI1-01	Census 2021	Chief Minister	250,000	-	58	250,000
	A States Assembly and Council of Ministers that work together for the common good	GP20-OI2-01	States Greffe extended services	Non-Mins	539,000	302,000	151,000	237,000
	A sustainable, long-term fiscal framework and public finances	GP20-OI4-01	Delivering effective financial management	Chief Minister	200,000	200,000	6,267	-
				Minister for Treasury and Resources	2,150,000	2,150,000	1,050,000	-
	An electoral system which encourages voter turnout	GP20-OI5-01	Electoral registration	Non-Mins	60,000	60,000	3,000	-

Appendix 1 - Detailed Breakdown of Spend and Forecast Against Government Plan Growth Allocation

CSP priority	CSP sub priority	CSP ref	Growth/ Programme	Minister	Budget (£)	Forecast (£)	Actuals (£)	Variance (£)
	Non-Ministerial expressions of interest	GP20-CSP1-1-03	Policy/legislation service delivery	Non-Mins	100,000	100,000	-	-
		GP20-OI-Non-01	Comptroller and Auditor General additional funding	Non-Mins	25,000	25,000	25,000	
		GP20-OI-Non-03	Judicial Greffe additional funding: Office Holders Pay Review	Non-Mins	80,000	80,000	30,000	-
			Judicial Greffe additional funding: Tribunal Service	Non-Mins	78,000	78,000	35,262	-
		GP20-OI-Non-04	States Assembly additional funding	Non-Mins	777,000	379,000	204,000	398,000
			States Assembly additional funding: Additional legal drafters	Non-Mins	258,000	145,700	75,764	112,300
		GP20-OI-Non-05	Viscount's Department additional funding	Non-Mins	325,000	161,000	33,986	164,000
		GP20-OI-Non-06	Legal Aid Office	Non-Mins	400,000	300,000	71,679	100,000
		GP20-OI-Non-07	Probation Service additional funding	Non-Mins	35,000	35,000	17,500	-
Modernising Government TOTAL					25,461,000	22,012,213	10,044,238	3,459,787
Grand Total					80,734,000	61,594,200	23,321,917	19,150,800

Appendix 2 - Breakdown of COVID 19 Identified Pressures

Department	Description	Forecast (£)	Actuals to July (£)
CLS	Payroll Co-Funding	127,011,492	58,428,261
	Economic Stimulus (£100 payment and admin)	12,300,000	1,257,500
	Additional Benefits costs	10,900,000	4,987,120
	Reduced Fees and Charges	650,000	328,000
	Additional costs associated with increased volumes of helpline calls re COVID-19, benefits, travel, stimulus etc	321,000	174,101
CLS Total		151,182,492	65,174,982
COO	IT equipment, software solutions and support	1,755,000	1,363,061
	Additional capacity in People and Commercial Services to support Government departments	500,000	283,109
COO Total		2,255,000	1,646,170
CYPES	Staffing schools for children of critical workers/vulnerable children, IT & learning at home, support for open nurseries & students	1,776,000	0
	School fee hardship grants	870,000	
	Loss of income from Highlands courses, school fees, nursery fees and miscellaneous sales	656,000	0
	CAMHS inpatient beds. Conversion of part of the Greenfields Children's secure unit for tier 4 cases in order to release children's inpatient beds at the hospital (Robin Ward)	287,000	
	Net costs of reimbursing parents for cancelled school trips.	108,000	
CYPES Total		3,697,000	0
GHE	Construction and fit out costs of the Nightingale Wing	9,894,800	7,892,984
	Reduced income across the Department including solid waste tipping, sports centres and Planning and Building.	4,628,750	3,553,900
	LibertyBus operating subsidy to maintain core bus network during period of significant income loss (estimated costs at this stage, to be confirmed)	1,359,300	399,300
	Contact Tracing staff costs	1,238,700	400,257
	Contact Tracing software costs	827,200	484,250
	Increased operational costs including additional PPE, sanitising and increased shipping costs.	380,790	348,459
	Support for Waterfront Pool during closure / restricted operation.	350,000	0
	Reduction in staff costs recharged to capital projects due to reduced activity.	82,000	0
GHE Total		18,761,540	13,079,150
HCS	The early set up costs of the operational team, helpline staff, supplies and test kits including equipment.	8,000,000	6,300,000
	Nightingale Wing - operational costs (subject to required use)	7,386,645	321,645
	Reduced income across the Department, mainly Private Patients	6,560,446	5,000,000
	COVID-19 vaccine provision	5,474,000	0
	PPE supplies	4,743,050	4,743,050
	Primary Care - redeployment of GPs and associated infrastructure	4,381,820	3,500,803
	Test and Trace - PCR testing, serology testing and equipment	3,086,293	1,095,806
	Seasonal flu vaccine - Additional doses due to extended coverage to help to fight Covid	1,400,000	0
	Provision of Urgent Treatment Centre during COVID-19 period	1,395,533	0
	Mental Health incorporating: - Listening Lounge - Social Prescribing - JTT - contingency	1,173,000	0
	Intensive Therapy Unit - additional staffing costs	1,001,288	389,390
	Primary Care - Funding of a free consultation with a GP for all Islanders over 80 and all of those with specified chronic disease	918,180	918,180
	Key Worker Accommodation - Hotel accommodation for essential staffing	750,000	335,000

Appendix 2 - Breakdown of COVID 19 Identified Pressures

Department	Description	Forecast (£)	Actuals to July (£)
	Nightingale Wing beds - provision and set up of 180 beds for the field hospital	640,000	640,000
	HCS Digital projects and costs relating to Covid related demand	612,471	612,471
	CAMHS - Movement of Paediatric CAHMS patients	357,000	158,875
	Staff accommodation (Hue Court) - to fully furnish remaining 30 units and utilise for HCS staff	349,811	289,936
	Pulse Oximeter Monitors - Covid is a respiratory illness therefore pulse oximetry is required to quickly measure the levels of oxygenation within the blood	223,500	223,500
	Jersey Post prescription delivery service - Collection of prescriptions from pharmacies by Jersey Post for delivery to islanders	220,145	160,476
	Other operational costs.	212,000	0
	Purchase additional residential and nursing home capacity	200,000	136,314
HCS Total		49,085,182	24,825,446
JHA	Testing and Tracing Programme	22,520,260	20,597
	Police - PPE and operational costs	218,000	180,550
	Customs and Immigration - Loss of income - passport fees and legalisation of documents fees	157,600	
	Ambulance Service - PPE and operational costs	135,764	127,464
	Fire and Rescue - Loss of income - fire certification, course income, dry riser testing etc.	119,500	
	Other operational costs associated with the OneGov command teams	113,422	113,422
	Jersey Field Squadron - Military assistance, IT equipment and sundry costs	112,561	2,561
	Fire and Rescue - PPE and operational costs	110,344	90,344
	Sanctum (temporary mortuary)	71,810	62,720
	Prison Service - PPE and operational costs	71,099	67,199
	Shelter Trust - emergency accommodation	38,875	16,875
	Customs and Immigration - PPE and operational costs	18,946	18,947
JHA Total		23,688,181	700,679
Non-Mins	Additional equipment, PPE, operational costs and reduced income	415,000	162,342
Non-Mins Total		415,000	162,342
OCE	Jersey Business - support to businesses by sign-posting advice regarding finance, HR and employment law matters	300,000	300,000
	Air travel capacity - Ensure air travel links to the UK. Procure airline capacity to essential workers, patients and medical supplies	280,000	137,939
	Support to local fishermen - fixed costs of operating boats/ fleets while restrictions were in place. Value of support corresponds to vessel size/ capacity and capped.	233,400	231,800
OCE Total		813,400	669,739
SA	Audio visual Costs for live streaming of the States Assembly from Fort Regent	10,000	10,000
SA Total		10,000	10,000
SPPP	Healgen testing kits	720,291	720,291
	Mass Serology testing	628,075	628,651
	Test and Trace - programme management, project management, communications, minor staff IT costs and other administration costs for the Test and Trace programme	300,000	36,631
	Additional staffing costs (Public Health Officers) to help respond to the pandemic	30,000	0
	Arm's Length Functions - Safeguarding marketing (SPB) and incidentals	1,000	3,040
SPPP Total		1,679,366	1,388,613

Appendix 2 - Breakdown of COVID 19 Identified Pressures

Department	Description	Forecast (£)	Actuals to July (£)
T&E	Credit facility - set up fees and interest	1,000,000	513,000
T&E Total		1,000,000	513,000
Grand Total		252,587,161	108,170,121

