

STATES OF JERSEY

ANNEX TO DRAFT MEDIUM TERM FINANCIAL PLAN 2013 - 2015 (For Information Only)

Council of Ministers

I.J. Gorst	Senator	Chief Minister
B.I. Le Marquand	Senator	Home Affairs and Deputy Chief Minister
P.F.C. Ozouf	Senator	Treasury and Resources
A.J.H. Maclean	Senator	Economic Development
P.J.D. Ryan	Deputy	Education, Sport and Culture
A.E. Pryke	Deputy	Health and Social Services
A.K.F.Green M.B.E.	Deputy	Housing
R.C. Duhamel	Deputy	Planning and Environment
F. du H. Le Gresley	Senator	Social Security
K.C. Lewis	Deputy	Transport and Technical Services
J.D. Richardson	Chief Executive	
L.J. Rowley	Treasurer of the States	

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Introduction

The Council of Ministers' Strategic Plan, which was approved by the States in May 2012, has set out the priorities for Jersey over the next three years. There are seven key priorities:

1. Getting people into work;
2. Housing our community;
3. Promoting family and community values;
4. Reforming government and public services;
5. Managing population growth/immigration;
6. Reforming health and social services; and
7. Introducing sustainable long-term planning.

To achieve these aims an important change has to be put in place, namely the move to a 3-year planning framework, or Medium Term Financial Planning. For the first time the States of Jersey will be setting minimum budgets for all departments 3 years in advance and moving away from short-term decision making. This change is intended to provide flexibility, deliver efficiencies and move to longer-term thinking within a more certain financial framework that will ultimately benefit the Island.

The Medium Term Financial Plan is split into two parts:

- The formal lodged report providing the background to the financial and economic position, the revenue and capital expenditure proposals and details of the measures that are proposed to balance budgets and actively manage the balance sheet over the next three years. The report is accompanied by comprehensive appendices which include: an explanation of states income, long term capital plans, the states investment strategy and a long term tax policy.
- This detailed annex to the Medium Term Financial Plan provides information to support the main report including a summary of each department's key objectives towards delivering the seven strategic priorities and the detail of how the proposed department expenditure limits would be allocated to services.

The Medium Term Financial Plan Annex provides for the first time a three-year plan for each department including:

- an introduction from the Minister including the main priorities and growth requirements for the next three years;
- departments' key objectives and success criteria;
- a summary service analysis for the department for each of the years 2013-2015, including manpower levels and a split of gross expenditure and income across DEL (Departmental Expenditure Limits) and AME (Annually Managed Expenditure);
- a reconciliation of the changes in expenditure allocations for 2013-2015, identifying growth funding, Comprehensive Spending Review savings and further budget reductions; and
- an operating cost statement for each of the years 2013-2015.

The Medium Term Financial Plan Annex also provides:

- a summary of the major policies that will be brought to the States over the next three years;
- a summary of the States net revenue expenditure for each of the years 2013-2015; and
- a summary of the States proposed capital programme for each of the years 2013-2015.

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

Annex: Summary Table A

Total States Net Expenditure Allocations 2013 - 2015

	2013 Gross Expenditure Allocation	2013 Income Allocation	2013 Net Expenditure Allocation	2014 Net Expenditure Allocation	2015 Net Expenditure Allocation
	£'000	£'000	£'000	£'000	£'000
States Funded Bodies					
Ministerial Departments					
Chief Minister	20,035.3	(1,179.8)	18,855.5	20,166.6	20,258.6
- Grant to the Overseas Aid Commission	9,324.1	-	9,324.1	9,790.3	10,279.8
Economic Development	19,979.7	(1,723.9)	18,255.8	19,459.3	19,974.8
Education, Sport and Culture	122,365.3	(18,031.3)	104,334.0	106,177.9	106,761.1
Department of the Environment	9,878.5	(4,276.6)	5,601.9	5,605.7	5,594.6
Health and Social Services	204,740.8	(20,478.4)	184,262.4	190,621.4	197,981.4
Home Affairs	48,762.3	(2,031.8)	46,730.5	47,489.0	47,843.5
Housing	15,451.3	(42,249.8)	(26,798.5)	(27,971.5)	(29,338.5)
Social Security	187,101.8	(3,747.8)	183,354.0	186,957.0	191,036.0
Transport and Technical Services	41,447.8	(15,849.0)	25,598.8	26,792.3	26,439.4
Treasury and Resources	37,063.7	(7,062.5)	30,001.2	31,412.4	30,583.6
Non Ministerial States Funded Bodies					
- Bailiff's Chambers	1,781.9	(186.7)	1,595.2	1,610.5	1,627.3
- Law Officers' Department	9,403.2	(1,752.6)	7,650.6	7,721.5	7,795.0
- Judicial Greffe	8,006.7	(1,366.8)	6,639.9	6,738.3	6,837.4
- Viscount's Department	1,954.4	(586.2)	1,368.2	1,373.2	1,378.4
- Official Analyst	669.4	(60.0)	609.4	613.9	618.6
- Office of the Lieutenant Governor	785.0	(96.1)	688.9	691.7	694.5
- Office of the Dean of Jersey	25.9	-	25.9	26.1	26.3
- Data Protection Commission	374.8	(151.5)	223.3	223.9	224.4
- Probation Department	2,568.9	(445.0)	2,123.9	2,127.9	2,132.0
- Comptroller and Auditor General	751.4	-	751.4	768.7	786.5
States Assembly and its services	5,117.8	(90.4)	5,027.4	5,114.3	5,203.4
Allocations for Contingencies					
- Central Contingencies	-	-	-	6,000.0	7,000.0
- Provision for Restructuring Costs	5,098.0	-	5,098.0	6,540.0	7,170.0
- Central Pay Provision	19,900.3	-	19,900.3	31,000.3	39,700.3
- Corporate Savings	(17,451.3)	-	(17,451.3)	(17,451.3)	(17,451.3)
- Corporate Procurement Savings Target	(3,451.3)	-	(3,451.3)	(3,451.3)	(3,451.3)
- Terms and Conditions Savings Target	(14,000.0)	-	(14,000.0)	(14,000.0)	(14,000.0)
Allocation for Growth					
- Allocation for Growth for 2013	-	-	-	-	-
- Allocation for Growth for 2014	-	-	-	-	-
- Allocation for Growth for 2015	-	-	-	-	-
Net Revenue Expenditure Allocation	755,137.0	(121,366.2)	633,770.8	669,599.4	691,157.1
Depreciation	41,657.0	-	41,657.0	44,136.9	46,138.5
Net Revenue Expenditure Allocation	796,794.0	(121,366.2)	675,427.8	713,736.3	737,295.6

Consolidated Operating Cost Statement

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
(6,399,100)	Duties, Fees, Fines & Penalties	(7,167,500)	(7,365,300)	(7,556,800)
(104,485,700)	Sales of Goods and Services	(105,331,800)	(108,806,300)	(113,095,200)
(12,000)	Investment Income	(12,300)	(12,400)	(12,700)
(11,994,200)	Other Income	(8,854,600)	(12,992,700)	(13,134,400)
(122,891,000)	Total Income	(121,366,200)	(129,176,700)	(133,799,100)
	Expenditure			
168,895,700	Social Benefit Payments	178,551,700	181,671,900	186,751,800
333,601,300	Staff Costs	343,698,100	350,428,000	353,353,600
115,331,700	Supplies and Services	119,834,140	128,577,940	135,128,140
5,771,400	Administrative Expenses	5,590,800	5,859,000	6,131,200
55,533,400	Premises and Maintenance	54,445,000	55,310,000	53,934,100
1,124,380	Other Operating Expenses	994,700	1,330,500	1,643,600
33,529,900	Grants and Subsidies Payments	38,173,960	42,099,360	43,042,160
1,020	Impairment of Receivables	113,500	116,100	118,900
4,007,500	Finance Costs	5,153,100	6,261,100	7,372,200
-	Foreign Exchange (Gain)/Loss	-	-	-
20,939,600	Contingency Expenses	8,582,000	27,122,200	37,480,500
738,735,900	Total Expenditure	755,137,000	798,776,100	824,956,200
615,844,900	Net Revenue Expenditure	633,770,800	669,599,400	691,157,100
40,075,000	Depreciation	41,657,000	44,136,900	46,138,500
-	Impairment of Fixed Assets	-	-	-
100	Asset Disposal (Gain)/Loss	-	-	-
655,920,000	Net Revenue Expenditure	675,427,800	713,736,300	737,295,600

Major Policies/Strategies to be brought forward for debate by the States 2013 to 2015*

<u>Department</u>	<u>Policy/Strategy</u>
Chief Minister	<ul style="list-style-type: none"> • Housing Strategy • Population/Migration Policy • Alcohol and Licensing Strategy
Department of the Environment	<ul style="list-style-type: none"> • Energy Policy • Planning Appeals Policy • Island Plan Policy H3: Affordable Housing • Consolidated environmentally based policies across the States
Economic Development	<ul style="list-style-type: none"> • Incorporation of Harbours & Airport
Education Sport & Culture	<ul style="list-style-type: none"> • Sports Strategy • Strategy on the Future of Education • Proposals for the future of Fort Regent
Health & Social Services	<ul style="list-style-type: none"> • Strategies relevant to health and social care reform underpinning the White Paper (to be debated in Autumn 2012) but yet to be identified for States debate • Channel Island Pandemic Strategy • Regulation of Care Law - Primary Legislation and associated Regulations
Home Affairs	<ul style="list-style-type: none"> • Vetting and Barring policy and legislation • Alternative to Wheel Clamping • E-Borders • Sexual Offences Law • Custodial arrangements for children
Housing	<ul style="list-style-type: none"> • Incorporation of the Housing Department & Establishment of a Regulator for the Social Housing Sector
Social Security	<ul style="list-style-type: none"> • Discrimination Law • Employment Law – Family friendly policies • Long Term Care Benefit Law
Transport & Technical Services	<ul style="list-style-type: none"> • Import/processing waste from Guernsey • Liquid Waste Strategy • Streetworks Law
Treasury & Resources	<ul style="list-style-type: none"> • Strategy for PECRS & JTSF • 2014, 2015, 2016 Budgets • MTFP 2016 to 2018

*** Note: These are the major policy areas that are currently planned to be brought forward to the States Assembly for debate in the period 2013 to 2015. They may be subject to change/addition depending on priority changes.**

Detailed Estimates of States Funded Bodies

Chief Minister

Chief Minister

Minister's Introduction

The Chief Minister's Department is structured into two main service areas, with separate Accounting Officers:

1. Chief Executive

- Policy Unit (policy support and research for the Council of Ministers and Chief Executive, economic advice, communications, statistics, the Population Office, Emergency Planning);
- Comprehensive Spending Review Team;
- Law Draftsman's Office;
- Information Services;
- Human Resources.

2. Director of International Affairs

- All areas of external and international relations, including managing the Island's close relationship with the UK.

The prime focus of the Department during the three years from 2013 to 2015 will be to support and co-ordinate the Council of Ministers to deliver the priorities approved by the States in the Strategic Plan, to develop policy and prepare for further Public Sector Reform over the longer term.

The appointment of an Assistant Chief Minister with responsibility for External Relations will foster increased recognition of Jersey's international identity and development of the Island's beneficial relations with other countries.

The Department will continue to deliver and develop its services to the public and other States Departments in line with its twin objectives of improving quality and efficiency.

The Department critically reviewed its activities as part of the Comprehensive Spending Review (CSR). The review process identified the areas where money has been saved to meet the 10% CSR target. It also demonstrated that the Department's approved base budget has not been sufficient to undertake its core functions over the past five years. The budget has been supplemented each year by substantial non-recurring monies for specific purposes. These include activities which are or have become core functions such as staff training and responding to external threats and opportunities. Human Resources and External Relations in particular have demonstrated that they need increased recurring funding to continue basic operations and to meet the challenges which arise each year.

The Department's financial priorities for the MTFP are therefore:

- to deliver the final tranche of its overall 10% CSR savings target in 2013;
- to secure sufficient recurring resources for the Human Resources function to improve the operational support it provides to Departments and to make it ready to support the organisation through a programme of Public Sector Reform;
- to place External Relations on a sound financial footing following its development over the last 4 years from Fiscal Stimulus and other non-recurring funding. This will allow the Chief Minister and Assistant Chief Minister to plan ahead and build long term international relationships with secure funding for its programmed activities.

The bids submitted by the Department reflect these priorities. The majority of bids seek to establish recurring funding for existing costs which have been met from non-recurring sources in the past. The three growth items are:

- the creation of the London Representative Office - to attract new business and foster the environment needed to protect the economy;
- Corporate Health and Safety – a new post to support Departments with Health and Safety matters;
- HR Fit for Purpose – 8 new posts are required to strengthen the HR function in support of the future programme of Public Sector Reform.

The table below shows the growth funding proposed by the Department during this MTFP period to address these priorities, together with the proposed funding source:

CMD BIDS AND PROPOSED FUNDING SOLUTION	FTEs	2013 £'000	2014 £'000	2015 £'000	Funding
Get People Into Work					
External Relations - Establish a London Representative Office	0	0	600	600	Contingency in 2014. Growth from 2015
Reform Health and Social Services					
HR HSS - 2 additional posts arising from Verita report	2	180	200	200	Growth from 2013
Other Growth					
IS: Data Security Officer	1	72	80	80	Growth from 2013
Corporate Health & Safety	1	54	60	60	Growth from 2013
External Relations: International Adviser to the Council of Ministers	1	0	50	50	Carry forwards or income in 2013. Growth from 2014
External Relations: Shortfall in Grant to Channel Islands Brussels Office	0	0	50	50	Carry forwards or income in 2013. Growth from 2014
External Relations: OECD Global Forum/Peer Review Group/British Irish Council Secretariat annual contribution	0	0	60	60	Carry forwards or income in 2013. Growth from 2014
External Relations: International meetings, monitoring and visiting dignitaries	0	0	160	160	Carry forwards or income in 2013. Growth from 2014
External Relations: External specialist advice	0	0	100	100	Carry forwards or income in 2013. Growth from 2014
Law Draftsman: 1 additional permanent Law Draftsman	1	0	130	130	Carry forwards or income in 2013. Growth from 2014
HR - Learning and Development - MMP and other programmes	0	0	170	170	Carry forwards or income in 2013. Growth from 2014
HR Fit for Purpose - strengthening HR team for workforce planning/OD and Systems	8	522	580	580	Restructuring provision
HR Base Budget Shortfall on Staff	2	0	230	200	Restructuring provision
CSR: Fund permanent members of the CSR delivery team	2	0	150	150	Restructuring provision
TOTAL PROPOSED GROWTH BIDS FOR WHICH RESOURCES ARE IDENTIFIED	18	828	2,620	2,590	

In 2013, the Department is planning to use under-spends carried forward from 2012 and additional income from fees arising from the Control of Housing and Work Law to fund £420,000 of existing commitments in External Relations plus £92,000 in respect of the 10% reduction in the first year of the MTFP which Ministers agreed to find from their existing resources.

CSR Restructuring funding has been allocated to fund resources required to be in place for the next three years to support the reform agenda, including continuing funding for 2 HR staff and 2 CSR staff. The additional HR team is needed to support the organisational development work associated with the reform agenda.

Looking forward, the core projects and issues for each area of the Department over the next three years are:

1. Chief Executive

Policy

The Strategic Plan approved in 2012 will drive the Department's policy programme. In support of this, the way policy is developed and monitored will be reviewed and enhanced to ensure appropriate co-ordination and sound performance management. The results of the 2011 census are being used to inform policy development.

In this period, the Department will lead a programme of Public Sector Reform and develop wide-ranging policy and plans to modernise and prepare the organisation to meet the challenges of the future.

Migration policy and the level of net migration, once approved by the States, will be monitored with the appropriate review mechanisms. The Control of Housing and Work Law and the draft Register of Names and Addresses Law will provide the mechanism for regulating inward migration therefore systems need to be developed for their implementation.

A significant priority will be to continue to progress policy initiatives designed to address the effects of the ageing population. This will require cross-department planning and working.

An important part of our work will be to improve the transparency of government decisions and continue to increase public engagement in the development of policy. This includes co-ordinating the development of an implementation plan for the Freedom of Information legislation approved by the States in 2011 subject to resources being made available.

The provision of quality economic advice will continue to support effective management of the economy, as will the production of relevant statistics and statistical bulletins.

The Emergencies Council will continue to lead a programme of improvements to the emergency planning and management structures and processes supported by the Emergency Planning Board.

Comprehensive Spending Review

The Department will continue to lead the implementation of the Comprehensive Spending Review to deliver £65 million of savings by 2013. The overall scale of savings to be delivered will require complete commitment in achieving targets, with continuing consideration of the strategic options for reducing costs whilst maintaining high-quality core services.

The small CSR team will work closely with departments to support them to achieve their savings targets. In addition, a States-wide organisational development programme will support the drive for greater efficiency through the review of departmental structures and services to modernise the way in which the public sector delivers services to the public.

Law Drafting

The Law Draftsman's department is a vital service providing the legislative framework within which the States operates and services are provided. In 2012 and 2013, the Law Draftsman's department has taken on temporary additional resource to address urgent legislation required to deliver the CSR and support initiatives to grow the economy and protect jobs. It proposes to make one of these additional draftsmen permanent from 2014 to be able to meet the underlying demand for law drafting.

Information Services

The Information Services Department (ISD) manages corporate IT services such as the network infrastructure, PC management, data centres, and provides the framework for managing IS projects and business projects with an IS element. Core business applications are managed by ISD at a Departmental level through embedded Business Support Groups (BSGs).

The IS strategy for the period 2011 to 2013 is to streamline corporate service models in conjunction with third party suppliers. This will enable cost savings without reducing, and in some cases improving, the level of service provided. The priority for the MTFP period is to support the delivery of CSR savings and the new Strategic Plan objectives across the States where these are dependent on technology solutions.

Key activities in the MTFP period will be:

- upgrade of PC office information systems;
- consolidating existing data centres;
- streamlining the support model for corporate systems and services;
- supporting projects to improve finance and HR systems and processes;
- continuing the development of web services and more citizen services online.

Human Resources

Human Resources (HR) core purpose is to provide strategic and transactional people management support to States Departments to deliver their departmental and CSR objectives.

In order to fulfil this accountability, the function has a number of key activities to deliver in the MTFP period:

- completion and implementation of the Terms and Conditions Review;
- provide Organisational Development and Performance Management improvements;
- upgrade or replace the Human Resources Information Systems (HRIS);
- reshape HR to support the future structure of the States organisation;
- provide a Workforce Plan and Talent management process focussing on supplying successful local candidates for key roles.

In financial terms, much of HR's funding for training and organisational development has come in previous years from non-recurring sources. This MTFP seeks to provide the appropriate balance of substantive and project funding for the function by 2015.

2. External Relations

During 2011, the importance of UK and international affairs was recognised by the appointment of an Assistant Chief Minister to take the lead for External Relations.

Under these new arrangements, the Department will seek to continue to protect Jersey's unique constitution and autonomy, to promote Jersey's international identity and good reputation as a responsible country committed to the rule of law, international standards and respect for internationally recognised human and labour rights, develop Jersey's competitive position in the global economy and promote Jersey's cultural identity abroad.

Senator Ian Gorst
Chief Minister

Chief Minister

AIM:

- Support and advise the Chief Minister and Council of Ministers in establishing, co-ordinating, communicating and implementing States approved policies and objectives.
- Provide direction and leadership to the public service to ensure that policies and programmes are delivered in accordance with agreed priorities.
- Conduct external relations to further develop Jersey's international standing and strengthen business and cultural links which benefit Islanders.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Chief Executive

Key Objective 1: The co-ordinated development and implementation of States policies.

Success criteria:

- (i) A robust framework in place with clear processes defined for developing, co-ordinating and communicating policy to deliver the Strategic Plan and to achieve a balance of economic, social and environmental objectives;
- (ii) Housing Strategy developed and agreed;
- (iii) Co-ordinated long term (15+ years) socio/economic/environmental policy plan produced as a blueprint for the future.

Strategic Plan References:

- **Vision:** A safe and caring community; A strong and sustainable economy; Preparing for the future; Protecting the environment; A highly skilled workforce
- **Priorities:** Get people into work; Manage population growth and migration; House our community; Promote family and community values; Reform Health & Social Services; Reform government & the public sector; Sustainable long-term planning

Key Objective 2: An efficient and effective public sector fit for the purpose of delivering the Council of Ministers' strategic vision and priorities.

Success criteria:

- (i) Continued focus on delivering essential services through the prioritisation of budgets and manpower in accordance with strategic priorities;
- (ii) Agreed model for reformed public sector based on service redesign, workforce modernisation and cultural change;
- (iii) Public services matched to affordability and public expectation.

Strategic Plan References:

- **Vision:** Preparing for the future; A highly skilled workforce
- **Priorities:** Reform government & the public sector; Develop sustainable long-term planning

Key Objective 3: Decision-making improved and debate better informed through the provision of accurate and timely professional advice and information.

Success criteria:

- (i) States assisted to meet its objectives through the provision of sound advice;
- (ii) Ministerial decisions supported by robust evidence;

- (iii) All Statistics Unit releases produced independently to pre-announced release dates and statistical information made available on an impartial basis;
- (iv) Structures in place to ensure proper governance processes and information management;
- (v) Successful implementation of Freedom of Information arrangements.

Strategic Plan Reference(s):

- **Vision:** *A safe and caring community; A strong and sustainable economy; Preparing for the future*
- **Priorities:** *Get people into work; Manage population growth and migration; Promote family and community values; Develop sustainable long-term planning*

Key Objective 4: Population levels that achieve a balance between economic growth and the additional demand migration places on accommodation, infrastructure and resources.

Success criteria:

- (i) Revised migration/population policy agreed by the States;
- (ii) Improved mechanisms in place to control population.

Strategic Plan Reference(s):

- **Vision:** *A safe and caring community; A strong and sustainable economy; Preparing for the future; Protecting the environment; A highly skilled workforce*
- **Priorities:** *Get people into work; Manage population growth and migration; House our community; Develop sustainable long-term planning*

Key Objective 5: Deliver £65 million Comprehensive Spending Review (CSR) savings target by the end of 2013.

Success criteria:

- (i) Agreed overall savings package delivered by the end of 2013;
- (ii) Agreed Chief Minister's Department CSR savings delivered by the end of 2013.

Strategic Plan Reference(s):

- **Vision:** *A strong and sustainable economy; Preparing for the future*
- **Priorities:** *Reform government and the public sector; Develop sustainable long-term planning*

External Relations

Key Objective 6: Jersey's international responsibilities fulfilled and beneficial relations advanced with the United Kingdom, other countries and International organisations.

Success criteria:

- (i) International obligations met;
- (ii) Relevant international conventions and bi-lateral agreements are ratified/extended, recognising Jersey's autonomy and commitment to international standards;
- (iii) Close relationship with the UK maintained and our unique constitution and autonomy protected;
- (iv) Strengthened international relations and partnerships, supporting new and existing business and cultural links which benefit Islanders.

Strategic Plan Reference(s):

- **Vision:** *A safe and caring community; A strong and sustainable economy; Preparing for the future*
- **Priorities:** *Get people into work; Manage population growth and migration; Develop sustainable long-term planning*

Chief Minister

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE	
	DEL £	AME £				DEL £	AME £				DEL £	AME £				
2,762,300	Policy Unit	3,178,700	-	(407,200)	2,771,500	39.4	3,192,000	-	(1,016,500)	2,175,500	39.0	3,206,700	-	(1,027,200)	2,179,500	39.0
940,800	External Relations	920,700	-	-	920,700	6.0	1,950,000	-	-	1,950,000	7.0	1,959,600	-	-	1,959,600	7.0
848,400	Law Drafting Department	843,000	-	-	843,000	6.6	976,500	-	-	976,500	8.0	980,000	-	-	980,000	8.0
10,194,500	Information Services	10,160,000	514,900	(573,600)	10,101,300	91.9	10,271,400	485,300	(587,700)	10,169,000	91.9	10,377,500	455,400	(602,400)	10,230,500	91.9
4,395,500	Human Resources	4,854,000	-	(199,000)	4,655,000	74.0	5,286,000	-	(134,000)	5,152,000	74.0	5,269,500	-	(134,000)	5,135,500	74.0
3,810,100	Pensions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	Comprehensive Spending Review	78,900	-	-	78,900	1.0	228,900	-	-	228,900	3.0	228,900	-	-	228,900	3.0
22,951,600	Net Revenue Expenditure	20,035,300	514,900	(1,179,800)	19,370,400	218.9	21,904,800	485,300	(1,738,200)	20,651,900	222.9	22,022,200	455,400	(1,763,600)	20,714,000	222.9
(168,100)	Depreciation	-	(514,900)	-	(514,900)	-	-	(485,300)	-	(485,300)	-	-	(455,400)	-	(455,400)	-
22,783,500	Net Revenue Expenditure	20,035,300	-	(1,179,800)	18,855,500	-	21,904,800	-	(1,738,200)	20,166,600	-	22,022,200	-	(1,763,600)	20,258,600	-

Chief Minister

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £	£	£	£	£	£	£
2,762,300 Policy Unit	2,771,500	9,200	2,175,500	(596,000)	2,179,500	4,000
940,800 External Relations	920,700	(20,100)	1,950,000	1,029,300	1,959,600	9,600
848,400 Law Drafting Department	843,000	(5,400)	976,500	133,500	980,000	3,500
10,194,500 Information Services	10,101,300	(93,200)	10,169,000	67,700	10,230,500	61,500
4,395,500 Human Resources	4,655,000	259,500	5,152,000	497,000	5,135,500	(16,500)
3,810,100 Pensions	-	(3,810,100)	-	-	-	-
- Comprehensive Spending Review	78,900	78,900	228,900	150,000	228,900	-
22,951,600 Net Revenue Expenditure	19,370,400	(3,581,200)	20,651,900	1,281,500	20,714,000	62,100
(168,100) Less: Depreciation	(514,900)	(346,800)	(485,300)	29,600	(455,400)	29,900
22,783,500 Net Revenue Expenditure	18,855,500	(3,928,000)	20,166,600	1,311,100	20,258,600	92,000

Chief Minister

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
(211,900)	Duties, Fees, Fines & Penalties	(293,400)	(301,800)	(311,700)
(994,700)	Sales of Goods and Services	(886,400)	(1,436,400)	(1,451,900)
-	Investment Income	-	-	-
(5,400)	Other Income	-	-	-
(1,212,000)	Total Income	(1,179,800)	(1,738,200)	(1,763,600)
	Expenditure			
-	Social Benefit Payments	-	-	-
13,088,500	Staff Costs	13,098,500	13,673,800	13,690,700
5,791,200	Supplies and Services	5,495,700	6,130,300	6,226,500
470,500	Administrative Expenses	507,400	511,000	509,300
393,200	Premises and Maintenance	541,000	545,900	550,900
-	Other Operating Expenses	700	800	800
442,000	Grants and Subsidies Payments	392,000	1,043,000	1,044,000
-	Impairment of Receivables	-	-	-
3,810,100	Finance Costs	-	-	-
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
23,995,500	Total Expenditure	20,035,300	21,904,800	22,022,200
22,783,500	Net Revenue Expenditure	18,855,500	20,166,600	20,258,600
168,100	Depreciation	514,900	485,300	455,400
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
22,951,600	Net Revenue Expenditure	19,370,400	20,651,900	20,714,000

Chief Minister

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Base Department Budget	22,783,500	18,855,500	20,166,600
Price Inflation - Dept Income	(30,300)	(31,600)	(32,400)
Price Inflation - Dept Expenditure	276,900	150,700	154,400
Price Inflation - Provision for Pay Award	-	-	-
Commitments from Existing Policies			
Department Savings	(776,000)	-	-
Department User Pays	(23,000)	-	-
Departmental Transfers			
Transfer of PECRS Pre 1987 Debt to Treasury	(4,436,900)	-	-
Regulation of Undertakings and Developments from Economic Development	368,800	-	-
Transfer of budget for Ceasar GST collection system maintenance from Treasury	13,300	-	-
Capital to Revenue Transfers			
Proposed MTFP Growth	828,000	1,792,000	(30,000)
Proposed Procurement Savings	(148,800)	-	-
Proposed Other Budget Measures			
Additional Fees as a Result of Housing and Work Law	-	(600,000)	-
Net Revenue Expenditure	18,855,500	20,166,600	20,258,600
Depreciation	514,900	485,300	455,400
Net Revenue Expenditure	19,370,400	20,651,900	20,714,000

Jersey Overseas Aid

Jersey Overseas Aid Commission

The Jersey Overseas Aid Commission's grant from the States of Jersey was reviewed in 2010 when it was proposed that an increase of approximately 5% be awarded on the existing grant per annum.

The largest part of the Commission's budget is allocated to grant aid with approximately 80% allocated to the Commission's approved aid agencies submitting proposals for projects covering clean water, health, sanitation, education, agriculture, livestock and revolving credit schemes for small businesses. £1,250,000 of its grant is available for disaster and emergency relief due to ever increasing demands for both natural disasters and the emergencies arising through human conflict. The Commission will give preference to projects located in countries in Africa, Latin America or South-East Asia which is within the bottom 50 countries on the Human Development Index.

AIM

To manage and administer the monies voted by the States of Jersey for overseas aid, so as to enable humanitarian aid to be provided to developing countries for the purpose of:

- **assisting in the reduction of poverty;**
- **providing medical and healthcare;**
- **providing effective education and training;**
- **assisting in the emergency and disaster needs, including the subsequent restoration of facilities; and**
- **other purposes relating to the provision of humanitarian aid overseas, that the Commission may from time to time consider appropriate.**

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: To implement fully the Jersey Overseas Aid Commission (Jersey) Law 2005

Success criteria

The Commission will pursue this by:

- (i) working closely with the private and voluntary sectors;
- (ii) ensuring the consistency of policies affecting poorer countries;
- (iii) using resources efficiently and effectively;
- (iv) the provision of funding to large and medium sized relief projects, including that of emergency and disaster relief, implemented through internal recognised specialist aid agencies or through local charities working overseas;
- (v) the provision of funding for community work projects, where teams of local volunteers undertake specific aid projects.

Overseas Aid

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income £	2013 Net Revenue Expenditure £	2013 FTE	2014 Gross Revenue Expenditure		2014 Income £	2014 Net Revenue Expenditure £	2014 FTE	2015 Gross Revenue Expenditure		2015 Income £	2015 Net Revenue Expenditure £	2015 FTE
	DEL £	AME £				DEL £	AME £				DEL £	AME £			
8,880,700	Grant to Overseas Aid Commission	9,324,100	-	-	1.0	9,790,300	-	-	9,790,300	1.0	10,279,800	-	-	10,279,800	1.0
8,880,700	Net Revenue Expenditure	9,324,100	-	-	1.0	9,790,300	-	-	9,790,300	1.0	10,279,800	-	-	10,279,800	1.0
	Less: Depreciation	-	-	-		-	-	-	-		-	-	-	-	
8,880,700	Net Revenue Expenditure	9,324,100	-	-		9,790,300	-	-	9,790,300		10,279,800	-	-	10,279,800	

Overseas Aid

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £	£	£	£	£	£	£
8,880,700 Grant to Overseas Aid Commission	9,324,100	443,400	9,790,300	466,200	10,279,800	489,500
8,880,700 Net Revenue Expenditure	9,324,100	443,400	9,790,300	466,200	10,279,800	489,500
- Less: Depreciation	-	-	-	-	-	-
8,880,700 Net Revenue Expenditure	9,324,100	443,400	9,790,300	466,200	10,279,800	489,500

Overseas Aid

Reconciliation of Net Revenue Expenditure			
	2013 £	2014 £	2015 £
Base Department Budget	8,880,700	9,324,100	9,790,300
Commitments from Existing Policies			
5% p.a. increase in Overseas Aid Funding	444,000	466,200	489,500
Departmental Transfers	-	-	-
Capital to Revenue Transfers	-	-	-
Proposed MTFP Growth	-	-	-
Proposed Procurement Savings	(600)	-	-
Proposed Other Budget Measures	-	-	-
Net Revenue Expenditure	9,324,100	9,790,300	10,279,800
Depreciation	-	-	-
Net Revenue Expenditure	9,324,100	9,790,300	10,279,800

Economic Development

Economic Development

Minister's Introduction

The Medium Term Financial Plan (MTFP) comes at a critical point in the development and evolution of our economy.

The worldwide economic crisis has lasted longer than most predicted and Jersey, as an international finance centre, has not been immune to its effects. The most devastating outcome of this has been rising unemployment which is at its highest recorded levels; if left unchecked, this will have a long-lasting and damaging effect on the social fabric of this Island. That is why one of the key priorities identified in the States Strategic Plan is to get people into work.

At a time when we are aiming to facilitate the creation of more jobs in our economy, it is vital we take a strategic view and establish what kind of jobs we wish those to be. In taking this view, it is clear that if we are to seek to generate new employment, we must do so with the aim that these jobs will contribute to the delivery of economic growth. This is not growth for the sake of growth – but growth to deliver the tax receipts necessary to avoid having to raise taxes whilst still being able to fund our public services to the standard that we expect.

The Economic Growth and Diversification Strategy (EGDS) (P55/2012), sets out how we intend to achieve this. There are four priorities: to encourage innovation and improve Jersey's international competitiveness; to grow and diversify the financial services sector, capacity and profitability; to create new businesses and employment in high value sectors; and to raise the productivity of the whole economy and reduce the reliance on inward migration.

Without the growth bids put forward in the MTFP, this strategy simply cannot be delivered. A thorough assessment of our current and future work programme illustrated that to deliver growth we would have to reduce support for tourism and agriculture to unsustainable levels. This would have a highly damaging impact to those sectors and the people who work within them as well as to Island life as a whole.

This is not acceptable; and therefore the growth in the Department's budget to invest in economic growth is absolutely vital. Whilst recognising the financial constraints we must operate under, now more than ever we need to invest in developing the economy.

Summary of Outline Business Cases for Growth

The following table sets out our MTFP bids, all of which are directly aligned to the priorities in the EGDS, which are in turn aimed at achieving sustainable economic growth and getting people into work.

	2013 £000	2014 £000	2015 £000
Potential Growth			
JFL – increase grant to JFL	800	800	800
JFL additional	135	500	730
JFL – Saudi/GCC Financial Services	0	350	350
Finance Sector - Legislative Development	200	200	200
Inward Investment - Digital Jersey	500	500	500
Inward Investment - non-Financial Services	800	800	800
Jersey Business	200	200	200
Skills & Workforce Development	290	500	500
Tourism Development Fund	500	500	500
TOTAL	3,425	4,350	4,580

Support for Jersey Finance Limited (JFL) and increased investment in developing finance legislation is vital if we are to enter new markets and develop new products so that we can grow and diversify our finance sector, which is and will remain absolutely critical to delivering future growth. As the industry which contributes 40% of our GVA, we cannot afford to neglect the sector which in turn funds such a substantial proportion of our public services.

Digital Jersey is one of the key components of our strategy to create new businesses in high value sectors. The e-commerce sector is set to have increasing significance on our economy and it is vital we can invest in and encourage its growth. Alongside this, strengthening our inward investment activities across all high value sectors is an essential driver in delivering diversification and creating jobs for local people.

We must accept however, that in seeking diversification into new and growing high value sectors, Jersey cannot operate in a vacuum. We need the external talent and investment as the catalyst for the creation of new jobs. As demonstrated by the successes over recent years, inward investment does create significant employment for local people – but to do this there needs to be an element of inward migration. This is good for our economy and good for Jersey.

Therefore, running in parallel to investment in growth, given the well-founded concerns of managing population growth on an island of limited resources, we must reduce our reliance on inward migration in other sectors. We should use our migration policy to encourage job creation and economic growth rather than to fill jobs which could be filled with local people. That is why we are aligning our future support for traditional sectors such as tourism, construction and agriculture with reduced reliance on inward migration. Investment in skills is critical to fill that gap, as well as develop a workforce that can capitalise on the new and exciting opportunities inward investors provide.

Across the whole range of new and established businesses, Jersey Business will be available to help organisations achieve their full potential. As a new, independent organisation, there is an opportunity to provide a step-change in business support, which the additional funding will enable them to deliver. Furthermore, the Tourism sector gets additional support, with a stable and secure funding mechanism in the Tourism Development Fund, to help enable Jersey to compete in the global marketplace.

A further breakdown of how the growth bids will be spent is provided within this document. However, it is essential to recognise that although the individual elements of the bid are discrete, as demonstrated above they are complementary and must be implemented contemporaneously to address the strategy for jobs and a sustainable economic future.

Each initiative is being progressed as far as possible in order to impact on job creation without delay once recurring funding is agreed. I would like to take this opportunity to thank all the staff at Economic Development for the work they have done to date as well as the significant additional work that this plan for growth and jobs will require over the next three years.

Senator Alan Maclean
Minister for Economic Development

Economic Development

AIM

Deliver growth, improve competitiveness, diversify the local economy and create employment.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Encourage innovation and improve Jersey's international competitiveness.

Success criteria:

- (i) Work with the Treasury and Resources Department to establish a new Innovation Fund as a Separately Constituted Fund under the Public Finances (Jersey) Law 2005 – managed by EDD with an independent Board including EDD, Treasury and Resources and Chief Ministers' Department representatives and non-Executive Directors drawn from the private sector.

Note: Success for this objective will be to have established a fund, and assessment framework, that could be used for strategic investments into innovation and new technologies that would deliver a competitive advantage for Jersey, attract additional private sector investment and create new high value businesses resulting in significant new job opportunities in a more diversified economy.

Strategic Plan References:

- **Vision:** A strong and sustainable economy
- **Priority:** Get people into work

Key Objective 2: Grow the financial services sector capacity and profitability.

Success criteria:

- (i) Publish a new Financial Services policy framework that allows industry, Jersey Finance Ltd, Jersey Financial Services Commission and Government to align with a set of common objectives;
- (ii) Develop both existing (UK/EU) and new markets (BRIC);
- (iii) Contribute to the increasing the speed of legislative development alongside the Law Officers Department and Chief Ministers Department;
- (iv) Raise Jersey's international profile as a transparent and co-operative jurisdiction;
- (v) Work with the Treasury and Resources Department to improve Jersey's competitiveness in international market place through continued development of tax policy.

Note: Success for this objective will be to, within the financial services sector, improve productivity and maintain employment numbers at, or above, current levels whilst diversifying into new products, services and markets.

Strategic Plan References:

- **Vision:** A strong and sustainable economy
- **Priority:** Get people into work

Key Objective 3: Create new businesses and employment in high value sectors.

Success criteria:

- (i) Enhance efforts to secure high-value inward investment, exceeding previous levels of inward investment;
- (ii) Task Jersey Business to increase the rate of high-value business start-ups and the growth of existing high value businesses;

- (iii) Develop a “Whole of Government” approach to ensure that the education system, Social Security and benefits policies, Planning approvals process and Housing and Work Laws recognise, where appropriate, the creation of employment as a priority;
- (iv) Maximise the potential of Gigabyte Jersey and further develop an internationally competitive telecoms offering.

Note: Success for this objective will be that by 2015, in addition to exceeding previous levels of business development and inward investment success, a minimum of 10 flagship projects will have been delivered over the next three years, leveraging significant economic and growth opportunities for Jersey or Jersey businesses.

Strategic Plan References:

- **Vision:** A strong and sustainable economy
- **Priority:** Get people into work

Key Objective 4: Raising the productivity of the whole economy and reducing the reliance on inward migration.

Success criteria:

- (i) Align the education and training of the current and future workforce with the needs of employers;
- (ii) Remove the barriers to enterprise, encourage innovation and use of new technologies;
- (iii) Link continued support for the Tourism and Rural sectors to increased local employment and reduced reliance on inward migration.

Note: Success for this objective would be improvement in the productivity of existing business, increased number high value start-up enterprises, reduced numbers of hard to fill vacancies and skills gaps reported by employers, and increases in the percentage of locally qualified staff working in the traditional sectors.

Strategic Plan References:

- **Vision:** A strong and sustainable economy; a highly skilled workforce
- **Priority:** Get people into work; Manage population growth and migration

Key Objective 5: Continue to improve efficiency and effectiveness across the Department.

Success criteria:

- (i) Reform the mechanisms of delivery for areas of the Department where service can be improved and efficiencies delivered through a change in organisational structure;
- (ii) Continue to develop and improve regulatory and policy frameworks which support business whilst protecting the public’s interests;
- (iii) Continue to drive efficiencies through the use of arms-length delivery organisations.

Note: Success for this objective would be private sector led organisations delivering more of EDD services with the Department focused on developing and improving policy and regulation.

Strategic Plan References:

- **Priority:** Reform government and the public sector

Economic Development

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE	
	DEL £	AME £	£	£		DEL £	AME £	£	£		DEL £	AME £	£	£		
1,881,300	Economic Growth & Diversification	2,513,000	-	-	2,513,000	7.2	2,741,400	-	-	2,741,400	7.2	2,798,000	-	-	2,798,000	7.2
5,923,300	Tourism, Destination & Marketing	7,122,000	-	(767,500)	6,354,500	24.3	7,257,800	-	(767,500)	6,490,300	24.3	7,380,900	-	(767,500)	6,613,400	24.3
5,531,400	Policy and Regulation	7,799,100	3,200	(956,400)	6,845,900	24.3	8,680,800	3,200	(956,400)	7,727,600	24.3	9,033,800	3,200	(956,400)	8,080,600	24.3
2,144,900	Rural Support	1,957,000	-	-	1,957,000	4.0	1,725,900	-	-	1,725,900	4.0	1,701,100	-	-	1,701,100	4.0
421,100	Skills	588,600	-	-	588,600	1.5	777,300	-	-	777,300	1.5	784,900	-	-	784,900	1.5
15,902,000	Net Revenue Expenditure	19,979,700	3,200	(1,723,900)	18,259,000	61.3	21,183,200	3,200	(1,723,900)	19,462,500	61.3	21,698,700	3,200	(1,723,900)	19,978,000	61.3
(3,600)	Less: Depreciation		(3,200)		(3,200)		(3,200)		(3,200)		(3,200)		(3,200)		(3,200)	
15,898,400	Net Revenue Expenditure	19,979,700	-	(1,723,900)	18,255,800		21,183,200	-	(1,723,900)	19,459,300		21,698,700	-	(1,723,900)	19,974,800	

Economic Development

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £		£	£	£	£	£	£
1,881,300	Economic Growth & Diversification	2,513,000	631,700	2,741,400	228,400	2,798,000	56,600
5,923,300	Tourism, Destination & Marketing	6,354,500	431,200	6,490,300	135,800	6,613,400	123,100
-							
5,531,400	Policy and Regulation	6,845,900	1,314,500	7,727,600	881,700	8,080,600	353,000
-							
2,144,900	Rural Support	1,957,000	(187,900)	1,725,900	(231,100)	1,701,100	(24,800)
-							
421,100	Skills	588,600	167,500	777,300	188,700	784,900	7,600
15,902,000	Net Revenue Expenditure	18,259,000	2,357,000	19,462,500	1,203,500	19,978,000	515,500
(3,600)	Less: Depreciation	(3,200)	400	(3,200)	-	(3,200)	-
15,898,400	Net Revenue Expenditure	18,255,800	2,357,400	19,459,300	1,203,500	19,974,800	515,500

Economic Development

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
(685,200)	Duties, Fees, Fines & Penalties	(667,800)	(667,800)	(667,800)
(831,200)	Sales of Goods and Services	(967,600)	(967,600)	(967,600)
-	Investment Income	-	-	-
(241,600)	Other Income	(88,500)	(88,500)	(88,500)
(1,758,000)	Total Income	(1,723,900)	(1,723,900)	(1,723,900)
	Expenditure			
-	Social Benefit Payments	-	-	-
4,119,600	Staff Costs	3,852,400	3,896,800	3,896,800
6,190,600	Supplies and Services	6,288,300	6,451,500	6,491,500
314,400	Administrative Expenses	251,500	251,500	251,500
606,000	Premises and Maintenance	389,700	389,700	389,700
177,000	Other Operating Expenses	60,700	390,000	700,500
6,246,400	Grants and Subsidies Payments	9,137,100	9,803,700	9,968,700
-	Impairment of Receivables	-	-	-
2,400	Finance Costs	-	-	-
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
17,656,400	Total Expenditure	19,979,700	21,183,200	21,698,700
15,898,400	Net Revenue Expenditure	18,255,800	19,459,300	19,974,800
3,600	Depreciation	3,200	3,200	3,200
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
15,902,000	Net Revenue Expenditure	18,259,000	19,462,500	19,978,000

Economic Development

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Base Department Budget	15,898,400	18,255,800	19,459,300
Price Inflation - Dept Income	(44,000)	(47,900)	(49,100)
Price Inflation - Dept Expenditure	339,800	326,400	334,600
Price Inflation - Provision for Pay Award	-	-	-
Commitments from Existing Policies			
Department Savings	(834,000)	-	-
Department User Pays	(116,000)	-	-
Departmental Transfers			
Regulation of Undertakings and Developments to CMD	(368,800)	-	-
Capital to Revenue Transfers			
Proposed MTFP Growth	3,425,000	925,000	230,000
Proposed Procurement Savings	(44,600)	-	-
Proposed Other Budget Measures	-	-	-
Net Revenue Expenditure	18,255,800	19,459,300	19,974,800
Depreciation	3,200	3,200	3,200
Net Revenue Expenditure	18,259,000	19,462,500	19,978,000

Education, Sport and Culture

Education, Sport and Culture

Minister's Introduction

Jersey's education service is currently facing two considerable and relatively recent pressures that will continue over the three year period of this plan.

The first, and most immediate, is the rise in unemployment, which has had a particular impact on young job seekers. The increase in numbers out of work has resulted in more people staying on in education and training. Alongside this there has been a renewed focus on skills and employability. ESC has been at the forefront of attempts to tackle the problem and this will continue. Getting people back to work is the first strategic priority of the current Council of Ministers and several important initiatives have been developed to achieve this.

The second factor that will continue to affect ESC operations in the medium term is the changing demographics, especially the increasing numbers in the early years age range. A steadily rising birth rate combined with an apparent increase in net migration, means there will be more children seeking to access the 20 hours of free nursery education and more needing places in Jersey primary schools. It has already been necessary to open two new reception classes for September 2012 to accommodate the extra pupils. Current figures indicate this upward trend is continuing.

The pressure from increasing student numbers inevitably feeds through to other sections of the department, notably the Youth Service but also sports facilities that will be used by the same growing pool of school children and their families. The challenge for ESC will be the maintenance and improvement of existing standards despite demographic and financial pressures. In addition, the service will be supporting major forthcoming events, including the Island Games, which will be hosted by Jersey in 2015.

There is also a third pressure that lies beyond Jersey's direct control. A radical overhaul of university funding in the UK will have an impact on the financial support the Island provides to its own young people when they wish to study on the mainland. At any one time there are approximately 1,400 Jersey students away on degree courses. Initially the increased tuition fees will only apply to the new intake, leaving the second and third years unaffected. However, as new cohorts go to university over the next three years, the Island will feel the full financial impact.

The Minister recognises that Jersey graduates are vital for the future prosperity of the island and wishes to support continued equality of access for all. Additional funding will be required simply to retain the current level of support and current student numbers. Looking ahead, ESC will be issuing a White Paper later in 2012 to address some aspects of the funding, including the apparent inequality created by relying on parental rather than household income to calculate the level of grant support paid by the States.

Change to higher education funding is one issue to be tackled as a result of the recent broad-ranging consultation entitled 'Learning for Tomorrow's World – The Future of Education in Jersey'. Additional green or white papers on specific aspects of the education system will follow. Alongside this we will launch a new apprenticeship scheme and an expansion in 14-16 vocational education, both of which were supported by the public responses to the consultation.

Summary of Outline Business Cases for Growth

Education, Skills and Training Initiatives

A commitment was made in the 2012 Annual Business Plan that the initiatives started through Fiscal Stimulus - for Advance to Work, Advance Plus and Careers Strengthening - would continue beyond 2012. The provision also includes the continued funding of 150 extra places at Highlands College beyond 2012 bringing them up to 890 funded spaces. As a result of the downturn in the economy, Highlands has experienced a significant increase in student numbers and expects this to continue for the foreseeable future. A further bid is therefore proposed to meet the projected demand for 1,000 student places from 2013.

Apprenticeships Schemes and Training Allowances

The new States Apprenticeship Scheme will provide 120 places plus training allowances to be paid to the apprentices and also provide for the training of up to 85 health care assistants.

Apprenticeships Schemes and Training Allowances

A pilot project with the States secondary schools has indicated that the provision of vocational courses provides a number of benefits for students in this age range. In particular, it enables easier progression to higher level vocational courses and engagement with the curriculum. The current model will cost approx £500,000 to roll out to the schools and Highlands College, which is delivering some of the programmes.

Primary Demographics

For the past three to four years the birth rate has been considerably higher than predicted by the States Statistics Unit - on average an additional 100 births per annum. Demographic projections for the primary school population over the next three years currently indicate that numbers will increase by 200 by 2015. A decision has been made to open two new reception classes in September 2012 to cope with the increased demand. Current assumed predictions indicate that an additional two forms will be required each year bringing the total to six by 2015. However, the most recent (but unconfirmed) figures from Health and Social Services suggest that the birth rate for 2012 will be considerably higher than any previous predictions and this will have a significant impact on the education service, especially if the trend is maintained.

Nursery Education Fund

The effects of the rising birth rate is starting to filter through the education system and has had an impact on the Nursery Education Fund, which funds 20 hours of free nursery education in the private sector. New estimates are based on an overall requirement for 500 places per annum, whilst the original predictions in P113/2008 (Amd. 4) were based on 440.

Higher Education: UK Government Fee Proposals

At present the department is finalising the tuition fees to be charged by UK universities for the 2012/13 academic year. The total cost to the States will depend on which university and course a student chooses, parental income and the number of Jersey students attending university. Using predictions based upon current student and parent data – and taking into account the new fee levels - it is estimated that if no change is made to the arrangements for grant aid the total grants budget will have to rise by £2.6m by 2015.

Jersey Heritage Trust: Lottery Funding

In 2012 a one-off sum of £315,000 was added to the ESC budget pending receipt of an amount expected from the Channel Islands Lottery to fund heritage assets. This funding is expected to be met from lottery funding. The Jersey Heritage Trust will still need to refresh and replace its amenities so the full amount is identified here to ensure that the JHT can progress a rolling programme to develop and maintain its assets.

Deputy Patrick Ryan
Minister for Education, Sport and Culture

Education Sport and Culture

AIM:

- **Strengthen our community by providing a first class education service, supporting the development of skills and promoting sporting, leisure and cultural activities that enrich our lives.**
- **Ensure that our children enjoy the best start possible.**
- **Prepare our young people for the challenges of the future and encourage them to make a positive contribution to society.**
- **Encourage lifelong learning and active participation in sport and culture.**
- **Promote social inclusion and equal opportunity.**

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Provide opportunities for all learners to succeed.

Success criteria:

- (i) The current vocational pilots offered across schools and Highlands College are extended and co-ordinated to provide a broader range of choice for up to 25% of 14-16 year olds in the non fee-paying schools;
- (ii) New skills strategy developed by the Skills Board and accepted by Skills Executive and Council of Ministers;
- (iii) Review the school curriculum for Information Technology to take account of changes to the UK curriculum and the needs of individuals and industry;
- (iv) Increase in the number of Higher Education programmes on offer locally through increased activity in the University Centre and greater partnership with private sector providers;
- (v) Development of the 4th ICT Strategy (2013-2015) to support proposed new curriculum, E-learning, E-safety, and administrative objectives;
- (vi) Governance arrangements in schools further improved to ensure adherence to agreed standards, e.g. health and safety, data security;
- (vii) Training, development and succession planning in place to ensure the sustainability of the Professional Partnering Scheme;
- (viii) A comprehensive programme for leadership and management development at all levels complements school self-evaluation, increases effectiveness and allows for succession planning;
- (ix) Early Years and Day Care Registration amalgamated to promote comprehensive support to Early years providers;
- (x) The recommendations arising from the reviews of the curriculum, structure and funding of primary and secondary education assessed and implemented where appropriate;
- (xi) A new apprenticeship scheme for young people between 16 and 19 years old is introduced in partnership with employers.

Strategic Plan References:

- **Priority:** *Get people into work; Develop sustainable long-term planning*

Key Objective 2: Promote social inclusion and equal opportunity for all.

Success criteria:

- (i) Educational support arrangements for vulnerable children and young families are delivered within the framework of the Children and Young People's Plan;
- (ii) School-based support for parents further developed in partnership with the Parenting Service;
- (iii) Central database enables early identification, assessment and monitoring of children who require intervention and additional support;
- (iv) Language support in place for individuals who do not speak English as a first language;
- (v) New Prince's Trust programmes delivered according to plan;
- (vi) Research and assess needs for library services for housebound people contributing to improved quality of life and independent living for frail/elderly.

Strategic Plan References:

- **Priority:** Reform Health & Social Services; Develop sustainable long-term planning; Promote family and community values;

Key Objective 3: Work in partnership with local and national organisations, promote healthy lifestyles and to increase opportunities for the local community to participate in sport, leisure and cultural activities.

Success criteria:

- (i) A new strategy for sport is developed;
- (ii) Increased collaboration between cultural organisations leads to sustained levels of participation and activity;
- (iii) Youth Service reorganisation completed and partnerships with Parishes sustained;
- (iv) Community sport programmes increased in targeted areas;
- (v) 2015 Organising Committee develops plans with Sport Governing Bodies to host NatWest Island Games in 2015;
- (vi) Individuals and teams continue to compete in Regional, National and International competitions;
- (vii) All sport centres continue to achieve Quest accreditation ensuring the operation of high quality facilities and good customer care;
- (viii) Schools supported to review their Travel Plans as part of the Safer Routes to School initiative;
- (ix) Exercise referral continues to develop programmes with Health and Social Services targeted at those in need;
- (x) Smoking reduction program targeted at Year 8 pupils developed and delivered with Health Promotion.

Strategic Plan References:

- **Priority:** Promote family and community values

Key Objective 4: Plan effectively for the future.

Success criteria:

- (i) Results of public consultation on the future of education in Jersey published and way forward determined;
- (ii) Data and performance reporting functions further developed to meet the requirements of the ESC service;
- (iii) Action plans arising from a review of the ESC property portfolio implemented;

- (iv) Governance arrangements reviewed to support the introduction of the new Control of Housing and Work (Jersey) Law and Register of Names and Addresses (Jersey) Law;
- (v) Comprehensive Spending Review savings delivered in accordance with agreed timescales and as approved by the States;
- (vi) Demographic changes monitored, analysed and assessed, and appropriate solutions identified to respond to present and future demands on the service;
- (vii) Records management systems further developed and improved to support the work of the ESC service and prepare for the introduction of the new Freedom of Information Law;
- (viii) ESC Communications Strategy implemented to improve communication with internal and external stakeholders;
- (ix) Support provided to bring forward proposals for the Future of Fort Regent.

Strategic Plan References:

- **Priority:** *Develop sustainable long-term planning*

Education, Sport and Culture

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE
		DEL £	AME £				DEL £	AME £				DEL £	AME £			
70,999,200	Schools and Colleges	81,771,400	127,900	(10,310,100)	71,589,200	1,259.2	81,879,500	172,900	(10,717,900)	71,334,500	1,258.4	81,721,200	183,800	(10,985,900)	70,919,100	1,257.6
60,341,600	Non Fee Paying Provided Schools	62,327,400	93,000	(1,224,800)	61,195,600	1,049.7	62,453,200	126,700	(1,405,500)	61,174,400	1,048.9	62,388,700	139,100	(1,440,700)	61,087,100	1,048.1
5,785,700	Fee Paying Provided Schools	14,757,100	34,900	(9,085,300)	5,706,700	209.5	14,752,600	46,200	(9,312,400)	5,486,400	209.5	14,733,600	44,700	(9,545,200)	5,233,100	209.5
4,871,900	Non Provided Schools	4,686,900	-	-	4,686,900	-	4,673,700	-	-	4,673,700	-	4,598,900	-	-	4,598,900	-
27,327,800	Culture and Lifelong Learning	32,351,600	30,100	(3,404,700)	28,977,000	315.2	34,030,700	37,500	(3,489,700)	30,578,500	317.2	35,187,900	39,000	(3,577,100)	31,649,800	319.2
18,324,700	Further and Higher Education	22,820,400	7,400	(2,564,300)	20,263,500	216.4	24,387,300	9,500	(2,628,400)	21,768,400	218.4	25,435,300	10,500	(2,694,200)	22,751,600	220.4
2,594,400	Youth, Careers and Child Care Support	3,433,600	20,900	(782,000)	2,672,500	67.2	3,448,800	26,200	(801,500)	2,673,500	67.2	3,462,200	26,700	(821,600)	2,667,300	67.2
6,408,700	Culture, Heritage and Libraries	6,097,600	1,800	(58,400)	6,041,000	31.6	6,194,600	1,800	(59,800)	6,136,600	31.6	6,290,400	1,800	(61,300)	6,230,900	31.6
4,306,000	Sports Division	8,242,300	58,900	(4,316,500)	3,984,700	96.6	8,929,800	65,100	(4,454,500)	4,540,400	97.0	9,010,700	70,400	(4,595,700)	4,485,400	97.4
(802,000)	Savings to be Identified following major reviews	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
101,831,000	Net Revenue Expenditure	122,365,300	216,900	(18,031,300)	104,550,900	1,671.0	124,840,000	275,500	(18,662,100)	106,453,400	1,672.6	125,919,800	293,200	(19,158,700)	107,054,300	1,674.2
(176,300)	Less: Depreciation	-	(216,900)	-	(216,900)	-	-	(275,500)	-	(275,500)	-	-	(293,200)	-	(293,200)	-
101,654,700	Net Revenue Expenditure	122,365,300	-	(18,031,300)	104,334,000	-	124,840,000	-	(18,662,100)	106,177,900	-	125,919,800	-	(19,158,700)	106,761,100	-

Education, Sport and Culture

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £		£	£	£	£	£	£
70,999,200	Schools and Colleges	71,589,200	590,000	71,334,500	(254,700)	70,919,100	(415,400)
60,341,600	Non Fee Paying Provided Schools	61,195,600	854,000	61,174,400	(21,200)	61,087,100	(87,300)
5,785,700	Fee Paying Provided Schools	5,706,700	(79,000)	5,486,400	(220,300)	5,233,100	(253,300)
4,871,900	Non Provided Schools	4,686,900	(185,000)	4,673,700	(13,200)	4,598,900	(74,800)
27,327,800	Culture and Lifelong Learning	28,977,000	1,649,200	30,578,500	1,601,500	31,649,800	1,071,300
18,324,700	Further and Higher Education	20,263,500	1,938,800	21,768,400	1,504,900	22,751,600	983,200
2,594,400	Youth, Careers and Child Care Support	2,672,500	78,100	2,673,500	1,000	2,667,300	(6,200)
6,408,700	Culture, Heritage and Libraries	6,041,000	(367,700)	6,136,600	95,600	6,230,900	94,300
4,306,000	Sports Division	3,984,700	(321,300)	4,540,400	555,700	4,485,400	(55,000)
(802,000)	Savings to be Identified following major reviews	-	802,000	-	-	-	-
101,831,000	Net Revenue Expenditure	104,550,900	2,719,900	106,453,400	1,902,500	107,054,300	600,900
(176,300)	Less: Depreciation	(216,900)	(40,600)	(275,500)	(58,600)	(293,200)	(17,700)
101,654,700	Net Revenue Expenditure	104,334,000	2,679,300	106,177,900	1,843,900	106,761,100	583,200

Education, Sport and Culture

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
(23,100)	Duties, Fees, Fines & Penalties	(20,600)	(21,100)	(21,600)
(17,803,200)	Sales of Goods and Services	(17,685,400)	(18,307,500)	(18,795,300)
-	Investment Income	-	-	-
(308,700)	Other Income	(325,300)	(333,500)	(341,800)
(18,135,000)	Total Income	(18,031,300)	(18,662,100)	(19,158,700)
	Expenditure			
8,766,200	Social Benefit Payments	8,926,100	10,194,600	11,168,500
82,561,800	Staff Costs	84,051,400	83,922,200	83,653,100
8,806,000	Supplies and Services	9,698,800	10,238,300	10,470,700
756,400	Administrative Expenses	883,700	901,400	919,400
6,958,000	Premises and Maintenance	6,845,600	6,882,600	6,920,300
94,300	Other Operating Expenses	25,000	25,500	26,000
11,831,000	Grants and Subsidies Payments	11,911,300	12,651,500	12,737,500
-	Impairment of Receivables	-	-	-
16,000	Finance Costs	23,400	23,900	24,300
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
119,789,700	Total Expenditure	122,365,300	124,840,000	125,919,800
101,654,700	Net Revenue Expenditure	104,334,000	106,177,900	106,761,100
176,300	Depreciation	216,900	275,500	293,200
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
101,831,000	Net Revenue Expenditure	104,550,900	106,453,400	107,054,300

Education, Sport and Culture

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Base Department Budget	101,654,700	104,334,000	106,177,900
Price Inflation - Dept Income	(453,400)	(468,300)	(480,000)
Price Inflation - Dept Expenditure	765,800	828,700	859,200
Price Inflation - Provision for Pay Award	-	-	-
Commitments from Existing Policies			
CSR Growth and Other Growth	2,387,000	600,000	-
Ongoing Savings Shortfall	(5,568,000)	158,000	158,000
CSR Savings shortfall Agreed May 2012	6,303,000	(1,088,000)	(597,000)
Department Savings	(909,000)	(158,000)	(158,000)
Department User Pays	(144,000)	-	-
Departmental Transfers			
Service Transfer of Avance to work and Advance Plus to Social Security	(950,000)	-	-
Capital to Revenue Transfers			
Proposed MTFP Growth	1,948,500	1,971,500	801,000
Proposed Procurement Savings	(700,600)	-	-
Proposed Other Budget Measures	-	-	-
Net Revenue Expenditure	104,334,000	106,177,900	106,761,100
Depreciation	216,900	275,500	293,200
Net Revenue Expenditure	104,550,900	106,453,400	107,054,300

Department of the Environment

Department of the Environment

Minister's Introduction

A high quality environment is at the heart of all of our lives. A good environment is one of the key ingredients to Jersey and why we all love to live, work and play here. A healthy environment underpins a strong economy, a happier and healthier lifestyle and a more diverse and robust ecosystem.

As the Minister for Planning and the Environment, I will ensure that the environment is not forgotten. Jersey has already signalled its commitment to a number of International Environmental commitments. These, and the environment they seek to enhance, must not be taken for granted and must be at the forefront of our decision-making along with social and economic issues.

On a small Island, the issues of good spatial planning and meeting development needs - whilst protecting eco-system services and the natural and historic environment - will always be a challenge.

To maintain economic diversity, there is a desire to sustainably expand economic growth in sectors dependent on the environment such as fisheries and farming, so that natural resources are protected for future generations as well as maintaining a vibrant town centre and Parish communities.

It is likely that energy prices will continue to rise in the future. The need to develop more secure and sustainable energy supplies is a challenge which might be partially met by natural, renewable energy resources in the medium to long term when technology and economic feasibility is proven. The role of government to develop these resources or to facilitate private development needs to be considered.

The regulation of clean air and water, waste management, natural habitats and special places and buildings is a challenge against a requirement for increased housing and economic growth. Overall economic, social and environmental decision-making needs to be co-ordinated to mitigate the impacts of climate change.

The provision of housing is a key challenge for the Island in the face of increased demand. Housing in Jersey is an expensive commodity and there is a need to ensure that a greater proportion of new homes in the Island are more affordable.

Our key challenge is managing the requirements of an increasing population against their resource requirements, whilst maintaining key ecosystem services and the need to recognize and manage the social, economic and environmental interactions. All of this has to be achieved with limited resources during a time when the island is experiencing significant social and economic challenges.

Summary of Outline Business Cases for Growth

The following summary presents the five priority Outline Business Cases (OBCs), along with their associated cost projections:

- Succession planning
- Strengthening the protection of the Island's environment
- Masterplanning
- Countryside infrastructure
- Island plan

Summary of Growth requests 2013-2015

		2013 £000	2014 £000	2015 £000
Potential Growth	Note			
Succession planning	1 & 2	36	75	100
Strengthening the protection of the Island's environment	3	-	150	150
Masterplanning	3	-	100	100
Countryside infrastructure	3	-	50	100
Island plan	3	-	-	150
TOTAL		36	375	600

Funding position:

1. To be funded from Central Contingencies in 2013 and 2014
2. To be funded from Growth Allocation in 2015
3. Low Priority and presently not funded

Get People into Work

Succession planning – £36,000 to £100,000

The age profile of DoE staff is such that succession planning needs to be addressed. It would also support job opportunities for the younger generation and the strategy to provide more on-the-job training for school leavers. The proposal would be to recruit two trainees (school leavers / graduates) in each of Planning and Countryside Rural. This could be funded through the Back to Work funding carry forward within Social Security.

Sustainable Long Term Planning

Strengthening the protection of the Island's environment – £150,000 per annum

The existing financial and manpower resource of Environmental Protection is increasingly stretched to effectively meet the demands of regulating and enforcing compliance with the Island's environmental legislation which is under Environmental Protection's remit. These laws provide fundamental tools to protect the Island's environment against increasing environmental, developmental and social pressures. The Environment Scrutiny Panel recognised the resource constraints within Environmental Protection during their recent Review of Marine Waters. The Panel further endorsed Environmental Protection's strategy and the importance to the Island of securing environmental goals through the implementation of widely recognised and proven EU Directives (Water Framework Directive, Marine Strategy Directive, Bathing Water Directive). These provide a vital and holistic (cross- departmental) framework and approach that will deliver recognised environmental protection goals in line with EU best practise and will safeguard the future of the Island's environment. Environmental Protection have initially assessed the resource implications and require two additional staff to ensure compliance.

Masterplanning – £100,000 per annum

There is an increasing political pressure to undertake masterplanning. This could cost upwards of £100,000 per year and require additional staff.

Countryside infrastructure – £50,000 to £100,000

Current resources are insufficient to adequately maintain the national park and environmental car parks. There is a need for an additional staff member and maintenance budget to further improve the environment in which we live. There is also a need to invest in additional infrastructure, e.g. footpaths. This would enable an improvement network for walking encouraging people to live a healthier lifestyle.

Other Growth

Island plan – ideally £150,000 annually but could be phased

There is a legal requirement to update the Island Plan every 10 years. As the plan has been recently approved, the next plan is required in 2020 and work will need to commence by 2016. In the past this has been funded through one-off capital allocations. However, the plan is not a capital asset and should be funded from revenue. However, the more efficient and effective method would be to undertake a continuous review which would require an ongoing annual amount of approximately £150,000.

Deputy R.C. Duhamel
Minister for Planning and Environment

Department of the Environment

AIM:

Look after the environment. This includes our sea, water, air, land and buildings. It also means working to ensure that Jersey has a thriving, sustainable community and economy that does not unnecessarily harm the environment.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Manage and regulate the natural and built up environment.

Success criteria:

- (i) Continue to regulate the environment, including water, waste, animal health, plant health, planning and building, biodiversity and 800 square miles of territorial sea.

Strategic Plan References:

- **Vision:** *A safe and caring community, A strong and sustainable economy, Preparing for the future, Protecting the environment*
- **Priorities:** *Manage population growth and migration, House our community, Promote family and community values, Develop sustainable long-term planning*

Key Objective 2: Develop existing and new legislation, strategies and policies to protect the environment.

Success criteria:

- (i) Deliver the new Island Plan and a range of new and revised supplementary planning guidance to support and complement the new Plan;
- (ii) Develop the approved Island Plan Policy H3: Affordable Housing;
- (iii) Develop an energy policy in order to achieve a secure, affordable and sustainable energy supply;
- (iv) Develop an Air Quality Action Plan (with the Department of Health and Social Services);
- (v) Develop a Contaminated Land Strategy;
- (vi) Develop a Climate Change Adaptation Plan (to follow Energy Policy);
- (vii) Develop further the potential of sustainable energy resources such as tidal power and off-shore wind power;
- (viii) Deliver a new historic environment protection regime;
- (ix) Review the Wildlife Law;
- (x) Update Animal Health legislation;
- (xi) Develop a Landscape Strategy and Environmental Action Plan and Coastal National Park Management plan;
- (xii) Deliver the Rural Economy Strategy (2011-2015);
- (xiii) Carry out a review of the Countryside and Rural Economy;
- (xiv) Deliver regulation under the Convention on International Trade in Endangered Species (CITES) Law;
- (xv) Deliver and implement the Fisheries and Marine Resources Strategy;
- (xvi) Develop and implement an Integrated Coastal Management Strategy and Ramsar management plan;
- (xvii) Review and amend the Planning and Building Law and subordinate legislation.

Strategic Plan References:

- **Vision:** *A safe and caring community, Preparing for the future, Protecting the environment*
- **Priorities:** *Manage population growth and migration, House our community, Promote family and community values, Develop sustainable long-term planning*

Key Objective 3: Deliver department efficiencies and contribute towards States activities and Comprehensive Spending Review savings.

Success criteria:

- (i) Explore the possible benefits of consolidating environmentally based policies across the States, such as land, air, waste and transport;
- (ii) Develop and deliver a strategy for a Low Carbon Economy (in partnership with EDD);
- (iii) Deliver department savings towards the States Comprehensive Spending Review;
- (iv) Continue to lead and co-ordinate the Eco-Active States programme.

Strategic Plan References:

- **Vision:** *A strong and sustainable economy, Preparing for the future, Protecting the environment*
- **Priorities:** *Get people into work; Promote family and community values, Reform government & the public sector, Develop sustainable long-term planning*

Key Objective 4: Improve the customer and stakeholder experience of Department of the Environment services.

Success criteria:

- (i) Develop further the performance culture within the department;
- (ii) Continue to provide and enhance the provision of weather services (forecasting, observing and climate monitoring across the Channel Islands);
- (iii) Develop and implement a new Planning appeals system;
- (iv) Introduce more permitted development;
- (v) Deliver a new 3D model of St Helier;
- (vi) Develop further the online planning service.

Strategic Plan References:

- **Vision:** *Preparing for the future, Protecting the environment*
- **Priorities:** *Reform government & the public sector, Develop sustainable long-term planning*

Key Objective 5: Promote environmentally conscious decision-making in all sectors.

Success criteria:

- (i) Develop the Eco-Active Energy Efficiency Service;
- (ii) Continue to lead and co-ordinate the Eco-Active programme;
- (iii) Contribute to the delivery of initiatives that reduce waste, energy use, pollution and the effects of climate change.

Strategic Plan References:

- **Vision:** *A safe and caring community; A strong and sustainable economy, Preparing for the future, Protecting the environment*
- **Priorities:** *Promote family and community values, Reform government & the public sector, Develop sustainable long-term planning*

Department of the Environment

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE	
	DEL £	AME £				DEL £	AME £				DEL £	AME £				
1,475,794	Planning and Building	3,931,800	45,100	(3,211,100)	765,800	52.9	4,001,400	45,100	(3,324,200)	722,300	52.9	4,062,100	45,100	(3,435,500)	671,700	52.9
5,110,006	Environment	5,946,700	79,400	(1,065,500)	4,960,600	59.6	6,050,500	338,700	(1,122,000)	5,267,200	59.6	6,110,300	338,700	(1,142,300)	5,306,700	59.6
6,585,800	Net Revenue Expenditure	9,878,500	124,500	(4,276,600)	5,726,400	112.5	10,051,900	383,800	(4,446,200)	5,989,500	112.5	10,172,400	383,800	(4,577,800)	5,978,400	112.5
(147,100)	Less: Depreciation	-	(124,500)	-	(124,500)		-	(383,800)	-	(383,800)		-	(383,800)	-	(383,800)	
6,438,700	Net Revenue Expenditure	9,878,500	-	(4,276,600)	5,601,900		10,051,900	-	(4,446,200)	5,605,700		10,172,400	-	(4,577,800)	5,594,600	

Department of the Environment

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £	£	£	£	£	£	£
1,475,794 Planning and Building	765,800	(709,994)	722,300	(43,500)	671,700	(50,600)
5,110,006 Environment	4,960,600	(149,406)	5,267,200	306,600	5,306,700	39,500
6,585,800 Net Revenue Expenditure	5,726,400	(859,400)	5,989,500	263,100	5,978,400	(11,100)
(147,100) Less: Depreciation	(124,500)	22,600	(383,800)	(259,300)	(383,800)	-
6,438,700 Net Revenue Expenditure	5,601,900	(836,800)	5,605,700	3,800	5,594,600	(11,100)

Department of the Environment

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
(2,845,700)	Duties, Fees, Fines & Penalties	(3,315,000)	(3,442,100)	(3,558,800)
(754,700)	Sales of Goods and Services	(794,000)	(832,900)	(844,100)
-	Investment Income	-	-	-
(170,200)	Other Income	(167,600)	(171,200)	(174,900)
(3,770,600)	Total Income	(4,276,600)	(4,446,200)	(4,577,800)
	Expenditure			
-	Social Benefit Payments	-	-	-
7,036,700	Staff Costs	6,943,300	7,075,400	7,128,700
1,625,800	Supplies and Services	1,522,000	1,518,600	1,549,300
126,600	Administrative Expenses	105,300	104,400	107,100
386,500	Premises and Maintenance	349,700	357,100	365,900
-	Other Operating Expenses	-	-	-
1,033,400	Grants and Subsidies Payments	958,200	996,400	1,021,400
-	Impairment of Receivables	-	-	-
300	Finance Costs	-	-	-
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
10,209,300	Total Expenditure	9,878,500	10,051,900	10,172,400
6,438,700	Net Revenue Expenditure	5,601,900	5,605,700	5,594,600
147,100	Depreciation	124,500	383,800	383,800
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
6,585,800	Net Revenue Expenditure	5,726,400	5,989,500	5,978,400

Department of the Environment

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Base Department Budget	6,438,700	5,601,900	5,605,700
Price Inflation - Dept Income	(94,300)	(104,100)	(106,700)
Price Inflation - Dept Expenditure	79,300	68,900	70,600
Price Inflation - Provision for Pay Award	-	-	-
Commitments from Existing Policies			
Department Savings	(495,000)	-	-
Department User Pays	(300,000)	-	-
Departmental Transfers	-	-	-
Capital to Revenue Transfers	-	-	-
Proposed MTFP Growth	36,000	39,000	25,000
Proposed Procurement Savings	(62,800)	-	-
Proposed Other Budget Measures	-	-	-
Net Revenue Expenditure	5,601,900	5,605,700	5,594,600
Depreciation	124,500	383,800	383,800
Net Revenue Expenditure	5,726,400	5,989,500	5,978,400

Health and Social Services

Health and Social Services

Minister's Introduction

In 2011 my Department published *Caring for each other, Caring for ourselves*, a public consultation paper that set out the challenges to our Island's health and social care services including: growing demand; a rapidly aging population; spiraling costs; out of date facilities and difficulties associated with the recruitment and retention of appropriately skilled staff.

The results of that consultation clearly show that Islanders recognise that changes are urgently required. These changes were then set out in a White Paper which was subject to a second round of public consultation, prior to the development of a detailed Proposition for debate by States Members - a debate that will have taken place in the weeks immediately prior to the States debating this Medium Term Financial Plan.

The changes set out in that Proposition, alongside ongoing service provision and improvement, will be the main focus of my Department's work in the short, medium and long term. These changes, which are planned in distinct 3 year phases in accordance with the States financial planning cycle, focus a number of 10 year priorities including:

- services for children,
- services to encourage healthy lifestyles,
- services for adults with mental health issues, and
- services for older adults.

Within those 10 year priorities, a number of services have been identified for immediate redesign over the next 3 years including:

Children's services: a focus on early intervention

Services for children from pre-birth to five years of age have been prioritised with the aim of improving 'readiness for school', which is a fundamental developmental stage indicative of overall child health.

A number of initiatives will be introduced including more proactive intensive pre-natal support; early support of mothers, who are potentially at risk, by a multi agency team; improved choice and availability of children's respite needs; increased support for foster carers; a therapeutic parenting programme for vulnerable parents and increased access to primary care for under-fives.

Healthy lifestyles: a focus on alcohol

Jersey consumes significantly more alcohol than its near neighbours and has the second highest rate of alcohol-related hospital admissions when compared to other English regions. Reduction in alcohol consumption is therefore one of our highest priorities. A new alcohol pathway will support a consistent approach to addressing alcohol misuse in the community and will include: access to rapid support; improved liaison with the Emergency Department and development of multi disciplinary non-hospital detox and relapse management services.

Services for adults with mental health issues: improving access to psychological therapies (IAPT)

The total economic cost of mental health in Jersey is significant. Almost 50% of all Social Security claims are related mental health problems at an estimated annual cost of £7.9m.

It is known that people who receive psychological treatment within 18 months of diagnosis are twice as likely to recover as people not receiving treatment, therefore by 2013 it is intended that over-18 year olds will have quick, easy and equitable access to services. These services will be delivered in a wide range of community settings and graded dependant on individual patients needs.

Services for older adults: dementia care, long term conditions, intermediate care and end of life care

Jersey's rapidly ageing society poses one of the greatest challenges to our health and social services, both in terms of capacity and demand plus in relation to society's changing expectations – increasingly more people want themselves and their loved ones to be supported to live productive and independent lives in their own homes for as long as possible.

Work in this area will include:

- a focus on early diagnosis and treatment of dementia including: improved training for professionals; an enhanced Memory Assessment Service; an expanded liaison service to identify those who may have dementia and arrange for on going support,
- a focus on long term conditions, in particular chronic obstructive pulmonary disease (COPD), coronary heart disease and diabetes. This will include: earlier identification of patients in order to reduce the risk of their condition worsening; enhanced community services to allow patients to remain at homes and reduce hospital and care home admissions,
- development of intermediate care services to support patients who do not need to be in hospital but are not well enough to be at home, or those who ready to be discharged from hospital but are unable to return home. A dedicated team will provide 6 to 8 week “step up, step down” care for these patients, and
- development of an “End of Life pathway” for patients of all ages, enabling patients to have more choice about where their care is provided. This will include: respite services; telecare; a 24 hour specialist palliative care team.

In addition, there will be an expansion of community based services, delivered through Third Sector organisations, Parishes and other service providers, plus an “Active Ageing and Wellbeing Centre” to provide a single point of access for information, support and advice.

Cross cutting work streams

In order to support these service improvements a number of essential cross cutting work streams or ‘enablers’ will be developed in relation to:

- workforce
- facilities and estates
- primary care
- technology
- data and informatics
- commissioning
- funding

- legislation and policy

This will include:

- undertaking much needed refurbishment of our existing hospital, to ensure it is fit-for-purpose in the short and medium term AND scoping provision of a new hospital within a 10 year period. A pre-feasibility study for a new hospital will be completed by September 2012, with an options paper available by the end of 2013,
- commissioning services and establishing new strategic partnerships that will help ensure patients benefit through improved links with non-Jersey service providers, focusing on oncology and renal services in the first instance,
- developing the policy and legislation required to enhance primary care governance and improve regulation within both the hospital and community settings. This will include development of a Regulation of Care Law that will render all care services subject to inspection and regulation.

In addition to undertaking the first stages of a radical programme of service redesign - which will boost community capacity thereby relieving pressure on the hospital - my Department will be driving forward other key initiatives aimed at improving provision for Islanders, these include:

Nurses: improving terms and conditions

It has been recognised for a number of years that the recruitment of registered nurses and midwives presents a real challenge for a multitude of well documented reasons such as cost of living and childcare; the difficulty that spouses/partners have in finding employment; the working environment and outdated terms and conditions.

Failure to recruit and retain nurses has a direct impact on our capacity to care for patients and presents some risk in relation to patient safety. Regardless of any plans to redesign services it is essential that HSSD is able to deliver improvement to terms and conditions. This funding will enable a continuation of schemes commenced in 2012 that will support HSSD to tackle systemic problems with recruitment and retention.

Nurses: growing the establishment

In 2008 HSSD undertook a major nurse staffing review which clearly indicated that our nursing establishment was too low. Whilst progress has been made since then in increasing our overall headcount, our total nursing establishment is still below the required level. These monies, coupled with those outlined above, will help us to grow our total number of nurses and midwives whilst also incentivising those who are already on the Island to remain active in their profession.

Medical Sub-Specialisation

Medical training has undergone very significant changes over the past few decades. The focus is no longer on training generalists who practice across a number of disciplines but instead on sub-specialisation. As a result, when HSSD generalist medical consultants retire, we are unable to replace them on like-for-like basis. Instead we increasingly require a number of consultants to cover the caseload previously managed by one. This has very real consequences both in terms of service delivery and patient safety – financial investment is imperative if we are to develop new ways of working with off-island specialists in order to ensure Islanders' health needs are met. Our initial focus over the next 3 years will be the development of new strategic partnerships with non-jersey providers who can support us to deliver improved patient care in renal and oncology services.

Managing growth in business as usual (equivalent to 2% Growth)

Regardless of plans for service redesign, HSSD requires additional monies if it is to deliver much needed service improvements and manage areas of spiralling costs - many of which HSSD has little control over – without squeezing other essential services. Growth will support HSSD:

- to address capacity issues in key services, including delivering improvements in children's respite services,
- to better manage increased costs for drugs, medical equipment and medical insurance, and
- to fund, often at the direction of the Court, long-term specialist UK placements for children and people with mental health problems.

CSR savings

Growth will be balanced by savings and during 2012, my Department will be working to deliver a CSR saving of over £2 million in 2013. This is in addition to those savings already achieved in 2011 and 2012. This is an ambitious target which requires us to take a critical look across all areas of operation, hence the delivery of a major LEAN training programme, providing our staff with the skills necessary to review work processes in order to ensure they are effective, streamlined and deliver excellence whilst also minimising use of resources (people, time and money).

2013 – 2015 will be a very challenging time for my Department. We will be working to tackle the systemic problems outlined above whilst commencing a major programme of service redesign. We will do this against a backdrop of ongoing service delivery and continuous improvement.

The monies needed are significant but I know that the investment will pale in comparison to the sheer commitment and determination of my staff, and those of our partner organisations, as we work together to deliver real, sustainable change for Islanders.

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

Health and Social Services

AIM

Improve the health and well being of the population of Jersey.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: Redesign of the health and social care system to deliver safe, sustainable and affordable health and social services.

Success criteria

- (i) Commence implementation of a 10 year transition plan based on the White Paper to be debated in the States in quarter 4 2012;
- (ii) In conjunction with the Social Security Department, implementation of mechanisms for the funding of long term care;
- (iii) Have an approved plan for the future development of HSSD Estate requirements including hospital, mental health and community based children and adult facilities;
- (iv) Working in tandem with Social Security colleagues, advance Primary Care governance, local regulation and the quality agenda according to commitments in P36/2010;
- (v) Build robust commissioning of services for both hospital and community needs, which supports a vibrant provider market, including the Third Sector and the Parishes;
- (vi) Joint working with Education Sports and Culture and Home Affairs on implementing the Children's and Young People's Strategic framework, and with Social Security and the Housing Department in relation to the older adults' agenda;
- (vii) Joint working with the Treasury and Resources Department to identify sustainable funding for 2016 and onwards.

Strategic Plan References:

- **Vision:** *A safe and caring community; Preparing for the future*
- **Priorities:** *Promote family and community values; Reform Health & Social Services; Develop long-term planning*

Objective 2: Improved health outcomes by reducing the incidence of mortality, disease and injury in the population.

Success criteria

- (i) Improved support for individuals to take control of their own health encouraging people to live healthy lives to maximise their health and well being;
- (ii) Develop services which promote early intervention commencing with psychological therapies, support for those suffering from alcohol dependency and those services aimed at promoting 'school readiness'.

Strategic Plan References:

- **Vision:** *A safe and caring community; Preparing for the future*
- **Priorities:** *Reform Health & Social Services; Reform government & the public sector*

Objective 3: Improved consumer experience of Health and Social Services.

Success criteria:

- (i) Develop services which support personalised care in a variety of settings, giving choice to individuals and providing support for their carers;

- (ii) Improved consumer experience of health and social services as measured by independently validated surveys;
- (iii) In order to further improve the experience of service users and support our staff, implement the “*Jersey Lean System*” commencing with a study of workflow in the emergency department and a review of the social work assessment process.

Strategic Plan References:

- **Vision:** *A safe and caring community; A highly skilled workforce*
- **Priorities:** *Promote family and community values; Reform Health & Social Services*

Objective 4: Promotion of an open culture based on good clinical and corporate governance with a clear emphasis on safety.

Success criteria

- (i) Continued development of an organisational culture which promotes a positive and open environment in which staff are empowered to make challenges to achieve improvements in services and patient care;
- (ii) Availability of the necessary staffing levels with appropriate performance management in place to support safe and effective care whilst providing for the required succession planning;
- (iii) The development of a safeguarding board to oversee the needs of the most vulnerable adults.

Strategic Plan References:

- **Vision:** *Preparing for the future; A highly skilled workforce*
- **Priorities:** *Reform Health & Social Services*

Objective 5: Manage the Health and Social Services budget to deliver services in accordance with the Medium Term Financial Plan.

Success criteria:

- (i) Sustainable, efficient and cost effective services delivered within approved cash limits;
- (ii) Effective resource and workforce planning, development, deployment and productivity with a particular emphasis on nursing and medical staff in both hospital and community settings;
- (iii) Agreed savings schemes achieved.

Strategic Plan References:

- **Vision:** *Preparing for the future; A highly skilled workforce*
- **Priorities:** *Reform Health & Social Services; Develop sustainable long-term planning*

Health and Social Services

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE	
	DEL £	AME £				DEL £	AME £				DEL £	AME £				
3,659,600	Public Health Services	4,171,300	21,600	(292,700)	3,900,200	56.0	4,377,400	22,000	(577,700)	3,821,700	60.0	4,507,600	23,400	(583,000)	3,948,000	61.0
	Hospital Services															
26,768,500	Hospital Inpatient Services	30,725,300	263,400	(4,875,900)	26,112,800	482.0	31,816,600	262,400	(5,075,700)	27,003,300	494.0	32,679,300	286,800	(5,188,700)	27,777,400	502.0
15,236,200	Theatres	16,328,500	428,300	(1,480,300)	15,276,500	228.0	16,850,200	487,300	(1,565,300)	15,772,200	233.0	17,277,500	519,700	(1,599,300)	16,197,900	237.0
10,188,400	Women & Children	11,393,900	132,800	(782,200)	10,744,500	179.0	11,778,000	135,900	(1,404,100)	10,509,800	184.0	12,082,400	140,900	(1,415,000)	10,808,300	186.0
6,505,100	Unscheduled and Emergency Care	7,153,600	56,100	(364,500)	6,845,200	165.0	7,343,100	56,800	(393,000)	7,006,900	167.0	7,484,700	61,200	(401,300)	7,144,600	168.0
15,390,500	Day Stay and Outpatient Services	17,290,200	167,500	(926,500)	16,531,200	211.0	18,101,800	181,800	(1,003,100)	17,280,500	219.0	18,865,400	191,500	(1,024,100)	18,032,800	227.0
8,265,400	Tertiary Care	10,850,300	-	(41,700)	10,808,600	-	11,983,200	-	(42,600)	11,940,600	-	13,178,700	-	(43,600)	13,135,100	-
21,249,700	Clinical Support	22,813,600	1,661,800	(3,247,000)	21,228,400	276.0	23,023,200	1,690,000	(3,394,000)	21,319,200	277.0	23,208,300	1,849,700	(3,469,000)	21,589,000	277.0
4,486,400	Ambulance Emergency Services	4,726,900	240,200	(122,700)	4,844,400	57.0	4,823,100	193,300	(136,900)	4,879,500	57.0	4,911,900	187,300	(139,600)	4,959,600	57.0
	Community & Social Services															
16,348,700	Older Peoples Services	29,301,800	103,700	(6,990,600)	22,414,900	428.0	33,553,000	105,200	(9,374,100)	24,284,100	470.0	35,659,600	116,600	(9,510,200)	26,266,000	493.0
24,521,800	Adults Services	27,102,800	73,600	(825,700)	26,350,700	360.0	27,980,300	73,500	(1,278,600)	26,775,200	370.0	28,650,500	82,900	(1,292,600)	27,440,800	376.0
14,455,900	Children's Services	15,792,000	52,800	(334,500)	15,510,300	264.0	16,312,000	52,700	(394,300)	15,970,400	269.0	16,771,300	59,400	(401,500)	16,429,200	274.0
6,723,200	Therapy Services	7,090,600	27,900	(194,100)	6,924,400	98.0	7,579,500	28,700	(260,600)	7,347,600	104.0	8,036,500	31,100	(264,400)	7,803,200	106.0
173,799,400	Net Revenue Expenditure	204,740,800	3,229,700	(20,478,400)	187,492,100	2,804.0	215,521,400	3,289,600	(24,900,000)	193,911,000	2,904.0	223,313,700	3,550,500	(25,332,300)	201,531,900	2,964.0
(2,587,600)	Less: Depreciation	-	(3,229,700)	-	(3,229,700)	-	-	(3,289,600)	-	(3,289,600)	-	-	(3,550,500)	-	(3,550,500)	-
171,211,800	Net Revenue Expenditure	204,740,800	-	(20,478,400)	184,262,400	-	215,521,400	-	(24,900,000)	190,621,400	-	223,313,700	-	(25,332,300)	197,981,400	-

Health and Social Services

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £		£	£	£	£	£	£
3,659,600	Public Health Services	3,900,200	240,600	3,821,700	(78,500)	3,948,000	126,300
	Hospital Services						
26,768,500	Hospital Inpatient Services	26,112,800	(655,700)	27,003,300	890,500	27,777,400	774,100
15,236,200	Theatres	15,276,500	40,300	15,772,200	495,700	16,197,900	425,700
10,188,400	Women & Children	10,744,500	556,100	10,509,800	(234,700)	10,808,300	298,500
6,505,100	Unscheduled and Emergency Care	6,845,200	340,100	7,006,900	161,700	7,144,600	137,700
15,390,500	Day Stay and Outpatient Services	16,531,200	1,140,700	17,280,500	749,300	18,032,800	752,300
8,265,400	Tertiary Care	10,808,600	2,543,200	11,940,600	1,132,000	13,135,100	1,194,500
21,249,700	Clinical Support	21,228,400	(21,300)	21,319,200	90,800	21,589,000	269,800
4,486,400	Ambulance Emergency Services	4,844,400	358,000	4,879,500	35,100	4,959,600	80,100
	Community & Social Services						
16,348,700	Older Peoples Services	22,414,900	6,066,200	24,284,100	1,869,200	26,266,000	1,981,900
24,521,800	Adults Services	26,350,700	1,828,900	26,775,200	424,500	27,440,800	665,600
14,455,900	Children's Services	15,510,300	1,054,400	15,970,400	460,100	16,429,200	458,800
6,723,200	Therapy Services	6,924,400	201,200	7,347,600	423,200	7,803,200	455,600
173,799,400	Net Revenue Expenditure	187,492,100	13,692,700	193,911,000	6,418,900	201,531,900	7,620,900
(2,587,600)	Less: Depreciation	(3,229,700)	(642,100)	(3,289,600)	(59,900)	(3,550,500)	(260,900)
171,211,800	Net Revenue Expenditure	184,262,400	13,050,600	190,621,400	6,359,000	197,981,400	7,360,000

Health and Social Services

Net Expenditure - Operating Cost Statement

2012		2013	2014	2015
Net Revenue		Estimate	Estimate	Estimate
Expenditure				
£		£	£	£
Income				
(3,800)	Duties, Fees, Fines & Penalties	(3,900)	(4,000)	(4,100)
(13,978,400)	Sales of Goods and Services	(15,694,300)	(16,052,400)	(16,419,600)
-	Investment Income	-	-	-
(7,989,800)	Other Income	(4,780,200)	(8,843,600)	(8,908,600)
(21,972,000)	Total Income	(20,478,400)	(24,900,000)	(25,332,300)
Expenditure				
1,099,100	Social Benefit Payments	986,600	1,007,300	1,028,100
126,933,900	Staff Costs	131,171,800	136,376,800	139,154,300
54,182,500	Supplies and Services	61,878,400	66,996,100	71,641,900
1,078,900	Administrative Expenses	1,087,400	1,133,300	1,167,500
7,159,200	Premises and Maintenance	7,459,400	7,773,800	8,008,600
11,900	Other Operating Expenses	11,800	12,300	12,700
2,686,100	Grants and Subsidies Payments	2,112,800	2,188,500	2,266,600
-	Impairment of Receivables	-	-	-
32,200	Finance Costs	32,600	33,300	34,000
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
193,183,800	Total Expenditure	204,740,800	215,521,400	223,313,700
171,211,800	Net Revenue Expenditure	184,262,400	190,621,400	197,981,400
2,587,600	Depreciation	3,229,700	3,289,600	3,550,500
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
173,799,400	Net Revenue Expenditure	187,492,100	193,911,000	201,531,900

Health and Social Services

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Base Department Budget	171,211,800	184,262,400	190,621,400
Price Inflation - Dept Income	(549,300)	(578,800)	(593,300)
Price Inflation - Dept Expenditure	1,499,100	1,548,000	1,635,000
Price Inflation - Provision for Pay Award	-	-	-
Commitments from Existing Policies			
CSR Growth and Other Growth	1,900,000	1,300,000	300,000
2% Growth Allocation	3,469,000	3,450,700	3,627,200
Replacement of Original HIF funding	6,283,200	157,100	161,100
Replacement of HIF funding	(2,000,000)	(4,000,000)	-
Department Savings	(1,490,000)	-	-
Department User Pays	(555,000)	-	-
Departmental Transfers			
Transfer of Staff Budget from Treasury	88,900	-	-
Capital to Revenue Transfers			
Proposed MTFP Growth	4,608,000	4,482,000	2,230,000
Proposed Procurement Savings	(203,300)	-	-
Proposed Other Budget Measures	-	-	-
Net Revenue Expenditure	184,262,400	190,621,400	197,981,400
Depreciation	3,229,700	3,289,600	3,550,500
Net Revenue Expenditure	187,492,100	193,911,000	201,531,900

Home Affairs

Home Affairs Department

Minister's Introduction

The Home Affairs Department performs a key role in ensuring the overall safety of the Island community. Although not specifically listed as one of the seven key priorities that constitute the core of the 2012 Strategic Plan, it must be noted that the Department's role forms a significant and critical element of the States of Jersey 'business as usual'.

The 2012 Strategic Plan reinforces the value of 'business as usual' by stating that '*in addition to the priorities identified for particular focus over the next three years, we will continue to implement agreed policies and provide the wide range of public services that Islanders need..... Our emergency services, harbours and airport will operate as usual and public order will be maintained through our criminal justice system.*'

The Strategic Plan Vision is '*Inspiring Confidence in Jersey's future through.....A safe and caring community.....*'. Islanders should all be able to enjoy a safe, just and thriving community. People have a right to expect that the fundamentals are in place, such as protection from harm, effective law enforcement and security, a fair and functioning criminal justice system, secure borders and clear rights and responsibilities for individuals.

A safe and caring community lies at the core of the Home Affairs Department's 'business as usual' and is reflected in our aim to provide for a safe, just and equitable society, thus improving people's quality of life.

Home Affairs' core function is that of helping to ensure the safety of our community. Whether that entails catching and prosecuting criminals, intercepting illegal goods, preventing deaths and injuries from fire or managing prisoners, the public can feel confident that our uniformed front-line officers are providing first-rate services. It is essential that front-line officers have the assistance necessary to enable them to do their jobs – to this end, Home Affairs has a quality team of support officers in human resources, finance, information services, business planning, project management and administration.

It is essential that the services and departments that fall under the Home Affairs umbrella are able to develop in order to meet the ever-changing needs of the community. The Home Affairs Department will continue to perform its important role to support the 2012 Strategic Plan key priorities.

The financial cost of public services is forever in focus, with the Comprehensive Spending Review providing the opportunity for all States Departments to re-evaluate their purpose and core functions. The Home Affairs Department has been at the forefront of this process, having made significant savings within the current programme, and will continue to review what we do and how we do it in order to derive best value from a limited budget. This will continue to test our ability to maintain safe and effective services at current levels, hence the importance of the Home Affairs' growth requirements within the MTFP.

Summary of Outline Business Cases for Growth

The Department's request for growth endorses its contribution to 'business as usual'. In fact the following four items are not new projects or initiatives but are necessary if the Department is to continue to deliver its core functions.

Uniformed Personnel – Increments

Incremental pressures from 2013 to 2015 following those included in the 2012 Annual Business Plan for the uniformed services - Police, Fire and Rescue and Prison. A new Prison Officer grade has been implemented as part of the Department's 2012 CSR savings.

Maritime Incident Response Group (MIRG)

To maintain offshore ship fire-fighting capability. Carry forward funding has been utilised for 2012 but permanent funding is required if the UK Department for Transport doesn't reinstate savings from 2013.

Prison Me No Way!

The Minister has reviewed this growth request following agreement of a revised Partnership Agreement with PMNW! The annual amount required by PMNW! is £60,000; £30,000 will be met from within the Home Affairs budget (£15,000 from BaSS and £15,000 transferred from ESC following an amendment to the 2012 ABP) and £30,000 is required as a growth bid.

Equipment/Vehicle replacement

Reinstatement of funding for specialist equipment (minor capital items) and funding for the revenue consequences of the new vehicle acquisition arrangements managed by Jersey Fleet Management from 2012.

**Senator B Le Marquand
Minister for Home Affairs**

Home Affairs

AIM

Provide for a safe, just and equitable society, thus improving people's quality of life.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Secure the capacity and capability required to deliver and sustain effective services for the purpose of protecting the public and keeping our community safe.

Success criteria:

- (i) The maintenance of an adequate and efficient Police Force for the Island as prescribed by the Police Force (Jersey) Law 1974, as amended, (to be replaced by the States of Jersey Police Force Law, 201-);
- (ii) The maintenance of an adequate and efficient Fire and Rescue Service for the Island as prescribed by the Fire and Rescue Service (Jersey) Law 2011;
- (iii) The maintenance of an adequate and efficient Customs and Immigration Service for the Island as prescribed by the Customs and Excise (Jersey) Law 1999 and the Immigration (Jersey) Order, 1993;
- (iv) The maintenance of an adequate and efficient Prison Service for the Island as prescribed by the Prison (Jersey) Law 1957.

Strategic Plan References:

- **Vision:** A safe and caring community
- **Priorities:** Promote family and community values, Reform government and the public service

Key Objective 2: Protect the public and keep our community safe by providing:

- (a) **a Police Service which will work in partnership to:**
 - provide visible, responsive community policing
 - protect our community from harm
 - bring offenders to justice
 - help reduce fear of crime and secure public confidence
- (b) **a Fire Service which will work in partnership to:**
 - eliminate preventable fire casualties
 - reduce the effect of fire
 - respond effectively to emergency calls
 - assist in safeguarding property and the environment
- (c) **a Customs and Immigration Service which will work in partnership to:**
 - protect Jersey from the threat of illegal immigration and the import/export of prohibited or restricted goods
 - collect Customs and Excise duties, including import GST, while preventing loss of government revenue from fraud or evasion
 - honour the Island's external Customs, Immigration, Passport and Nationality obligations
- (d) **a Prison Service which will work in partnership to:**
 - keep in custody those persons committed to the Prison by the Courts in a safe, decent and healthy environment
 - reduce re-offending by providing constructive regimes for prison inmates, which address offending behaviour and improve educational and work skills
 - contribute to Multi Agency Risk Assessment forums to help manage those persons that are considered to be a risk to the general public

Success criteria:

- (i) Delivery of the performance targets set out in the States of Jersey Police Annual Policing Plan for 2012;
- (ii) Delivery of performance targets set out in the States of Jersey Fire and Rescue Service Integrated Risk Management Plan (IRMP);
- (iii) Delivery of the performance targets set out in the States of Jersey Customs and immigration Annual Action Plan for 2012;
- (iv) Delivery of the performance targets set out in the States of Jersey Prison Service Annual Business Plan for 2012.

Strategic Plan References:

- **Vision:** A safe and caring community
- **Priorities:** Promote family and community values, Reform government and the public service

Key Objective 3: Effective development and delivery of partnership arrangements to:

- ensure that the Island is as resilient as possible to threats to its security and way of life.
- help people feel secure in their homes and local communities by driving down levels of crime, anti-social behaviour and disorder, vulnerability and harm.
- support the efficient and effective delivery of justice.

Success criteria:

- (i) Delivery of the performance targets set out in the Annual Policing Plans and the Customs and Immigration Service's Business Plans;
- (ii) Delivery of the performance targets set out in the Building a Safer Society strategy;
- (iii) Achieving the key actions set out in the States of Jersey Strategic Plan.

Strategic Plan References:

- **Vision:** A safe and caring community
- **Priorities:** Promote family and community values; Reform government & the public sector

Key Objective 4: Jersey's Defence contribution to the United Kingdom supported.

Success criteria:

- (i) A Royal Engineer Squadron prepared to deliver individual reinforcements or a formed group to support UK Operations.

Strategic Plan References:

- **Vision:** A safe and caring community

Key Objective 5: All births, marriages, adoptions and deaths in Jersey are registered.

Success criteria:

- (i) A register of all births, marriages, adoptions and deaths in Jersey is maintained.

Strategic Plan References:

- **Vision:** A safe and caring community

Key Objective 6: Staff and resources managed so as to deliver high standards of performance and provide value for money.

Success criteria:

- (i) Financial balance achieved and total budget and spend profile consistent with forecast;
- (ii) Costs of each defined service area and relevant overheads identified, so that meaningful comparisons can be made year to year and with other jurisdictions;

- (iii) Management costs minimised to ensure maximum resources are directed to front line services whilst ensuring that our public services are delivered in a way which is effective, fair and in keeping with the States' environmental and social objectives;
- (iv) Explicit link between budget prioritisation process and Strategic Plan Objectives demonstrated;
- (v) Staff developed to help them achieve their full potential;
- (vi) All identified Comprehensive Spending Review savings are met.

Strategic Plan References:

- **Vision:** *A safe and caring community; A strong and sustainable economy; Preparing for the future; Protecting the environment; A highly skilled workforce*
- **Priorities:** *Promote family and community values; Reform government & the public sector*

Home Affairs

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE	
	DEL £	AME £				DEL £	AME £				DEL £	AME £				
954,400	Home Affairs	954,400	-	(97,400)	857,000	8.7	969,800	-	(100,000)	869,800	8.7	974,800	(102,600)	872,200	8.7	
24,071,100	Police	23,577,300	168,500	(159,900)	23,585,900	349.7	23,854,000	170,700	(164,100)	23,860,600	349.7	24,019,600	157,300	(168,400)	24,008,500	349.7
5,199,300	Fire and Rescue	4,997,300	181,900	(135,700)	5,043,500	78.5	5,108,700	163,800	(136,100)	5,136,400	78.5	5,164,600	149,600	(136,500)	5,177,700	78.5
5,853,300	Customs and Immigration	6,755,400	143,100	(1,234,000)	5,664,500	82.5	6,823,700	141,700	(1,263,400)	5,702,000	82.5	6,866,000	133,500	(1,293,600)	5,705,900	82.5
10,981,000	HM Prison	10,955,300	114,300	(404,800)	10,664,800	166.1	11,241,800	114,300	(415,400)	10,940,700	166.1	11,351,600	114,300	(426,200)	11,039,700	166.1
1,091,700	Jersey Field Squadron	1,051,700	4,800	-	1,056,500	6.0	1,076,300	1,400	-	1,077,700	6.0	1,090,900	1,400	-	1,092,300	6.0
433,800	Building a Safer Society	470,900	-	-	470,900	1.0	493,700	-	-	493,700	1.0	503,300	-	-	503,300	1.0
48,584,600	Net Revenue Expenditure	48,762,300	612,600	(2,031,800)	47,343,100	692.5	49,568,000	591,900	(2,079,000)	48,080,900	692.5	49,970,800	556,100	(2,127,300)	48,399,600	692.5
(593,400)	Less: Depreciation	-	(612,600)	-	(612,600)		-	(591,900)	-	(591,900)		-	(556,100)	-	(556,100)	
47,991,200	Net Revenue Expenditure	48,762,300	-	(2,031,800)	46,730,500		49,568,000	-	(2,079,000)	47,489,000		49,970,800	-	(2,127,300)	47,843,500	

Home Affairs

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £		£	£	£	£	£	£
954,400	Home Affairs	857,000	(97,400)	869,800	12,800	872,200	2,400
-							
24,071,100	Police	23,585,900	(485,200)	23,860,600	274,700	24,008,500	147,900
-							
5,199,300	Fire and Rescue	5,043,500	(155,800)	5,136,400	92,900	5,177,700	41,300
5,853,300	Customs and Immigration	5,664,500	(188,800)	5,702,000	37,500	5,705,900	3,900
10,981,000	HM Prison	10,664,800	(316,200)	10,940,700	275,900	11,039,700	99,000
1,091,700	Jersey Field Squadron	1,056,500	(35,200)	1,077,700	21,200	1,092,300	14,600
433,800	Building a Safer Society	470,900	37,100	493,700	22,800	503,300	9,600
48,584,600	Net Revenue Expenditure	47,343,100	(1,241,500)	48,080,900	737,800	48,399,600	318,700
(593,400)	Less: Depreciation	(612,600)	(19,200)	(591,900)	20,700	(556,100)	35,800
47,991,200	Net Revenue Expenditure	46,730,500	(1,260,700)	47,489,000	758,500	47,843,500	354,500

Home Affairs

Net Expenditure - Operating Cost Statement

2012		2013	2014	2015
Net Revenue		Estimate	Estimate	Estimate
Expenditure				
£		£	£	£
Income				
(1,102,600)	Duties, Fees, Fines & Penalties	(1,317,200)	(1,346,600)	(1,376,800)
(661,300)	Sales of Goods and Services	(687,600)	(705,400)	(723,500)
-	Investment Income	-	-	-
(32,000)	Other Income	(27,000)	(27,000)	(27,000)
(1,795,900)	Total Income	(2,031,800)	(2,079,000)	(2,127,300)
Expenditure				
-	Social Benefit Payments	-	-	-
39,934,700	Staff Costs	39,427,900	39,742,500	39,875,500
5,168,600	Supplies and Services	5,012,400	5,285,600	5,326,300
1,353,500	Administrative Expenses	1,260,700	1,407,200	1,560,000
2,888,800	Premises and Maintenance	2,575,500	2,643,900	2,720,200
299,000	Other Operating Expenses	308,800	308,800	308,800
132,500	Grants and Subsidies Payments	165,000	168,000	168,000
-	Impairment of Receivables	-	-	-
10,000	Finance Costs	12,000	12,000	12,000
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
49,787,100	Total Expenditure	48,762,300	49,568,000	49,970,800
47,991,200	Net Revenue Expenditure	46,730,500	47,489,000	47,843,500
593,400	Depreciation	612,600	591,900	556,100
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
48,584,600	Net Revenue Expenditure	47,343,100	48,080,900	48,399,600

Home Affairs

Reconciliation of Net Revenue Expenditure			
	2013 £	2014 £	2015 £
Base Department Budget	47,991,200	46,730,500	47,489,000
Price Inflation - Dept Income	(44,900)	(48,200)	(49,400)
Price Inflation - Dept Expenditure	246,300	247,700	253,900
Price Inflation - Provision for Pay Award	-	-	-
Commitments from Existing Policies			
CSR Growth and Other Growth	186,000	-	-
Department Savings	(1,467,000)	-	-
Department User Pays	(87,000)	-	-
Departmental Transfers			
Transfer Accounts Payable Staff from Treasury	10,700	-	-
Capital to Revenue Transfers			
Proposed MTFP Growth	171,000	559,000	150,000
Proposed Procurement Savings	(275,800)	-	-
Proposed Other Budget Measures	-	-	-
Net Revenue Expenditure	46,730,500	47,489,000	47,843,500
Depreciation	612,600	591,900	556,100
Net Revenue Expenditure	47,343,100	48,080,900	48,399,600

Housing

Housing Department

Minister's Introduction

The aim of the Housing Department is to ensure that long-term, sustainable and affordable housing is provided to meet the needs of all residents.

The White Paper setting out my proposals for changing the manner in which social housing is provided was published and widely consulted upon in 2012. A Report & Proposition will be debated by the States early in 2013.

That Report & Proposition will set out a number of new policy directions, amongst them:-

- the creation of a new regulatory framework for the social housing sector,
- the return to the previous fair rent policy, re-establishing rents in the social rented sector at 90% of their market equivalent,
- proposals to put the financing of social housing on a sustainable footing in the long term, and
- separating the management of the States owned social rented stock from the strategic housing functions through the creation of a new wholly States owned housing association and a Strategic Housing Unit to remain within the States.

That separation of functions has already been achieved to some degree by the appointment of a dedicated staff resource to the new Strategic Housing Unit within the Chief Ministers' Corporate Policy Unit.

The Strategic Housing Unit will develop an Island Housing Strategy as one of its core objectives in 2013. A key source of information in developing that strategy will be the data on housing needs produced by the Affordable Housing Gateway which was established in January 2012 and which has already improved our understanding of housing need. What is clear is that those needs are changing as our population ages; we need new supply to realign our social housing stock and to allow the eligibility criteria to be relaxed so that a wider range of people can be housed. Resolving the long term funding of the social sector will help to provide some of that new supply as providers find that they can access funding for new developments and for the intensification of existing sites. The use of existing States owned land will also be key in delivering new homes, however, there is still a role for new homes to be delivered through the normal planning process and I am keen to support the Planning and Environment Minister in his endeavours to deliver homes for all tenures, concentrating development on States owned land and existing brown field sites. My mantra for the foreseeable future will be Supply, Supply, and Supply.

Splitting the strategic housing and operational landlord functions will allow the Housing Department to become even more focussed on its core objectives of housing those in need. What is perhaps not widely understood is the role that the Department already plays in closely supporting some of our most vulnerable residents both through the provision of assisted living support for vulnerable tenants who are not being supported by other agencies and through extensive partnership working with the third sector. The Department also manages the Supported Housing Group which seeks to co-ordinate the provision of housing solutions for applicants who may not normally meet the eligibility criteria for social rented housing but who are being supported by a statutory or voluntary agency, in order to live independently. The group can be proud of the positive impact that it has had on a proportion of our population whose housing needs would otherwise have been ignored.

Jersey has achieved notable success in its management of offenders through the fully consultative risk assessment based approach apparent in the Jersey Multi-Agency Public Protection Arrangements (JMAPPA). My department plays an important part in ensuring that individuals passing through the JMAPPA process are provided with appropriate accommodation.

The department continues to make improvements to the existing States owned social rented stock. I have been extremely grateful for the support of the Minister for Treasury and Resources and his department for their assistance with finding funding to allow the continuation of the refurbishment programme, despite the fact that asset sales, our principal source of capital funding since 2007, have been difficult due to the lack of available mortgage finance for those in the affordable housing sector. As grateful as I am for that assistance, the lack of long term financial sustainability for the social housing sector remains a concern for me and is something which the Minister for Treasury and Resources and I are determined to resolve together. Full details of the proposed arrangements will be set out in the Report and Proposition which the States will debate in 2013.

As I continue to set out my specific proposals for the incorporation of the current Housing Department, I am committed that customers and staff will continue to be fully engaged in the process. Tenants will be involved in the management of the new Housing Association at board level ensuring that they have a significant say in how the Association delivers its services. Staff must be comfortable with their proposed transfer to the Association and not be concerned that their employment or terms and conditions of service are in anyway in jeopardy. They are not. The success of the transformation will be significantly influenced by the commitment and dedication of the 44 staff at the Department.

Deputy Andrew Green MBE
Minister for Housing

Housing

AIM:

Ensure that long-term, sustainable and affordable housing is provided to meet the needs of all residents.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Effective management of the States owned social rental stock.

Success criteria:

- (i) The stock managed so that:
 - a. plans remain on track for all States owned social rented properties to comply with the Decent Homes Standard and other statutory obligations;
 - b. income is maximised to enable maintenance and refurbishment of the stock, into the future;
 - c. the portfolio is improved and able to grow to ensure that it meets the changing needs of the community, particularly in relation to homes designed to meet the needs of an ageing population;
 - d. sufficient assets, both existing and new build, are disposed of to provide capital to bridge the funding gap in the refurbishment programme and to offer targeted affordable housing opportunities for first time buyers;
 - e. sufficient assets are acquired to make provision for 'Key Workers' and to meet the demand for homes evidenced by the Affordable Housing Gateway.

Strategic Plan References:

- *Priorities: House our community*

Key Objective 2: Introduce the proposed changes in the provision of social housing.

Success criteria:

- (i) Subject to the approval of the States:
 - a. The proposed Strategic Housing Unit with responsibility for housing strategy & policy and the Affordable Housing Gateway has been established;
 - b. A new social housing regulator is established together with a new statute;
 - c. The existing Housing Department is incorporated as a wholly States owned Housing Association with existing assets and staff transferred;
- (ii) Mechanisms are introduced in partnership with the Treasury & Resources Department to allow borrowing to aid the development of new affordable homes.

Strategic Plan References:

- *Priorities: House our community; Reform government and the public sector*

Key Objective 3: Greater emphasis given to the delivery of social landlord services.

Success criteria:

- (i) There is continued engagement, consultation and empowerment of customers so that they are increasingly involved in making decisions which affect them and establishing service standards;
- (ii) A partnership is developed with the Affordable Housing Gateway to ensure adequate pathways are established for those in housing need;

- (iii) Existing links with the third sector are enhanced to ensure that there is a focus on long term housing solutions for individuals;
- (iv) In collaboration with other statutory and non-statutory agencies the coordination of targeted services to protect the social wellbeing and independence of those who require on-going support.

Strategic Plan References:

- **Priorities:** *House our community; Promote family and community values*

Key Objective 4: Staff and resources managed to improve performance and provide value for money.

Success criteria:

- (i) Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review;
- (ii) Business Plan delivered within agreed cash limits;
- (iii) Value for money pursued, driving efficiency through setting individual and team targets, together with personal development plans, all of which will be reviewed regularly by the continuation of the appraisal process;
- (iv) Continuous improvement achieved through business process and Key Line of Enquiry (KLOE) review, to ensure efficiency and value for money and allow for benchmarking performance against other equitable social housing providers;
- (v) Further develop the departmental risk management strategy demonstrating the link between high level strategic and operational risks;
- (vi) The health, safety and welfare of staff, contractors, tenants and the public protected by the management of good health & safety standards and procedures.

Strategic Plan References:

- **Priorities:** *Reform government and the public sector*

Housing

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE
	DEL £	AME £				DEL £	AME £				DEL £	AME £			
13,800 Strategic Housing Unit	211,100	-	-	211,100	3.0	182,100	-	-	182,100	3.0	182,100	-	-	182,100	3.0
13,300 Regulatory Functions	-	-	-	-	0.0	-	-	-	-	0.0	-	-	-	-	0.0
(13,939,000) Landlord Services	15,240,200	9,681,000	(42,249,800)	(17,328,600)	44.6	15,509,700	9,772,000	(43,663,300)	(18,381,600)	45.6	15,419,600	9,831,900	(44,940,200)	(19,688,700)	45.6
22,484,800 Estate Services	13,320,700	9,681,000	(1,993,800)	21,007,900	20.0	13,565,500	9,772,000	(1,978,700)	21,358,800	19.9	13,460,800	9,831,900	(1,779,600)	21,513,100	19.9
1,345,600 Tenant Services	1,039,000	-	(2,000)	1,037,000	13.8	1,068,700	-	(2,000)	1,066,700	15.0	1,077,600	-	(2,000)	1,075,600	15.0
(37,769,400) Finance Services	880,500	-	(40,254,000)	(39,373,500)	10.8	875,500	-	(41,682,600)	(40,807,100)	10.7	881,200	-	(43,158,600)	(42,277,400)	10.7
(13,911,900) Net Revenue Expenditure	15,451,300	9,681,000	(42,249,800)	(17,117,500)	47.6	15,691,800	9,772,000	(43,663,300)	(18,199,500)	48.6	15,601,700	9,831,900	(44,940,200)	(19,506,600)	48.6
(10,645,600) Less: Depreciation	-	(9,681,000)	-	(9,681,000)		-	(9,772,000)	-	(9,772,000)		-	(9,831,900)	-	(9,831,900)	
(24,557,500) Net Revenue Expenditure	15,451,300	-	(42,249,800)	(26,798,500)		15,691,800	-	(43,663,300)	(27,971,500)		15,601,700	-	(44,940,200)	(29,338,500)	

Housing

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £	£	£	£	£	£	£
13,800 Strategic Housing Unit	211,100	197,300	182,100	(29,000)	182,100	-
-						
13,300 Regulatory Functions		(13,300)		-		-
-						
(13,939,000) Landlord Services	(17,328,600)	(3,389,600)	(18,381,600)	(1,053,000)	(19,688,700)	(1,307,100)
22,484,800 Estate Services	21,007,900	(1,476,900)	21,358,800	350,900	21,513,100	154,300
1,345,600 Tenant Services	1,037,000	(308,600)	1,066,700	29,700	1,075,600	8,900
(37,769,400) Finance Services	(39,373,500)	(1,604,100)	(40,807,100)	(1,433,600)	(42,277,400)	(1,470,300)
(13,911,900) Net Revenue Expenditure	(17,117,500)	(3,205,600)	(18,199,500)	(1,082,000)	(19,506,600)	(1,307,100)
(10,645,600) Less: Depreciation	(9,681,000)	964,600	(9,772,000)	(91,000)	(9,831,900)	(59,900)
(24,557,500) Net Revenue Expenditure	(26,798,500)	(2,241,000)	(27,971,500)	(1,173,000)	(29,338,500)	(1,367,000)

Housing

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
-	Duties, Fees, Fines & Penalties	-	-	-
(40,814,800)	Sales of Goods and Services	(42,199,100)	(43,612,600)	(44,889,500)
-	Investment Income	-	-	-
(55,000)	Other Income	(50,700)	(50,700)	(50,700)
(40,869,800)	Total Income	(42,249,800)	(43,663,300)	(44,940,200)
	Expenditure			
-	Social Benefit Payments	-	-	-
2,644,900	Staff Costs	2,845,100	2,842,300	2,862,000
628,100	Supplies and Services	608,200	547,300	623,100
62,100	Administrative Expenses	52,000	52,000	52,000
12,831,200	Premises and Maintenance	11,869,600	12,173,800	11,988,200
61,900	Other Operating Expenses	60,600	60,600	60,600
14,700	Grants and Subsidies Payments	14,700	14,700	14,700
-	Impairment of Receivables	-	-	-
69,400	Finance Costs	1,100	1,100	1,100
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
16,312,300	Total Expenditure	15,451,300	15,691,800	15,601,700
(24,557,500)	Net Revenue Expenditure	(26,798,500)	(27,971,500)	(29,338,500)
10,645,600	Depreciation	9,681,000	9,772,000	9,831,900
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
(13,911,900)	Net Revenue Expenditure	(17,117,500)	(18,199,500)	(19,506,600)

Housing

Reconciliation of Net Revenue Expenditure			
	2013 £	2014 £	2015 £
Base Department Budget	(24,557,500)	(26,798,500)	(27,971,500)
Price Inflation - Dept Income	(44,300)	(47,400)	(48,600)
Price Inflation - Dept Expenditure	338,500	334,200	342,500
Price Inflation - Provision for Pay Award	-	-	-
Price Inflation - Rent Increase	(1,364,300)	(1,459,800)	(1,660,900)
Commitments from Existing Policies			
Department Savings	(599,000)	-	-
Department User Pays	(80,000)	-	-
Departmental Transfers	-	-	-
Capital to Revenue Transfers	-	-	-
Proposed MTFP Growth	-	-	-
Proposed Procurement Savings	(491,900)	-	-
Proposed Other Budget Measures	-	-	-
Net Revenue Expenditure	(26,798,500)	(27,971,500)	(29,338,500)
Depreciation	9,681,000	9,772,000	9,831,900
Net Revenue Expenditure	(17,117,500)	(18,199,500)	(19,506,600)

Social Security

Social Security

Minister's Introduction

The Department's overall aims over the period of the MTFP can be summarized as:

- getting people back to work by assisting people in gaining employment in order to support themselves and their families;
- keeping people in work by maintaining legislation that supports a safe and fair working environment and providing contributory benefits that support people during breaks from the workplace;
- protecting Islanders from the impacts of low income by providing an Income Support Scheme and other tax funded benefits;
- assisting older islanders to maintain their standard of living by means that are financially sustainable for future generations;
- maintaining and building upon current service standards, improving ease of use, efficiency and effectiveness; and
- supporting the plans of other departments, including the reform of Health and Social Services, the Housing Transformation Programme and the management of population growth and migration.

Summary of Outline Business Cases for Growth

This summary presents the Business Cases along with their associated cost projections:

- Back to Work Projects
- Employment Schemes & Incentives
- Anti-Discrimination Legislation
- Private Sector Rental Support

Summary of Growth requests 2013-2015

Back to Work Projects - £2.16m by 2015; and Employment Schemes and Incentives - £4.66m by 2015

Due to predicted economic conditions over the next 3 years, unemployment is assumed to increase further, beyond current record levels, before stabilising. Therefore the Strategic Plan's most urgent priority is to 'Get People into Work'. Government will, over the 3 year period, aim to implement a 'Back to Work' policy leading to lower unemployment

This will be achieved through investment in a broad range of support schemes to help locally qualified unemployed people improve their employability and find employment in order to support themselves and their families.

This activity will include further investment in existing schemes to support the increasing levels of those unemployed:

- Workzone
- Advance to Work
- Advance Plus
- WorkWise

We will also create a central Back To Work Employer Engagement team to maximise opportunities with employers for the recruitment of locally qualified unemployed people. This team will work across all support schemes and initiatives.

Additionally we will invest in schemes to improve the employability of those groups furthest away from unemployment (e.g. Long Term unemployed) and to encourage employers to take on those who are locally unemployed and reduce reliance on migrant labour (Job Substitution). Starting in 2012 investment will be made in the following initiatives:

- Employment Grant – incentive for employers to recruit the long term unemployed;
- Long Term Unemployed Unit - focused support to improve employability of the long term unemployed;
- Sector Specific Training Initiatives – extensive programme of training to be developed with specific industries to place higher numbers of unemployed locals into work;
- Job Training Fund – Fund to source short term interventions to improve employability;
- Work Readiness Fund – Fund to provide training in areas such as motivation, C.V. writing, confidence building, numeracy and literacy;
- Job Clubs – supported group sessions to improve employment search;
- Employment Projects – activities to improve employability for those with significant barriers that limit commercial work placements opportunities (e.g. Environment projects); and
- Targeted Employment Grant – a subsidy scheme to place specific unemployed groups into positions with employers – aimed at those furthest from employment.

Anti-Discrimination Legislation - £200k by 2015

In 2011, the States took the decision (P.118/2011) to transfer responsibility for the development of anti-discrimination legislation to the Minister for Social Security and to provide funding for the implementation and operation of this new law.

Development of the new law is on track and it is planned to lodge the primary legislation before the end of 2012 and to develop regulations during 2013. The growth bid assumes that the law will be operational early in 2014 and provides for a gradual increase in the number of cases to be heard by the Tribunal. The full cost of administration is provided for in 2015.

Private Sector Rental Support (SSD) £1m by 2015

The Housing Transformation Programme proposes to increase rent levels in States-owned housing accommodation to 90% of the market value. Income support rates for these tenants will be automatically adjusted in line with the new rental values. This increase in Income Support costs is estimated at £7.5 million pa and will be provided through the Housing Transformation Programme directly.

At present income support rental components apply across both the public/social sector and the private sector at the same level. In future, it will be necessary to set separate component values for the public/social sector and the private sector.

New social sector rents will be set from April 2014 and it is proposed to reset the private sector rental components at the same time. The additional costs associated with these adjustments are estimated at £1 million in a full year, with the 2014 bid set at £750,000 to cover the new system from April to December.

Summary of Business Cases for Base Estimate Changes

This summary presents the justification along with their associated cost projections:

- Employment Tribunal
- Staff Costs – Impact of FSR Implementation

Employment Tribunal - £50k by 2015

This line item continues the provision of administrative support to the Employment Tribunals.

Staff Costs – Impact of FSR Implementation - £230k by 2015

This line item details an adjustment needed to previous base budgets following the staffing changes that were agreed as part of the Fiscal Strategy Review

Summary of Business Cases for Other Growth/Base Budget Changes

This summary presents the justification along with their associated cost projections:

- Income Support - Staff Costs

Income Support – Staff Costs - £460k by 2015

There is a forecasted annual increase in the Income Support weekly Benefit (AME) expenditure for the duration of this MTFP from £74M in 2012 to £82M in 2013; £84M in 2014; and £86M in 2015. These increases to expenditure reflect the forecasted increase in the number and value of claims above current levels in addition to an annual allowance for inflation.

It is anticipated that the number of claims will rise from the current level of 6,500 to a maximum of 7,200 before slowly reducing to 7,000 by the end of 2015. The current economic conditions have and will continue to increase the activity of changes to claims also. Additional staff will be required to maintain service levels against this volume of activity.

Summary of Growth Bids/Base Estimate Changes Requests 2013-2015

	2013 £000	2014 £000	2015 £000
Potential Growth			
Back to Work Projects	2,345	2,270	2,161
Employment Schemes & Incentives	3,060	4,660	4,660
Anti- Discrimination Legislation	0	150	200
Private Sector Rental Support	0	750	1,000
Base Budget Changes			
Employment Tribunal	45	50	50
Staff Costs - Impact of FSR Implementation	207	230	230
Other Growth/Base Budget Changes			
Income Support - Staff Costs	414	460	460
TOTAL	6,071	8,570	8,761

Senator F. du H. Le Gresley
Minister for Social Security

Social Security

AIM

Help people to achieve and maintain financial independence and provide social benefits to protect those unable to support themselves.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Back to work, keep people in work.

Provide support for people to gain and retain employment in order to support themselves and their families.

Success criteria:

- (i) Policies, schemes and services developed and implemented to assist, in particular the long term unemployed and the young to access the work place, through the back to work initiative;
- (ii) Services are further developed and introduced to improve the employment opportunities for those with long term health conditions;
- (iii) The Skills Strategy is successful in providing local residents with the skills required by employers to facilitate a reduced dependency on imported labour;
- (iv) Income Support scheme continues to encourage and incentivise work, such that work always pays;
- (v) Modifications to the Trainee Minimum Wage are effective in encouraging a growth in the employment and training of young adults.

Strategic Plan References:

- **Priorities:** *Get people into work; Promote family and community values; Develop sustainable long-term planning*

Key Objective 2: Protect Islanders from the impacts of low income.

Success criteria:

- (i) Income Support scheme and other tax funded benefits continue to provide targeted financial support to low income households, appropriate and flexible to their individual needs;
- (ii) Income Support scheme continues to encourage and incentivise work, such that work always pays;
- (iii) Income Support scheme successfully adapted to provide appropriate assistance to tenants in both social and private housing sectors;
- (iv) Health Service reforms include support to low income groups and those with long term conditions to enable them to access health services, including Primary Care.

Strategic Plan References:

- **Priorities:** *Get people into work; House our community; Promote family and community values; Reform government and the public sector*

Key Objective 3: Adequate income for old age, affordable for our children. Assist older Islanders to maintain standards of living by means that are financially sustainable for future generations.

Success criteria:

- (i) Strategy developed ensuring the medium to long term sustainability of pension funding;

- (ii) The Skills Strategy ensures that older residents have the current skills and opportunities necessary to continue to be productive members of the Island's workforce;
- (iii) Discrimination and Employment Law protects older workers from discrimination and exclusion from the workplace;
- (iv) Long-term care funding scheme successfully introduced;
- (v) Increasing number of individuals benefiting from care packages provided in their own home;
- (vi) Health Service reforms include support to low income groups and those with long term conditions to enable them to access health services, including Primary Care;
- (vii) Income Support and other tax funded schemes provide targeted financial support to low income households.

Strategic Plan References:

- **Priorities:** *Get people into work; Reform Health and Social Services; Reform government & the public sector; Promote family and community values; Develop sustainable long-term planning*

Key Objective 4: Improving our Customer Service. Maintain and build upon current service standards, improving ease of use, efficiency and effectiveness.

Success criteria:

- (i) Improving the information accessible in respect of benefits available, to ensure customers are better informed;
- (ii) Increased transparency of Social Welfare expenditure through the publication of a comprehensive annual report;
- (iii) Reduced levels of fraud and error within the benefit system;
- (iv) Increased use of electronic payments;
- (v) New Long term care contribution collected by Income tax Department;
- (vi) Services of other Departments accessible through the facilities at the Department, particularly where synergies exist.

Strategic Plan References:

- **Priorities:** *Reform government & the public sector; Develop sustainable long-term planning*

Key Objective 5: Delivering the Strategic Plan. Contribute fully to other initiatives of the Council of Ministers, where success requires our participation.

Success criteria:

- (i) Development of Primary Health Care Strategy, including effective governance;
- (ii) Sustainable and appropriate funding of Primary Care Services;
- (iii) Implementation and delivery of changes to income Support to sustain the Housing Transformation;
- (iv) Integrated service to deliver administration of Names and Addresses register on behalf of Population Office;
- (v) Delivery of integrated Social Policy Framework and joint working with Health and Social Services and the Housing Department in relation to the older adults agenda.

Strategic Plan References:

- **Priorities:** *Get people into work; House our community; Reform Health and Social Services; Reform government & the public sector; Promote family and community values; Manage population growth/migration; Develop sustainable long-term planning*

Social Security

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE
	DEL £	AME £				DEL £	AME £				DEL £	AME £			
61,150,000	-	62,200,000	-	62,200,000	-	-	63,700,000	-	63,700,000	-	-	65,300,000	-	65,300,000	-
92,825,000	-	103,465,200	-	103,465,200	-	-	103,687,800	-	103,687,800	-	-	106,019,900	-	106,019,900	-
539,800	547,200	-	-	547,200	5.0	556,400	-	-	556,400	5.0	564,500	-	-	564,500	5.0
3,095,300	4,142,600	5,404,500	-	9,547,100	95.0	4,235,700	6,930,000	-	11,165,700	95.0	4,334,900	6,821,000	-	11,155,900	95.0
5,055,500	51,700	2,922,100	-	2,973,800	-	53,700	3,028,600	-	3,082,300	-	56,300	3,179,000	-	3,235,300	-
6,696,600	7,333,500	-	-	7,333,500	138.5	7,573,100	-	-	7,573,100	138.5	7,636,400	-	-	7,636,400	138.5
1,128,800	-	1,035,000	-	1,035,000	-	-	1,033,200	-	1,033,200	-	-	1,061,500	-	1,061,500	-
(3,656,400)	-	-	(3,747,800)	(3,747,800)	(79.5)	-	-	(3,841,500)	(3,841,500)	(79.5)	-	-	(3,937,500)	(3,937,500)	(79.5)
166,834,600	12,075,000	175,026,800	(3,747,800)	183,354,000	159.0	12,418,900	178,379,600	(3,841,500)	186,957,000	159.0	12,592,100	182,381,400	(3,937,500)	191,036,000	159.0
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
166,834,600	12,075,000	175,026,800	(3,747,800)	183,354,000	159.0	12,418,900	178,379,600	(3,841,500)	186,957,000	159.0	12,592,100	182,381,400	(3,937,500)	191,036,000	159.0

Social Security

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £	£	£	£	£	£	£
61,150,000	62,200,000	1,050,000	63,700,000	1,500,000	65,300,000	1,600,000
92,825,000	103,465,200	10,640,200	103,687,800	222,600	106,019,900	2,332,100
539,800	547,200	7,400	556,400	9,200	564,500	8,100
3,095,300	9,547,100	6,451,800	11,165,700	1,618,600	11,155,900	(9,800)
5,055,500	2,973,800	(2,081,700)	3,082,300	108,500	3,235,300	153,000
6,696,600	7,333,500	636,900	7,573,100	239,600	7,636,400	63,300
1,128,800	1,035,000	(93,800)	1,033,200	(1,800)	1,061,500	28,300
(3,656,400)	(3,747,800)	(91,400)	(3,841,500)	(93,700)	(3,937,500)	(96,000)
166,834,600	183,354,000	16,519,400	186,957,000	3,603,000	191,036,000	4,079,000
- Less: Depreciation	-	-	-	-	-	-
166,834,600	183,354,000	16,519,400	186,957,000	3,603,000	191,036,000	4,079,000

Social Security

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
-	Duties, Fees, Fines & Penalties	-	-	-
(3,656,400)	Sales of Goods and Services	(3,747,800)	(3,841,500)	(3,937,500)
-	Investment Income	-	-	-
-	Other Income	-	-	-
(3,656,400)	Total Income	(3,747,800)	(3,841,500)	(3,937,500)
	Expenditure			
159,030,400	Social Benefit Payments	168,639,000	170,470,000	174,555,200
6,695,000	Staff Costs	11,199,100	11,593,200	11,534,200
776,500	Supplies and Services	1,552,800	1,734,800	1,750,700
183,200	Administrative Expenses	183,200	187,200	190,800
136,800	Premises and Maintenance	119,300	122,100	124,700
199,900	Other Operating Expenses	214,700	214,700	214,700
2,330,100	Grants and Subsidies Payments	4,148,800	5,433,300	5,531,500
-	Impairment of Receivables	-	-	-
10,300	Finance Costs	9,900	10,000	10,200
-	Foreign Exchange (Gain)/Loss	-	-	-
1,128,800	Contingency Expenses	1,035,000	1,033,200	1,061,500
170,491,000	Total Expenditure	187,101,800	190,798,500	194,973,500
166,834,600	Net Revenue Expenditure	183,354,000	186,957,000	191,036,000
-	Depreciation	-	-	-
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
166,834,600	Net Revenue Expenditure	183,354,000	186,957,000	191,036,000

Social Security

Reconciliation of Net Revenue Expenditure			
	2013 £	2014 £	2015 £
Base Department Budget	166,834,600	183,354,000	186,957,000
Price Inflation - Dept Income	(91,400)	(93,700)	(96,000)
Price Inflation - Dept Expenditure	119,100	117,900	120,800
Price Inflation - Provision for Pay Award	-	-	-
Net provision for Income Support, Benefits and Supplementation	14,509,100	6,479,300	5,063,200
Commitments from Existing Policies			
Income Support:			
Final Profile Adjustment for Transitional Relief Protection for Claimants	(900,000)	-	-
Final Profile Adjustment for Automatic Stabiliser Fund for Income Support Benefits	(3,500,000)	-	-
Adjustment to Starting Point - Add back 2012 one off savings	2,205,900	-	-
Department Savings	(2,500,000)	-	-
Department User Pays	-	-	-
Departmental Transfers			
Transfer of Advance to Work and Advance Plus Schemes from Education, Sport and Culture	950,000	-	-
Capital to Revenue Transfers			
Proposed MTFP Growth			
- DEL	666,000	974,000	300,000
- AME	5,404,500	1,525,500	(109,000)
Proposed Procurement Savings	(43,800)	-	-
Proposed Other Budget Measures			
Over Achievement of CSR Savings Targets	(300,000)	-	-
Savings to be Delivered by New Measures in Addition to CSR Targets	-	(3,000,000)	-
Extend Supplementation Certainty Calculation for Period of MTFP	-	(1,800,000)	(1,200,000)
Remove Supplementation Contingency	-	(600,000)	-
Net Revenue Expenditure	183,354,000	186,957,000	191,036,000
Depreciation	-	-	-
Net Revenue Expenditure	183,354,000	186,957,000	191,036,000

Transport and Technical Services

Transport and Technical Services

Minister's Introduction

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

- Operational Services
 - Waste management
 - Municipal services
- Engineering and Infrastructure
 - Highways
 - Coastal defences
 - Capital projects
- Transport

TTS continually strives to ensure that Jersey's waste is managed in ways that are sustainable and minimise any adverse environmental impact. This can require a lot of research into best practice and liaison with the Waste Regulator. As technology is continually advancing this can be a lengthy process when considering options for change.

Over the next three years TTS will be deciding the best way forward to deal with the ash coming from the Energy from Waste process and will be implementing the chosen strategy. It has also taken some time to arrive at the preferred way to manage Jersey's liquid waste, it is expected that this will be determined at the end of 2012 and implementation will continue through to 2015.

TTS has a team of project management specialists who will be overseeing these projects as well as other infrastructure projects, including the decommissioning of the old Bellozanne Energy from Waste Plant which has not been in operation since the end of 2010. The landmark chimney will be taken down in 2013.

TTS will be benefitting from increased capital budgets in the next few years which will enable infrastructure repair and replacement, allowing the Department to tackle the backlog of works that has been building up. Jersey will see the benefit in improved roads and sewerage infrastructure, in particular.

Long term, sustainable funding for liquid waste management is an issue. TTS is continually working on reducing operating costs but major investment is required for replacement of key assets and a funding route will have to be identified to ensure the required standards of waste processing are reached.

The main target of the Sustainable Transport Policy (STP) was to reduce traffic levels by 15%. As well as encouraging people to make the change, the department recognises that it has to enable people to make different travel choices. One of the key actions is to improve the bus service and increase capacity. The new contract starts in 2013 and the chosen bus operator will be working to the targets set in the STP. Work has already started on improving cycle routes and this will continue over the next years supporting the Active Travel Strategy and the Road Safety Strategy both of which will be implemented over the next three years.

TTS is a department that is continually evolving. Improvement is actively sought and reviews of service areas are undertaken to bring about positive change and better customer service and value for money. Resources are limited and it is always a challenge to provide the appropriate levels of service within the budget provided, particularly when some of that

budget comes from income which is subject to fluctuation that is out of the Department's control.

Summary of Outline Business Cases for Growth

The following summary presents the five priority Outline Business Cases (OBCs), along with their associated cost projections:

- Parish centre Improvements
- Sustainable Transport Policy
- Bus services
- School bus service
- Treatment and disposal of incinerator ash

Summary of Growth requests 2013-2015

		2013 £000	2014 £000	2015 £000
Potential Growth	Note			
Parish centre improvements	1 & 2	450	500	500
Sustainable Transport Policy	3	360	100	100
Bus services	3	600	600	600
School bus services	3	60	60	60
Treatment and disposal of incinerator ash	2	-	1,000	2,000
TOTAL		1,470	2,260	3,260

Funding position:

1. To be funded from Growth Allocation in 2013 and 2015
2. To be funded from Central Contingencies in 2014
3. Low Priority and presently not funded

Get People into Work

Parish centre Improvements - £450,000 to £500,000

The proposal is to implement schemes to address longstanding traffic issues and enhance the village environments at the centre of each Parish. It would involve working with the Construction Council to provide training opportunities for unemployed locals and allow continuity of work for local companies. The trainees would undertake a number of roles and develop local skills to minimise the need to buy in these skills off island in the future. This proposal supports the strategic priority to Get People into Work and also TTS' Sustainable Transport Policy.

Sustainable Long Term Planning

Sustainable Transport Policy – £360,000 reducing to £100,000 per annum

The pressures arise from unfunded amendments to the Sustainable Transport Policy (STP) brought by the Connetable of St Helier and additional commitments proposed by Deputy Southern without a clear funding route. Specifically the pressures are Midvale Road (£200,000), feasibility study into Snow Hill Multi-Storey Car Park (£30,000) and five other safety schemes (£30,000) which may require a further £100,000 per annum if required.

Other Growth

Bus services: Town Hoppa service and increase in concessionary costs – £600,000

This relates to Deputy Southern's unfunded Proposal P156/2011 to provide a Town Hoppa service from 2013 (at a cost of circa £500,000). This is likely to be most utilised by concessionary passengers and therefore the income potential of the service, if charged, is minimal. In addition, there will be an increase in bus OAP concessionaires pass costs as

overall bus ridership increases in line with STP commuter growth targets (circa £100,000 per annum).

School bus service capacity – £60,000

At present the school buses are overcrowded. There is a growing need to implement service capacity improvements to reduce / eliminate standing of students. Currently, the school bus service is heavily subsidised so the cost of additional services will not be covered but will require subsidy.

Treatment and disposal of incinerator ash – £1,000,000 to £2,000,000

Currently bottom and fly ash (APC residue) are disposed of in fully lined ash pits built to a specific specification to store the hazardous and non-hazardous ash. There is increasing pressure to find sustainable methods for disposal or recycling of both bottom and fly ash. These pressures will require investment in new infrastructure in order to implement alternative disposal / recycling methods which will also increase the life of La Collette. The capital costs of these infrastructure improvements are currently estimated at £1,500,000 and are not included in the revenue figures below. Estimated revenue costs going forward are as follows:

2014 £1,000,000 APC off-Island disposal for current ash
2015 £1,000,000 APC off-Island disposal for current ash
2015 £700,000 to clear backlog of ash
2015 £300,000 on-Island recycling of bottom ash

Deputy Kevin Lewis
Minister for Transport and Technical Services

Transport and Technical Services

AIM:

- Ensure minimum impact of waste on the environment;
- Develop on-Island travel networks which meet the needs of the community;
- Provide attractive and well maintained public amenities and infrastructure.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Improvement in solid waste management and recycling processes.

Success criteria:

- (i) Implementation of the Solid Waste Strategy according to the agreed timetable;
- (ii) Implementation of the Ash Management Strategy according to agreed milestones;
- (iii) Improvement of asset utilisation and reduction in operating costs;
- (iv) Decommissioning of the Bellozanne Energy from Waste Plant according to programme;
- (v) Construction of the new Clinical Waste facility according to programme and within budget;
- (vi) Identification of a suitable site for the Island's inert waste following completion of filling at La Collette;
- (vii) Development of clear financial management plans indicating long-term view on sustainability and funding;
- (viii) The most harmful elements of the waste stream (e.g. TVs, electrical goods, end of life vehicles, plaster board) segregated for recycling;
- (ix) Improvement of the recycling system to expand recycling and composting to levels defined in the Solid Waste Strategy Model, subject to funding and partnership working with the parishes;
- (x) Measured increase in levels of community awareness of recycling through JASS, subject to funding;
- (xi) Investigation of the options of closer working with Guernsey on the importation of waste.

Strategic Plan Reference:

- **Vision:** *A safe and caring community; Preparing for the future; Protecting the environment*
- **Priorities:** *Develop sustainable long-term planning*

Key Objective 2: Liquid waste treated and disposed of in a manner that minimises the impact on the environment.

Success criteria:

- (i) Implementation of the Liquid Waste Strategy according to the agreed timetable;
- (ii) Improvement of asset utilisation and reduce operating costs, implementing energy saving projects;
- (iii) Identification of a long term sustainable funding route for liquid waste to ensure proper support for the provision of the service;
- (iv) Construction of new Sludge Treatment Facilities maintained according to programme and within budget;
- (v) Reduction to the risk of flooding in St Helier by the construction of the Phillips Street shaft drainage scheme;

- (vi) Reduction in the amount of waste treatment required by undertaking as many surface water separation projects as budgets will allow;
- (vii) Reduction in the risk of foul sewage spills by undertaking as many foul sewer and rising main upgrade projects as budgets will allow;
- (viii) Effluent quality maintained or improved.

Strategic Plan Reference:

- **Vision:** *A safe and caring community; Preparing for the future; Protecting the environment*
- **Priorities:** *Reform government & the public sector; Develop sustainable long-term planning*

Key Objective 3: The highway network maintained to maximise the lifespan of highways and associated infrastructure.

Success criteria:

- (i) Best use is made of the funds available through the allocation of budget prioritised against condition assessment;
- (ii) Disruption to the travelling public affected by road works minimised through liaison with utility companies and careful management of traffic arrangements.

Strategic Plan Reference:

- **Vision:** *A safe and caring community; A strong and sustainable economy; Preparing for the future; Protecting the environment*
- **Priorities:** *Develop sustainable long-term planning*

Key Objective 4: Sustainable on-Island transport for Jersey.

Success criteria:

- (i) Implementation plan of the Sustainable Transport Policy (STP) prioritised, approved and resourced;
- (ii) Proportion of travel by private car is reducing towards STP targets.

Strategic Plan Reference:

- **Vision:** *A safe and caring community; A strong and sustainable economy; Preparing for the future; Protecting the environment*
- **Priorities:** *Develop sustainable long-term planning*

Key Objective 5: The integrity of the Island's sea defences is maintained.

Success criteria:

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

Strategic Plan Reference:

- **Vision:** *Preparing for the future; Protecting the environment*
- **Priorities:** *Develop sustainable long-term planning*

Key Objective 6: Provide leadership and expertise for States of Jersey Capital projects.

Success criteria:

- (i) Productive partnership working with other States departments;
- (ii) Delivery of projects on time and within budget, minimising and sharing risks;
- (iii) Delivery of projects through the consistent implementation of best practice project management and governance.

Strategic Plan Reference:

- **Vision:** A safe and caring community; A strong and sustainable economy; Preparing for the future; Protecting the environment
- **Priorities:** Develop sustainable long-term planning

Key Objective 7: Well maintained public places and amenities.

Success criteria:

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

Strategic Plan Reference:

- **Vision:** A safe and caring community; Protecting the environment

Key Objective 8: Road users are safe and comply with legislation.

Success criteria:

- (i) Proportion of vehicles in road checks being issued with defect notices is reducing;
- (ii) Proportion of vehicles in road checks with invalid documentation is reducing;
- (iii) Number of casualties resulting from road traffic incidents is reducing;
- (iv) Road Safety Strategy implemented according to plan.

Strategic Plan Reference:

- **Vision:** A safe and caring community; A strong and sustainable economy
- **Priorities:** Develop sustainable long-term planning

Key Objective 9: Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review savings target by 2013.

Success criteria:

- (i) Sustainable, efficient and cost effective services;
- (ii) Business Plans delivered within agreed Cash Limits.

Strategic Plan Reference:

- **Vision:** A strong and sustainable economy

Key Objective 10: Staff and resources managed so as to improve performance and provide value for money.

Success criteria:

- (i) Financial balance achieved;
- (ii) Explicit link between budget prioritisation process and Strategic Plan objectives demonstrated;
- (iii) Staff developed to help them achieve their full potential;
- (iv) Business improvement projects undertaken to ensure that processes are efficient, display value for money, are customer focussed and deliver tangible benefit;
- (v) Continued programme of commercialisation in TTS and improve the relationship with staff to allow collaborative working at all levels.

Strategic Plan Reference:

- **Vision:** A strong and sustainable economy; Preparing for the future; A highly skilled workforce
- **Priorities:** Develop sustainable long-term planning

Transport and Technical Services

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE	
	DEL £	AME £				DEL £	AME £				DEL £	AME £				
22,595,900	Operational Services: Waste	20,162,700	10,226,100	(8,097,100)	22,291,700	188.6	21,559,600	12,007,000	(8,145,000)	25,421,600	188.6	22,738,700	13,468,300	(9,723,800)	26,483,200	188.6
4,302,100	Operational Services: Municipals	9,930,500	30,800	(6,226,000)	3,735,300	219.5	9,974,100	30,800	(6,359,200)	3,645,700	219.5	10,023,500	30,800	(6,499,100)	3,555,200	219.5
8,421,000	Engineering and Highways	4,702,800	5,658,200	(374,500)	9,986,500	66.1	4,751,500	5,481,800	(380,400)	9,852,900	66.1	4,799,300	5,418,000	(384,400)	9,832,900	66.1
5,346,200	Transport	6,651,800	74,600	(1,151,400)	5,575,000	23.9	6,571,500	74,600	(1,179,800)	5,466,300	23.9	6,694,300	74,600	(1,209,100)	5,559,800	23.9
40,665,200	Net Revenue Expenditure	41,447,800	15,989,700	(15,849,000)	41,588,500	498.1	42,856,700	17,594,200	(16,064,400)	44,386,500	498.1	44,255,800	18,991,700	(17,816,400)	45,431,100	498.1
(13,727,400)	Less: Depreciation	-	(15,989,700)	-	(15,989,700)		-	(17,594,200)	-	(17,594,200)		-	(18,991,700)	-	(18,991,700)	
26,937,800	Net Revenue Expenditure	41,447,800	-	(15,849,000)	25,598,800		42,856,700	-	(16,064,400)	26,792,300		44,255,800	-	(17,816,400)	26,439,400	

Transport and Technical Services

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £	£	£	£	£	£	£
22,595,900 Operational Services: Waste	22,291,700	(304,200)	25,421,600	3,129,900	26,483,200	1,061,600
4,302,100 Operational Services: Municipals	3,735,300	(566,800)	3,645,700	(89,600)	3,555,200	(90,500)
8,421,000 Engineering and Highways	9,986,500	1,565,500	9,852,900	(133,600)	9,832,900	(20,000)
5,346,200 Transport	5,575,000	228,800	5,466,300	(108,700)	5,559,800	93,500
40,665,200 Net Revenue Expenditure	41,588,500	923,300	44,386,500	2,798,000	45,431,100	1,044,600
(13,727,400) Less: Depreciation	(15,989,700)	(2,262,300)	(17,594,200)	(1,604,500)	(18,991,700)	(1,397,500)
26,937,800 Net Revenue Expenditure	25,598,800	(1,339,000)	26,792,300	1,193,500	26,439,400	(352,900)

Transport and Technical Services

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
(851,800)	Duties, Fees, Fines & Penalties	(862,000)	(881,800)	(902,100)
(17,663,900)	Sales of Goods and Services	(14,830,000)	(15,021,400)	(16,749,900)
(1,000)	Investment Income	(1,000)	(1,000)	(1,000)
(345,900)	Other Income	(156,000)	(160,200)	(163,400)
(18,862,600)	Total Income	(15,849,000)	(16,064,400)	(17,816,400)
	Expenditure			
-	Social Benefit Payments	-	-	-
19,583,900	Staff Costs	19,489,000	19,537,100	19,543,700
17,665,000	Supplies and Services	13,396,100	14,600,900	15,913,300
275,200	Administrative Expenses	258,800	262,800	266,500
8,149,700	Premises and Maintenance	8,218,600	8,367,100	8,443,700
77,780	Other Operating Expenses	40,100	42,800	41,900
32,400	Grants and Subsidies Payments	-	-	-
1,020	Impairment of Receivables	1,000	1,100	1,100
15,400	Finance Costs	44,200	44,900	45,600
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
45,800,400	Total Expenditure	41,447,800	42,856,700	44,255,800
26,937,800	Net Revenue Expenditure	25,598,800	26,792,300	26,439,400
13,727,400	Depreciation	15,989,700	17,594,200	18,991,700
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
40,665,200	Net Revenue Expenditure	41,588,500	44,386,500	45,431,100

Transport and Technical Services

Reconciliation of Net Revenue Expenditure			
	2013 £	2014 £	2015 £
Base Department Budget	26,937,800	25,598,800	26,792,300
Price Inflation - Dept Income	(471,600)	(485,900)	(498,000)
Price Inflation - Dept Expenditure	655,400	621,000	636,500
Price Inflation - Provision for Pay Award	-	-	-
Commitments from Existing Policies			
Department Savings	(2,033,000)	-	-
Department User Pays	(100,000)	-	-
Departmental Transfers	-	-	-
Revenue to Capital Transfers	-	-	-
Proposed MTFP Growth	450,000	1,050,000	1,000,000
Proposed Procurement Savings	(175,800)	-	-
Proposed Other Budget Measures			
Removal of Impôts Fuel Duty Rebate from Bus Contract	336,000	8,400	8,600
Net Income from Guernsey Waste Disposal	-	-	(1,500,000)
Net Revenue Expenditure	25,598,800	26,792,300	26,439,400
Depreciation	15,989,700	17,594,200	18,991,700
Net Revenue Expenditure	41,588,500	44,386,500	45,431,100

Treasury and Resources

Treasury and Resources

Minister's Introduction

The Treasury and Resources Department consists of the following sections:

- Treasury functions;
- Taxes Office;
- Jersey Property Holdings;
- Corporate Procurement;
- Insurance; and
- Pensions.

The Minister also has responsibility for all contingencies in addition to his Departmental accountabilities.

The Treasury and Resources Department manages the Island's finances and assets, ensuring the protection and good use of public funds. It is responsible for all taxation, States budgets and financial policies. It also manages States property and represents the States shareholder interests in publicly owned companies.

The Department's financial plan over the three years of the MTFP is to deliver its objectives largely within its existing resources except for an additional £700,000 for Jersey Property Holdings necessary to maintain community health and social care facilities to an acceptable standard.

This additional sum will support the States Strategic Priority "Reform Health and Social Services" by boosting the maintenance budget required to keep community buildings fit to deliver modern models of care, as described in the HSS White Paper 'Caring for each other, Caring for ourselves'.

In addition to 'business as usual' during the MTFP period, the Department will:

- effectively manage insurance risks and make use of the improved contract terms to exceed its CSR savings target;
- provide professional procurement advice to departments to help them to secure savings and achieve better value for money;
- manage the balance sheet as well as the budget through continued improvements in the management of its property portfolio and returns on investments and strategic shareholdings;
- support Departments in achieving their strategic aims and delivering their infrastructure projects through funding advice;
- continue to improve financial performance reporting;
- support Departments in the move to longer term financial planning and the delivery of the MTFP;
- implement the Taxes Transformation Programme to improve the efficiency of tax administration and maximise the receipt of income due;
- Deliver a fair and affordable public sector pension scheme; and
- Keep tax policy under review in order to protect and grow island's economy.

The sections below expand on a selection of the more substantial projects which will be undertaken by the Department in the next three years in support of the States strategic priorities.

Taxes

The MTFP assumes that there will be no substantial tax increases and no new taxes introduced during this period.

The Tax Policy team will focus on reviewing measures to safeguard revenues and simplify the tax regime, in line with the principles of 'low, broad and simple'. This will include:

- continuing to monitor and enhance the robustness of the income tax system with regard to corporate structures and to property ownership and development;
- reviewing the feasibility of moving to independent and current year taxation for all taxpayers; and
- continuing to monitor and respond to international tax standards.

Further details of specific measures will be included in the annual Budget Statements.

The Taxes Office will continue to implement its Taxes Transformation Programme (TTP) during this period which aims to modernise its operational processes.

The Taxes Transformation Programme is the action plan arising from the independent review of the tax functions within the States undertaken in the summer of 2010. The review focused mainly on the structure and activities of the Taxes Office but also considered its interaction with Customs & Immigration and the Social Security Department.

At the end of the review it was recommended that the States of Jersey embark on a Taxes Transformation Programme (TTP), to be supported by a dedicated implementation team to deliver what is a major 3 to 4 year modernisation and reform project of the Taxes Office.

The key deliverables of the TTP are:

- potential increases in tax revenues through improved collection of taxes due;
- agreed efficiency savings in Taxes Office for 2012 and 2013 in line with the CSR;
- introduce increased information powers and information sharing;
- implement self assessment in both Business and Personal Tax Divisions;
- simplify Personal Tax rates, allowances and exemptions where possible; and
- deliver effective, fit-for-purpose IS solutions across all Tax departments.

The TTP started in October 2011 with a 3 month phase of scoping, mobilisation and planning and also included some immediate work-related tasks which will have a major impact on the future shape of programme.

Early in 2012 it was agreed that the Taxes Office would take on responsibility, acting as agents of the Social Security Department, for the collection of charges to be paid into a ring fenced fund and used for new Long Term Care (LTC) provisions. Working with Social Security on the implementation of LTC contributions has been added as a component of TTP and is the number one priority.

Property

Jersey Property Holding's (JPH) Property Plan and the Capital Programme are described in detail in the main MTFP report.

In summary, during 2013 to 2015, JPH will focus on continuation of the rolling programme of works to address the poor state of repair of the States of Jersey estate. Additional funds of £11.25m have been allocated to JPH for backlog maintenance for this period.

JPH will deliver CSR savings of £750,000 in 2013, by increasing rental incomes to reflect market rates.

The two key capital projects to be progressed in this period are the relocation of the Police into new facilities and the development of a full feasibility study for a replacement General Hospital, following the initial pre-feasibility work undertaken in 2012.

The office rationalisation programme, of which the Police relocation is the first phase, will continue through the period of the MTFP. This will free up sites for residential development and reduce the running costs of States office accommodation in the future.

JPH will be managing all other building projects which house public services on behalf of the sponsoring Departments as described in the capital programme.

Procurement

Corporate Procurement will complete the roll out of its transformation programme which began in 2011 and comprised of 3 main activities:

- a programme of cross departmental procurement projects which together are targeted to deliver the £6.5m CSR savings;
- the organisation and development of a professional procurement function that is based on category management. This model requires that procurement professionals/category managers are embedded in the key areas of the business;
- the procurement and implementation of a modern procure-to-pay computer system which will complement the e-tendering system currently used within the States.

Pensions

People are living longer which is increasing the cost of providing pensions. Employee and employer contributions into the public sector pension schemes have remained static for many years over which time the cost of providing the pension benefits has increased as people have been living longer.

It is necessary to ensure that pensions are affordable and sustainable for employees, employers' and the taxpayer. Changes to public sector pensions are required to ensure the pension schemes are sustainable for the long term and provide benefits that are appropriate for the way people live and work today. The public sector pension scheme landscape has changed both in Jersey and the UK and it is now necessary to consider changes that will provide sustainable public sector pension schemes for at least the next 25 years.

Public sector pension schemes in the UK are being reviewed following the publication of a report by the Independent Public Service Pensions Commission chaired by Lord Hutton. In mid 2011, a Technical Working Group comprising of representatives from the PECRS Committee of Management and Treasury was established to develop a report on possible

options for changes to PECRS to ensure its viability and sustainability for the future. Options are being developed that aim to ensure PECRS is affordable and sustainable for the long term, have regard to the Hutton recommendations, facilitates continued membership of the Transfer Club and provides clarity over future arrangements for the sharing of risks and benefits between employer and employee. The Technical Working Group is also considering governance arrangements to ensure that best practice governance arrangements are in place for the future.

The Technical Working Group is aiming to bring forward options for changes to PECRS that would be implemented on 1st January 2015.

Senator Philip Ozouf
Treasury and Resources Minister

Treasury and Resources

AIM

Support the delivery of the States' strategic objectives by maintaining sustainable public finances, providing effective financial advice and managing States assets.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Effective long term strategic and financial planning and sustainable public finances.

Success criteria:

- (i) Develop, implement and maintain a financial planning framework to ensure accurate forecasting and the setting of an overall financial envelope within which budgets are set – to include:
 - Medium Term Financial Plan
 - Long-term Capital Programme
- (ii) In conjunction with the Chief Minister's Department, continue to develop a robust strategic and business planning and performance framework ensuring firm linkages between financial and non financial information;
- (iii) Develop and gain approval of a Fiscal Strategy delivering:
 - balanced budgets over the economic cycle
 - a fiscal stimuli programme as necessary
 - measures to maintain low levels of inflation
 - necessary justifiable and sustainable taxes and charges
- (iv) Implementation of International Financial Reporting Standards (IFRS);
- (v) Effective monitoring, management and reporting on States investments;
- (vi) Maintenance and development of the Public Finances Law and associated governance arrangements;
- (vii) The affordability, sustainability and fairness of PECRS and JTSF Pensions Schemes reviewed and proposals for change brought forward and implemented.

Strategic Plan Reference:

- **Vision:** *A strong and sustainable economy; Preparing for the future*
- **Priorities:** *Develop sustainable long-term planning*

Key Objective 2: Improved monitoring and reporting of Financial Performance.

Success criteria:

- (i) Improved internal in-year financial performance reporting, forecasting, budgeting and analysis of both net revenue expenditure and capital expenditure;
- (ii) Financial assessment of major policy developments;
- (iii) Provision of information and advice to enable informed decision-making, thereby ensuring demonstrable value for money;
- (iv) Development of clear KPIs and other financial performance reports by which departmental performance can be monitored, reviewed and improved;
- (v) Development of an active shareholder role in respect of States owned companies, delivering improved accountability and financial performance from companies, subject to funding;
- (vi) Production of Annual Accounts in accordance with International Financial Reporting Standards (IFRS).

Strategic Plan Reference:

- **Vision:** A strong and sustainable economy

Key Objective 3: Effective governance of funding designed to aid the economy.

Success criteria:

- (i) Management of funds provided for Social Housing Schemes.

Strategic Plan Reference:

- **Vision:** A strong and sustainable economy; Preparing for the future
- **Priorities:** House our community

Key Objective 4: Efficient and effective Treasury services.

Success criteria:

- (i) Maintain and operate effective treasury management policies and investment strategies;
- (ii) Maximise financial returns on cash and investments whilst managing security and liquidity requirements;
- (iii) Effective management of the Island's currency;
- (iv) Maintain and develop governance arrangements to facilitate improvement in value for money and performance in respect of States trading departments, States companies, States funds and funds held in trust;
- (v) Effective management of States insurance;
- (vi) Maintain an effective control and compliance framework for Treasury Operations.

Strategic Plan Reference:

- **Vision:** A strong and sustainable economy; Preparing for the future
- **Priorities:** Develop sustainable long-term planning

Key Objective 5: Efficient and Effective Financial Management and Financial Processing Services.

Success criteria:

- (i) Improved external financial reporting;
- (ii) Maintain and develop a robust financial control and assurance framework across the States;
- (iii) Maintain and develop financial systems and processes;
- (iv) Pay States suppliers in accordance with agreed terms, conditions and policies;
- (v) Pay States employees in accordance with agreed terms and conditions;
- (vi) An effective cashiering and accounts receivable service for the collection of States income charged for the provision of goods and services;
- (vii) Provision of services to support the administration of PECRS and Teachers pension schemes;
- (viii) Effective and efficient provision of a range of processing and back-office support services.

Strategic Plan Reference:

- **Vision:** A strong and sustainable economy

Key Objective 6: Long-term Tax Policy and Efficient and Effective Tax Administration and Collection.

Success criteria:

- (i) Development and implementation of new Tax Policy and changes to current Tax Policy;
- (ii) Assessment, collection and enforcement of income tax and goods and services tax;

- (iii) Administration and enforcement of both sets of Jersey's international tax agreements.

Strategic Plan Reference:

- **Vision:** A strong and sustainable economy; Preparing for the future
- **Priorities:** Develop sustainable long-term planning

Key Objective 7: Effective audit and risk management.

Success criteria:

- (i) Agreed audit plan delivered in accordance with IIA Standards;
- (ii) Regular reports provided to the Audit Committee and C&AG;
- (iii) Risk management promoted and reviewed throughout the organisation to achieve "managed" status;
- (iv) Contribution to development and implementation of an effective Assurance Framework;
- (v) Review and appraise the soundness, adequacy, and application of accounting, financial and other operating controls, and promoting effective control at reasonable cost;
- (vi) Ascertain the extent of compliance with established policies, plans, procedures, laws, and regulations;
- (vii) Determine the extent of which the States assets are accounted for and safeguarded from losses of all kinds.

Strategic Plan Reference:

- **Vision:** A strong and sustainable economy

Key Objective 8: Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review savings target by 2013 and deliver outline budget reduction programme for 2014 and 2015.

Success criteria:

- (i) Sustainable, effective low cost services;
- (ii) Medium Term Financial Plan delivered within agreed Cash Limits.

Strategic Plan Reference:

- **The Vision:** A strong and sustainable economy; Preparing for the future
- **The Priorities:** Reform government & the public sector; Develop sustainable long-term planning

Jersey Property Holdings

Key Objective 9: A disposal programme which reduces the States' Property Portfolio to a size which is affordable and efficient, and releases capital proceeds for investment in addition to sites suitable for Housing development.

Success criteria:

- (i) Improved asset utilisation and reduced property operating costs;
- (ii) The concentration of States' administration into fewer geographic locations and the development of new working environments which support more collaborative and efficient ways of working;
- (iii) The release of surplus or high alternative use value properties to provide funds to support capital investment, with a strong focus on progressing sites which may be developed for social rented or private sector housing.

Strategic Plan Reference:

- **Priorities:** House our community; Reform government & the public sector; Develop sustainable long-term planning

Key Objective 10: Addressing building stock condition resulting from a legacy of under funding of maintenance and capital works.

Success criteria:

- (i) A significant reduction in “backlog” maintenance which has resulted from structural under-funding of property maintenance over a number of years, through the progression of remedial works in a phased and prioritised programme plan;
- (ii) The delivery of capital projects to replace assets which have deteriorated beyond reasonable repair, funded from proceeds generated by the disposal of property over and above that required to meet agreed capital proceeds targets;
- (iii) Capital projects commenced and completed on time and within budget.

Strategic Plan Reference:

- **Priorities:** Develop sustainable long-term planning

Key Objective 11: Development and maintenance of a five year rolling Portfolio Plan.

Success criteria:

- (i) The continued consolidation of all property information, asset valuations and legal commitments in a single database;
- (ii) The identification of all future investment and asset management activity through the single comprehensive Integrated Property System.

Strategic Plan Reference:

- **Vision:** Preparing for the future; Protecting the environment; A highly skilled workforce
- **Priorities:** Develop sustainable long-term planning

Key Objective 12: Continued development of the Jersey Property Holdings organisation.

Success criteria:

- (i) The introduction of new financial directions, policies and procedures to clarify all internal and external operating procedures for property transactions and utilisation;
- (ii) The completion of Health and Safety and supplier management training for all appropriate personnel;
- (iii) The development of service level agreements for all property users in conjunction with lease agreements, including customer satisfaction indices;
- (iv) Co-location of all Jersey Property Holdings staff.

Strategic Plan Reference:

- **Priorities:** Reform government & the public sector

Procurement

Key Objective 13: A single corporate procurement function across the States.

Success criteria:

- (i) The implementation of a procurement strategy;
- (ii) A procurement plan to deliver cash and efficiency savings across the States focussing on large corporate initiatives that will deliver maximum benefit to the States;
- (iii) Educate to improve procurement skills at departmental and operational level;

- (iv) Support the implementation of an e-sourcing system and supplier portal across all departments;
- (v) Implement effective strategies, policies and procedures to support a corporate approach to the procurement of goods, services and works;
- (vi) Implement planning and performance management criteria in respect of the States' procurement activities;
- (vii) Promulgate best practice with regard to supplier management and work with Economic Development to develop capacity of local suppliers.

Strategic Plan Reference:

- ***The Priorities: Reform government & the public sector***

Treasury and Resources

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE	
	DEL £	AME £				DEL £	AME £				DEL £	AME £				
5,998,400	States Treasury	7,006,400	-	(1,269,100)	5,737,300	103.0	7,432,300	-	(1,303,000)	6,129,300	103.0	7,275,000	-	(1,426,700)	5,848,300	103.0
7,349,200	Taxes Office	6,317,400	931,500	(174,800)	7,074,100	95.1	6,351,000	1,261,000	(179,200)	7,432,800	95.1	6,386,400	836,400	(184,600)	7,038,200	95.1
20,115,800	Jersey Property Holdings	15,325,600	10,208,800	(5,575,100)	19,959,300	40.0	15,232,600	10,328,300	(5,729,800)	19,831,100	40.0	13,565,700	11,082,700	(5,888,300)	18,760,100	40.0
489,900	Corporate Procurement	507,900	-	(43,500)	464,400	8.0	507,800	-	(43,500)	464,300	8.0	507,800	-	(43,500)	464,300	8.0
2,709,100	Insurance	2,334,500	-	-	2,334,500	-	2,396,400	-	-	2,396,400	-	2,460,100	-	-	2,460,100	-
-	Pensions	5,571,900	-	-	5,571,900	-	6,747,800	-	-	6,747,800	-	7,931,700	-	-	7,931,700	-
36,662,400	Net Revenue Expenditure	37,063,700	11,140,300	(7,062,500)	41,141,500	246.1	38,667,900	11,589,300	(7,255,500)	43,001,700	246.1	38,126,700	11,919,100	(7,543,100)	42,502,700	246.1
(11,889,800)	Less: Depreciation	-	(11,140,300)	-	(11,140,300)		-	(11,589,300)	-	(11,589,300)		-	(11,919,100)	-	(11,919,100)	
24,772,600	Net Revenue Expenditure	37,063,700	-	(7,062,500)	30,001,200		38,667,900	-	(7,255,500)	31,412,400		38,126,700	-	(7,543,100)	30,583,600	

Treasury and Resources

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £	£	£	£	£	£	£
5,998,400 States Treasury	5,737,300	(261,100)	6,129,300	392,000	5,848,300	(281,000)
7,349,200 Taxes Office	7,074,100	(275,100)	7,432,800	358,700	7,038,200	(394,600)
20,115,800 Jersey Property Holdings	19,959,300	(156,500)	19,831,100	(128,200)	18,760,100	(1,071,000)
489,900 Corporate Procurement	464,400	(25,500)	464,300	(100)	464,300	-
2,709,100 Insurance	2,334,500	(374,600)	2,396,400	61,900	2,460,100	63,700
- Pensions	5,571,900	5,571,900	6,747,800	1,175,900	7,931,700	1,183,900
36,662,400 Net Revenue Expenditure	41,141,500	4,479,100	43,001,700	1,860,200	42,502,700	(499,000)
(11,889,800) Less: Depreciation	(11,140,300)	749,500	(11,589,300)	(449,000)	(11,919,100)	(329,800)
24,772,600 Net Revenue Expenditure	30,001,200	5,228,600	31,412,400	1,411,200	30,583,600	(828,800)

Treasury and Resources

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
-	Duties, Fees, Fines & Penalties	-	-	-
(6,609,300)	Sales of Goods and Services	(6,849,000)	(7,036,500)	(7,317,400)
(10,000)	Investment Income	(10,300)	(10,400)	(10,700)
(129,900)	Other Income	(203,200)	(208,600)	(215,000)
(6,749,200)	Total Income	(7,062,500)	(7,255,500)	(7,543,100)
	Expenditure			
-	Social Benefit Payments	-	-	-
13,994,500	Staff Costs	14,551,900	14,662,800	14,864,900
3,225,700	Supplies and Services	3,009,000	3,469,300	3,258,700
374,200	Administrative Expenses	437,300	437,300	443,000
13,779,800	Premises and Maintenance	13,751,400	13,673,800	12,020,900
117,100	Other Operating Expenses	179,800	182,300	184,900
-	Grants and Subsidies Payments	-	-	-
-	Impairment of Receivables	112,500	115,000	117,800
30,400	Finance Costs	28,500	28,200	28,400
-	Pension Finance Costs	4,993,300	6,099,200	7,208,100
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
31,521,700	Total Expenditure	37,063,700	38,667,900	38,126,700
24,772,500	Net Revenue Expenditure	30,001,200	31,412,400	30,583,600
11,889,800	Depreciation	11,140,300	11,589,300	11,919,100
-	Impairment of Fixed Assets	-	-	-
100	Asset Disposal (Gain)/Loss	-	-	-
36,662,400	Net Revenue Expenditure	41,141,500	43,001,700	42,502,700

Treasury and Resources

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Base Department Budget	24,772,600	30,001,200	31,412,400
Price Inflation - Dept Income	(168,700)	(191,700)	(196,500)
Price Inflation - Dept Expenditure	437,100	574,700	577,700
Price Inflation - Provision for Pay Award	60,000	70,000	75,000
Commitments from Existing Policies			
CSR Growth and Other Growth	(322,200)	(2,800)	(34,000)
Unallocated Growth Provision	59,000	391,000	(251,000)
Department Savings	(700,000)	-	-
Department User Pays	(750,000)	-	-
Departmental Transfers			
Transfer of Staff Budget to Health	(88,900)	-	-
Transfer of Accounts Payable Staff to Home Affairs	(10,700)	-	-
Transfer of PECRS Pre 1987 Debt from Chief Ministers	4,436,900	-	-
Transfer of Caesar GST collection system maintenance to Chief Ministers	(13,300)	-	-
Capital to Revenue Transfers			
Property Holdings: Backlog Maintenance Programme	1,500,000	(500,000)	-
Proposed MTFP Growth	630,000	70,000	-
Proposed Procurement Savings	(840,600)	-	-
Proposed Other Budget Measures			
Reduce PECRS Pre 1987 Repayment Term to Reduce	1,000,000	1,000,000	1,000,000
Reduce Property Backlog Repairs and Maintenance (JPH)			(2,000,000)
Net Revenue Expenditure	30,001,200	31,412,400	30,583,600
Depreciation	11,140,300	11,589,300	11,919,100
Net Revenue Expenditure	41,141,500	43,001,700	42,502,700

Non-Ministerial States Funded Bodies

Non Ministerial States Funded Bodies

Introduction

The Public Finances (Jersey) Law 2005 defines the Non Ministerial Bodies as being a States funded body for which no Minister is responsible to the States for its administration and funding. Each Non Ministerial Body has an appointed accounting officer personally responsible for the proper financial management of its resources. The application of the Public Finances Law applies in the same manner as to Ministerial Departments except in instances of disagreement with regard to a budget offered to a Non Ministerial Body by the Council of Ministers.

In such circumstances, the offered budget and the requested budget should be published in the States Medium Term Financial Plan with a disclosure from the Council stating why a variation is recommended.

No such disagreements are included in this Medium Term Financial Plan. The Non Ministerial Bodies were offered budgets in line with the financial framework of the Council, including inflation funding and efficiency savings. It is appreciated that all Non Ministerial Bodies have accepted these offers having recognised both the principles and budgetary constraints of the Council.

It is recognised that there are particular and individual financial pressures within each of these bodies and the Council of Ministers will consider these pressures.

The legal services' budgets contain estimates for Court and Case Costs. By its nature, expenditure on Court and Case Costs is an unpredictable element in the budget. A Smoothing Reserve is due to be put in place to deal with the volatile nature of Court and Case Costs expenditure. This is primed with £2.8 million of carry forwards from 2011. Quarterly budget monitoring procedures have also been put in place to monitor expenditure in this area which will give early notice if there is to be a need to draw on the Smoothing Reserve.

Non-Ministerial Departments

Bailiff's Chamber

AIM

Support for the rôle of the Bailiff as President of the Royal Court and the States Assembly, and in his other customary and statutory duties as Civic Head of the Island.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Support the Island's judiciary in the delivery of civil and criminal justice.

Success criteria:

- (i) Criminal trials heard within three months of indictment;
- (ii) Civil disputes heard within date fix targets;
- (iii) Judgments produced within three months of the close of proceedings;
- (iv) Orders of justice etc. processed within 24 hours;
- (v) Warrants before a judge produced on date of request;
- (vi) Judges allocated to civil and criminal cases within agreed financial parameters.

Strategic Plan References: Vision:

- *Vision: A safe and caring community;*

Key Objective 2: Assist in facilitating the democratic processes of the States.

Success criteria:

- (i) Arrangements made to provide an experienced President for meetings of the States;
- (ii) With the assistance of the States Greffe, propositions and questions approved in accordance with Standing Orders;
- (iii) Confidential advice provided to members about procedural matters.

Strategic Plan References:

- *Vision: A safe and caring community;*

Key Objective 3: Encourage awareness of the Island's constitutional position and to ensure that the position is not compromised.

Success criteria:

- (i) Advice provided to members about the constitutional position of the Island;
- (ii) Manage the flow of official correspondence forwarding incoming items on day of receipt, and processing replies for signature by the Bailiff within the deadlines set by the UK authorities (in conjunction with Government House and Chief Minister's Department);
- (iii) Visiting groups to the Royal Court and States Chamber encouraged and an understanding of the constitutional development of the institutions provided.

Strategic Plan References:

- *Vision: A safe and caring community*

Key Objective 4: Provide the appropriate frameworks to enable the Bailiff to discharge his customary and statutory responsibilities.

Success criteria:

- (i) Successful organisation of ceremonial activities (Liberation Day, Visite Royales etc);
- (ii) Increased awareness of the Island's unique historical and constitutional position generated by organising, with Government House and Chief Minister's Department, successful visits by Ambassadors, High Commissioners and other senior level diplomats and distinguished visitors including members of the Royal Family;
- (iii) Participation by the Bailiff in community events and functions to support community endeavour;
- (iv) Management of public entertainment applications process, securing the advice from the statutory and parish authorities on matters of public entertainment in order to properly manage the permit system;
- (v) Management of applications for extension and transfer licenses under Article 89 of the Licensing (Jersey) Law 1974, as amended, and processed within seven working days;
- (vi) Public collections to support charitable activity managed.

Strategic Plan References:

- **Vision:** *A safe and caring community*

Data Protection Commission

AIM

Promote respect for the private lives of individuals by promoting compliance with, and enforcing the Data Protection (Jersey) Law 2005.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Preparing for the implementation of a Freedom of Information Law for Jersey.

Success criteria:

- (i) Provision of effective guidance for individuals;
- (ii) Publication of clear and complete guidance for compliance under the proposed FoI Law;
- (iii) Develop performance management targets.

Strategic Plan References:

- **Vision:** *Preparing for the future*
- **Priority:** *Reform government and the public sector*

Key Objective 2: Review proposed changes to the Data Protection regulatory Framework in Europe.

Success criteria:

- (i) Assess impact on local business, economy and Jersey's independence as a non-EEA jurisdiction;
- (ii) Provide advice to stakeholders on agreed changes to the European regulatory framework;
- (iii) Examine the appropriateness/feasibility of secondary legislation and/or codes of practice relating to associated impacting drivers, eg. Cookies Regulations and Privacy and Electronic Communications Regulations.

Strategic Plan References:

- **Vision:** *Preparing for the future*
- **Priority:** *Develop sustainable long term planning*

Key Objective 3: Seek improved pan-Island co-operation between Jersey and Guernsey offices.

Success criteria:

- (i) Maintained continuity of the effective day to day operation of both offices;
- (ii) Establishment and publication of consistent and common guidance for both Islands;
- (iii) Development of a common platform for IT/Notification systems.

Strategic Plan References:

- **Vision:** *Preparing for the future*
- **Priority:** *Develop sustainable long term planning*

Key Objective 4: Purposeful regulatory action.

Success criteria:

- (i) Adopt policies, procedures and criteria for prioritising and targeting cases/issues to be investigated;
- (ii) Produce guidance on regulatory action available to the Commissioner under the Data Protection (Jersey) Law 2005;
- (iii) Ensure complaints and issues of non-compliance are dealt with in a prompt, consistent and just manner;
- (iv) Ensure that where appropriate, cases involving the allegation of the commission of a criminal offence are referred to the AG for consideration in a timely manner.

Strategic Plan References:

- **Vision:** *A safe and caring community*
- **Priority:** *Develop sustainable long term planning*

Key Objective 5: Increased awareness of data protection and privacy issues, choices and obligations across the business and public community.

Success criteria:

- (i) Ongoing development and review of external communications strategy;
- (ii) Constant review and update of website;
- (iii) Awareness levels raised - individuals assisted in making informed choices and protecting their own interests and commercial organisations aware of their compliance obligations under the Law.

Strategic Plan References:

- **Vision:** *A safe and caring community; Preparing for the future*
- **Priority:** *Promote family and community values; Develop sustainable long term planning*

Key Objective 6: Influence domestic and international debates concerning information and privacy issues.

Success criteria:

- (i) Involvement in policy debate on selected issues that affect the way in which data is processed, or where debates on privacy are involved.

Strategic Plan References:

- **Vision:** *Preparing for the future*
- **Priority:** *Develop sustainable long term planning*

Judicial Greffe and Viscount

AIM

An efficient and effective Court Service.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: An efficient and effective administrative service provided to the Royal Court, the Court of Appeal and the Tribunals Service.

Success criteria:

- (i) Issue Convening Acts and Acts ordering Public Elections within 1 working day;
- (ii) Issue Company Acts, Decrees Absolute and Acts of the Royal Court within 5 working days;
- (iii) Issue Decrees Nisi and Liquor and Gambling Licences within 10 working days;
- (iv) Process applications for legal aid disbursements within 5 working days;
- (v) Issue all Court of Appeal Acts and Register Orders in Council within 1 working day;
- (vi) Issue all Interlocutory Acts within 3 working days;
- (vii) Appointment to fix a hearing date within 3 working days of request.

Strategic Plan References:

- **Vision:** *A safe and caring community*

Key Objective 2: Provide a Public Registry, Intellectual Property Registry and Probate Registry.

Success criteria:

- (i) Register Judicial Hypothecs within 5 working days;
- (ii) Register Wills of Immovables, Powers of Attorney and Public Service and Water Notices within 7 working days;
- (iii) Appointment for cancellation of Acts within 4 working days of request;
- (iv) Issue Acts of Probate Division, Curatorship Acts of Jurats' Appointment and Curatorship Acts of Appointment within 5 working days;
- (v) Issue Grants of Probate and Letters of Administration within 5 working days;
- (vi) Issue Intellectual Property Certificates and Certificates of Eligibility within 3 working days.

Strategic Plan References:

- **Vision:** *A strong and sustainable economy*

Key Objective 3: Provide an administrative service to the Magistrate's, Youth and Petty Debts Courts.

Success criteria:

- (i) Issue Arrest Orders, Attendance Centre Orders and Acts of Committal within 2 working days;
- (ii) Issue Petty Debts Court Acts within 3 working days;
- (iii) Acts of Court completed within 1 working day.

Strategic Plan References:

- **Vision:** *A safe and caring community*

Key Objective 4: The efficient enforcement of all Court Orders.

Success criteria:

- (i) Enforcement of Royal Court and Petty Debts Court Judgments for Debt instigated within 2 working days of Act being lodged and registered;
- (ii) Service of Process effected within the relevant statutory time period;
- (iii) Enforcement of fines and compensation orders (payment completed in full or imprisonment imposed in lieu);
- (iv) Enforcement of orders made under the Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000.

Strategic Plan References:

- *Vision: A safe and caring community*

Key Objective 5: Efficient and effective Désastre proceedings.

Success criteria:

- (i) Arrange for inventory of valuables and disposal of perishables within 2 working days;
- (ii) Circulars to banks and identified UK creditors notifying declaration sent within 7 working days;
- (iii) Construct debtors' spreadsheet and proceed to recover funds owing within 21 days of declaration.

Strategic Plan References:

- *Vision: A safe and caring community*

Key Objective 6: Effective management of the financial affairs of impecunious interdicts.

Success criteria:

- (i) Notification of appointment of Curator to identified parties completed within 2 weeks of receipt of Act of Court;
- (ii) Compilation of inventory of both real and personal property within the relevant statutory time period;
- (iii) Periodic contact with carers of interdicts at least quarterly;
- (iv) Production of annual accounts within the relevant statutory time period;
- (v) Monitoring and processing of items of income and expenditure on a monthly basis.

Strategic Plan References:

- *Vision: A safe and caring community*

Key Objective 7: Effective investigation of sudden deaths to establish cause and reason.

Success criteria:

- (i) Order post-mortem examinations following receipt of Police report within 1 working day;
- (ii) Set dates for inquest openings within 1 working day;
- (iii) Issue post-inquest documentation within 1 working day.

Strategic Plan References:

- *Vision: A safe and caring community*

Key Objective 8: Compile and manage the jury selection procedure and manage the jury during assize trials.

Success criteria:

- (i) Respond to queries regarding the duties of a juror within 1 working day;

- (ii) Respond to requests for exemption from jury service within 1 working day;
- (iii) Provide support and guidance to jury members for the duration of the trial.

Strategic Plan References:

- *Vision: A safe and caring community*

Law Officers' Department

AIM

Provide efficient and effective legal advice to the Crown and States, including Ministers and Departments, and a high quality criminal prosecution service.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Objective strategic advice provided to the States of Jersey directly or through the Council of Ministers having regard to constitutional and legal developments.

Strategic Plan References:

- *Vision: A safe and caring community*

Key Objective 2: Objective legal advice of a high quality provided within reasonable timescales to the Crown, the States of Jersey and all others it serves.

Strategic Plan References:

- *Vision: A safe and caring community*

Key Objective 3: A high quality prosecution service working in the interests of justice and contributing to a reduction in the level of crime in the Island.

Strategic Plan References:

- *Vision: A safe and caring community*

Key Objective 4: The interests of the Crown and the States of Jersey are protected by acting on their behalf in civil proceedings brought by or against the Crown or the States.

Strategic Plan References:

- *Vision: A safe and caring community*

Key Objective 5: The functions and duties of the Attorney General arising from custom or statute performed to a high standard and in a timely manner.

Strategic Plan References:

- *Vision: A safe and caring community*

Key Objective 6: Effective assistance provided within reasonable timescales to overseas judicial and law enforcement agencies in criminal matters.

Strategic Plan References:

- *Vision: A safe and caring community; A strong and sustainable economy*

Key Objective 7: Efficient conveyancing in relation to property matters affecting the Crown and the States of Jersey.

Strategic Plan References:

- *Vision: A safe and caring community*

Official Analyst

AIM

Authoritative and impartial scientific analysis and advice for the States of Jersey and the Island community.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: Proficient and effective forensic analysis of samples and evidence in criminal investigations and unexplained deaths.

Success criteria:

- (i) 95 per cent of services delivered within target times;
- (ii) Satisfactory results in all relevant external quality assurance schemes.

Strategic Plan References:

- **Vision:** A safe and caring community

Objective 2: Proficient and effective environmental and consumer protection analysis services for our customers.

Success criteria:

- (i) 95 per cent of services delivered within target times;
- (ii) Satisfactory results in all relevant external quality assurance schemes.

Strategic Plan References:

- **Vision:** A safe and caring community

Probation and After Care Service

AIM

An effective and efficient social work service that supports the criminal justice system and the family division of the Jersey Royal Court.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Provide and information and assessment to the Parish Halls, Criminal and Family Courts, Lt Governor and prisons which are accurate, timely and aid decision making.

Success criteria:

- (i) Having published standards detailing the structure and process for the production of reports and assessments;
- (ii) Conducting inspections into reports for both the criminal justice and family court arenas which include the views of service users and those who receive reports and assessments;
- (iii) Ensuring all written reports are peer reviewed prior to submission.

Strategic Plan References:

- **Vision:** A safe and caring community
- **Priorities:** Promote family and community values

Key Objective 2: Provide supervision services to the Parish Halls, Courts and prisons which are effective in assisting people to make positive changes in their lives which reduce re offending

Success criteria:

- (i) Having published evidence based standards for supervision which reflect the expectations of the Centeniers, Courts and the Prison authorities who entrust people to our care;
- (ii) Using the LSI-R likelihood of re-offending measure at the beginning and the end of Probation Orders to measure change and producing at least one reconviction study in conjunction with an academic institution which measures actual reconviction rates for the range of measures used by the Courts;
- (iii) Ensuring that all members of staff receive appropriate training, resources and supervision in line with the evidence about effective practice;
- (iv) Conducting inspections into Community Service and Probation work at HM prison La Moye.

Strategic Plan References:

- **Vision:** A safe and caring community
- **Priorities:** Promote family and community values

Key Objective 3: To provide monitoring and where necessary timely enforcement action to assist in the protection of the public from further offending.

Success criteria:

- (i) Having fair, clear and transparent written compliance and enforcement policies;
- (ii) Sharing information with other agencies when it is reasonable and proportionate to do so for the protection of the public;
- (iii) Conducting inspections into Community Service and Probation work at HM prison La Moye and contributing to reviews of the Jersey Multi Agency Public Protection Arrangements established under the Sex Offenders Jersey Law.

Strategic Plan References:

- **Vision:** A safe and caring community
- **Priorities:** Promote family and community values

Comptroller and Auditor General

ROLE: The role of the Comptroller and Auditor General is prescribed in the Public Finances (Jersey) Law 2005. It includes the provision of assurance that the public finances of Jersey are being regulated, controlled and accounted for in accordance with the Law, and reporting on the economy, efficiency and effectiveness of the use of resources by States funded bodies and States aided independent bodies.

Office of the Dean of Jersey

ROLE: The role of the Dean of Jersey in relation to the States is as a representative of all the Churches of Jersey in the States Chamber.

Office of the Lieutenant Governor

ROLE: The Lieutenant-Governor is the representative of Her Majesty The Queen, by whose Royal Warrant he is appointed "Lieutenant-Governor and Commander-in-Chief". As such, he is the formal, official channel of communication between the States of Jersey and the UK Government through the Ministry of Justice.

Non Ministerial

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE
		DEL £	AME £				DEL £	AME £				DEL £	AME £			
1,588,900	Bailiff's Chambers	1,781,900	-	(186,700)	1,595,200	10.0	1,801,300	-	(190,800)	1,610,500	10.0	1,824,200	-	(196,900)	1,627,300	10.0
1,196,400	Bailiff's Chambers General	1,375,000	-	(81,700)	1,293,300	10.0	1,384,200	-	(82,800)	1,301,400	10.0	1,396,500	-	(86,800)	1,309,700	10.0
392,500	Court and Case Costs	406,900	-	(105,000)	301,900	-	417,100	-	(108,000)	309,100	-	427,700	-	(110,100)	317,600	-
7,825,000	Law Officers' Department	9,403,200	9,000	(1,752,600)	7,659,600	68.0	9,513,100	9,000	(1,791,600)	7,730,500	68.0	9,627,600	9,000	(1,832,600)	7,804,000	68.0
5,577,100	Law Officers' General	5,770,400	-	(176,500)	5,593,900	68.0	5,815,500	-	(176,500)	5,639,000	68.0	5,883,800	-	(176,500)	5,707,300	68.0
2,247,900	Court and Case Costs	3,632,800	9,000	(1,576,100)	2,065,700	-	3,697,600	9,000	(1,615,100)	2,091,500	-	3,743,800	9,000	(1,656,100)	2,096,700	-
6,807,700	Judicial Greffe	8,006,700	19,400	(1,366,800)	6,659,300	44.4	8,116,600	19,400	(1,378,300)	6,757,700	44.4	8,227,700	19,400	(1,390,300)	6,856,800	44.4
2,882,900	Judicial Greffe - General	3,491,700	19,400	(946,800)	2,564,300	44.4	3,563,000	19,400	(948,300)	2,634,100	44.4	3,606,700	19,400	(948,300)	2,677,800	44.4
3,924,800	Court and Case Costs	4,515,000	-	(420,000)	4,095,000	-	4,553,600	-	(430,000)	4,123,600	-	4,621,000	-	(442,000)	4,179,000	-
1,474,700	Viscount's Department	1,954,400	29,500	(586,200)	1,397,700	23.9	1,967,400	35,000	(594,200)	1,408,200	23.9	1,979,600	35,000	(601,200)	1,413,400	23.9
937,900	Duties of the Viscount	1,680,900	29,500	(586,200)	1,124,200	23.9	1,709,500	35,000	(594,200)	1,150,300	23.9	1,724,700	35,000	(601,200)	1,158,500	23.9
536,800	Court and Case Costs	273,500	-	-	273,500	-	257,900	-	-	257,900	-	254,900	-	-	254,900	-
651,700	Official Analyst	669,400	46,000	(60,000)	655,400	9.6	675,400	47,000	(61,500)	660,900	9.6	681,600	47,500	(63,000)	666,100	9.6
691,200	Office of the Lieutenant Governor	785,000	3,500	(96,100)	692,400	13.4	788,500	3,500	(96,800)	695,200	13.4	792,500	3,500	(98,000)	698,000	13.4
25,700	Office of the Dean of Jersey	25,900	-	-	25,900	-	26,100	-	-	26,100	-	26,300	-	-	26,300	-
223,300	Data Protection Commission	374,800	-	(151,500)	223,300	4.0	377,900	-	(154,000)	223,900	4.0	381,000	-	(156,600)	224,400	4.0
1,985,900	Probation	2,568,900	27,200	(445,000)	2,151,100	32.3	2,572,900	27,200	(445,000)	2,155,100	32.3	2,577,000	27,200	(445,000)	2,159,200	32.3
1,985,900	Probation and Aftercare Service	2,338,300	27,200	(445,000)	1,920,500	32.3	2,336,500	27,200	(445,000)	1,918,700	32.3	2,334,700	27,200	(445,000)	1,916,900	32.3
-	Court and Case Costs	230,600	-	-	230,600	-	236,400	-	-	236,400	-	242,300	-	-	242,300	-
753,600	Comptroller and Auditor General	751,400	-	-	751,400	1.5	768,700	-	-	768,700	1.5	786,500	-	-	786,500	1.5
22,027,700	Net Revenue Expenditure	26,321,600	134,600	(4,644,900)	21,811,300	207.1	26,607,900	141,100	(4,712,200)	22,036,800	207.1	26,904,000	141,600	(4,783,600)	22,262,000	207.1
(120,000)	Less: Depreciation	-	(134,600)	-	(134,600)	-	-	(141,100)	-	(141,100)	-	-	(141,600)	-	(141,600)	-
21,907,700	Net Revenue Expenditure	26,321,600	-	(4,644,900)	21,676,700	-	26,607,900	-	(4,712,200)	21,895,700	-	26,904,000	-	(4,783,600)	22,120,400	-

Non Ministerial

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £		£	£	£	£	£	£
1,588,900	Bailiff's Chambers	1,595,200	6,300	1,610,500	15,300	1,627,300	16,800
1,196,400	Bailiff's Chambers General	1,293,300	96,900	1,301,400	8,100	1,309,700	8,300
392,500	Court and Case Costs	301,900	(90,600)	309,100	7,200	317,600	8,500
7,825,000	Law Officers' Department	7,659,600	(165,400)	7,730,500	70,900	7,804,000	73,500
5,577,100	Law Officers' General	5,593,900	16,800	5,639,000	45,100	5,707,300	68,300
2,247,900	Court and Case Costs	2,065,700	(182,200)	2,091,500	25,800	2,096,700	5,200
6,807,700	Judicial Greffe	6,659,300	(148,400)	6,757,700	98,400	6,856,800	99,100
2,882,900	Judicial Greffe - General	2,564,300	(318,600)	2,634,100	69,800	2,677,800	43,700
3,924,800	Court and Case Costs	4,095,000	170,200	4,123,600	28,600	4,179,000	55,400
1,474,700	Viscount's Department	1,397,700	(77,000)	1,408,200	10,500	1,413,400	5,200
937,900	Duties of the Viscount	1,124,200	186,300	1,150,300	26,100	1,158,500	8,200
536,800	Court and Case Costs	273,500	(263,300)	257,900	(15,600)	254,900	(3,000)
651,700	Official Analyst	655,400	3,700	660,900	5,500	666,100	5,200
691,200	Office of the Lieutenant Governor	692,400	1,200	695,200	2,800	698,000	2,800
25,700	Office of the Dean of Jersey	25,900	200	26,100	200	26,300	200
223,300	Data Protection Commission	223,300	-	223,900	600	224,400	500
1,985,900	Probation	2,151,100	165,200	2,155,100	4,000	2,159,200	4,100
1,985,900	Probation and Aftercare Service	1,920,500	(65,400)	1,918,700	(1,800)	1,916,900	(1,800)
-	Court and Case Costs	230,600	-	236,400	5,800	242,300	5,900
753,600	Comptroller and Auditor General	751,400	(2,200)	768,700	17,300	786,500	17,800
22,027,700	Net Revenue Expenditure	21,811,300	(216,400)	22,036,800	225,500	22,262,000	225,200
(120,000)	Less: Depreciation	(134,600)	(14,600)	(141,100)	(6,500)	(141,600)	(500)
21,907,700	Net Revenue Expenditure	21,676,700	(231,000)	21,895,700	219,000	22,120,400	224,700

Non Ministerial Departments

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
(675,000)	Duties, Fees, Fines & Penalties	(687,600)	(700,100)	(713,900)
(630,300)	Sales of Goods and Services	(900,200)	(901,700)	(904,200)
(1,000)	Investment Income	(1,000)	(1,000)	(1,000)
(2,715,700)	Other Income	(3,056,100)	(3,109,400)	(3,164,500)
(4,022,000)	Total Income	(4,644,900)	(4,712,200)	(4,783,600)
	Expenditure			
-	Social Benefit Payments	-	-	-
12,963,200	Staff Costs	13,077,500	13,114,700	13,159,300
10,779,300	Supplies and Services	10,933,100	11,103,100	11,289,000
410,200	Administrative Expenses	426,700	451,200	474,100
1,662,900	Premises and Maintenance	1,683,700	1,737,700	1,780,400
85,500	Other Operating Expenses	92,500	92,700	92,700
17,600	Grants and Subsidies Payments	100,000	100,000	100,000
-	Impairment of Receivables	-	-	-
11,000	Finance Costs	8,100	8,500	8,500
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
25,929,700	Total Expenditure	26,321,600	26,607,900	26,904,000
21,907,700	Net Revenue Expenditure	21,676,700	21,895,700	22,120,400
120,000	Depreciation	134,600	141,100	141,600
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
22,027,700	Net Revenue Expenditure	21,811,300	22,036,800	22,262,000

Non Ministerial

Reconciliation of Net Revenue Expenditure			
	2013 £	2014 £	2015 £
Base Department Budget	21,907,700	21,676,700	21,895,700
Price Inflation - Dept Income	(100,600)	(103,000)	(105,500)
Price Inflation - Dept Expenditure	324,200	322,000	330,200
Price Inflation - Provision for Pay Award	-	-	-
Commitments from Existing Policies			
Department Savings	(405,000)	-	-
Department User Pays	-	-	-
Departmental Transfers			
Transfer of Legal Guardianship from Judicial Greffe to Probation	(230,600)	-	-
Transfer of Legal Guardianship from Judicial Greffe to Probation	230,600	-	-
Capital to Revenue Transfers	-	-	-
Proposed MTFP Growth	-	-	-
Proposed Procurement Savings	(49,600)	-	-
Proposed Other Budget Measures	-	-	-
Net Revenue Expenditure	21,676,700	21,895,700	22,120,400
Depreciation	134,600	141,100	141,600
Net Revenue Expenditure	21,811,300	22,036,800	22,262,000

States Assembly and its Services

States Assembly

Introduction

The budget for the States Assembly and its services is under the political control of the Privileges and Procedures Committee (PPC) and covers the cost of remuneration for States members, the operation of the States Greffe, members' facilities, inter-parliamentary bodies such as the Commonwealth Parliamentary Association and the Assemblée Parlementaire de la Francophonie and the Scrutiny function.

Under the provisions of Article 24B of the Public Finances (Jersey) Law 2005, PPC is free to propose its own cash limit without interference from the Council of Ministers or the Minister for Treasury and Resources. Once the annual estimates for the States Assembly are prepared by PPC they must nevertheless be submitted to the Comptroller and Auditor General for comment and then inserted in the draft Medium Term Financial Plan without amendment. If the Comptroller and Auditor General makes any comments on the estimates those comments must be presented to States members alongside the Medium Term Financial Plan. The Council of Ministers has no power to alter the estimates submitted by PPC and the role that the Council normally has to prioritise expenditure across States funded bodies does not apply to the Assembly estimates. It is simply for States members to decide whether the estimates are appropriate when the Medium Term Financial Plan is debated and any member (including Ministers) can lodge amendments for debate in the usual way.

Article 24B also states that PPC must consult the Minister for Treasury and Resources before preparing the estimates on the proposed budgetary policy of the Council of Ministers for the Medium Term Financial Plan. It is therefore implicit in the law that PPC should take account of this budgetary policy when finalising its estimates even though the Committee is not, in law, formally required to follow the Council's budgetary policy.

The estimates for 2013-2015 have been prepared by PPC in accordance with the overall policy of the Council of Ministers and incorporate CSR savings of £130,000 for 2013 and further CSR procurement savings of £10,450 for 2013 bringing the combined 2011-2013 CSR savings to £414,450.

States Assembly

AIM

The States Assembly budget is held under the responsibility of the Privileges and Procedures Committee and its aim is to enable the States Assembly to operate effectively as Jersey's legislature, to facilitate the work of all panels and committees of the Assembly and to fund members' remuneration, interparliamentary exchanges and the support services provided by the States Greffe.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: States Assembly able to operate effectively.

Success criteria:

- (i) Assembly able to meet on a regular basis according to agreed schedule of States meetings;
- (ii) All official publications published and provided to members in accordance with statutory timescales;
- (iii) States Chamber and other facilities for States members provided and maintained to agreed standards;
- (iv) States members' remuneration paid in accordance with the recommendations of the States Members Remuneration Review Body;
- (v) Active and effective participation by States members in inter-parliamentary bodies (CPA, APF, BIPA).

Objective 2: Effective and efficient scrutiny function.

Success criteria:

- (i) Scrutiny panels and the PAC undertake reviews that hold the Executive to account and that influence policy in a positive way;
- (ii) Chairmen's Committee oversees scrutiny resources and provides appropriate co-ordination of the scrutiny function;
- (iii) Public engagement with the scrutiny function is enhanced and public understanding of the work of the panels is increased;
- (iv) Effective support service provided to panels by the Scrutiny Office.

Objective 3: Government and electoral reform progressed.

Success criteria:

- (i) States of Jersey Law 2005 and Standing Orders of the States of Jersey kept under review and appropriate amendments brought forward if necessary;
- (ii) Reform of the composition of the States progressed in line with any States decisions on this issue following the outcome of the work of the Electoral Commission and any associated referendum;
- (iii) Public Elections (Jersey) Law 2002 reviewed and amendments brought forward as appropriate in the light of experience gained during the single election day in 2011.

Strategic Plan References:

- *Priorities: Reform Government & the public sector*

Objective 4: Public kept well-informed about the work of the Assembly.

Success criteria:

- (i) Public information services provided by the States Greffe enhanced;

- (ii) Active co-operation with the citizenship programme being brought forward by the Education, Sport and Culture Department;
- (iii) Information published on revised States Assembly website enhanced and expanded.

Objective 5: Effective and efficient administrative support provided to the Assembly, its members, its committees and panels and a number of other bodies by the States Greffe.

Success criteria:

- (i) Timely and accurate advice provided to all members as required;
- (ii) Official Report ('Hansard') available according to agreed timescales;
- (iii) Efficient service provided to Council of Ministers and other bodies served by Clerks Secretariat;
- (iv) All official records maintained in an accurate and secure manner;
- (v) Complaints submitted to States of Jersey Complaints Panel processed according to statutory requirements.

States Assembly

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income £	2013 Net Revenue Expenditure £	2013 FTE	2014 Gross Revenue Expenditure		2014 Income £	2014 Net Revenue Expenditure £	2014 FTE	2015 Gross Revenue Expenditure		2015 Income £	2015 Net Revenue Expenditure £	2015 FTE	
	DEL £	AME £				DEL £	AME £				DEL £	AME £				
1,532,400	States Assembly General	1,492,800	9,600	(90,400)	1,412,000	19.8	1,525,000	11,000	(90,400)	1,445,600	19.8	1,533,100	12,000	(94,700)	1,450,400	19.8
1,358,100	Scrutiny	1,219,400	-	-	1,219,400	14.0	1,274,100	-	-	1,274,100	14.0	1,359,400	-	-	1,359,400	14.0
2,405,600	Members Remuneration	2,405,600	-	-	2,405,600	-	2,405,600	-	-	2,405,600	-	2,405,600	-	-	2,405,600	-
5,296,100	Net Revenue Expenditure	5,117,800	9,600	(90,400)	5,037,000	33.8	5,204,700	11,000	(90,400)	5,125,300	33.8	5,298,100	12,000	(94,700)	5,215,400	33.8
(16,100)	Less: Depreciation	-	(9,600)	-	(9,600)		-	(11,000)	-	(11,000)		-	(12,000)	-	(12,000)	
5,280,000	Net Revenue Expenditure	5,117,800	-	(90,400)	5,027,400		5,204,700	-	(90,400)	5,114,300		5,298,100	-	(94,700)	5,203,400	

States Assembly

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £		£	£	£	£	£	£
1,532,400	States Assembly General	1,412,000	(120,400)	1,445,600	33,600	1,450,400	4,800
1,358,100	Scrutiny	1,219,400	(138,700)	1,274,100	54,700	1,359,400	85,300
2,405,600	Members Remuneration	2,405,600	-	2,405,600	-	2,405,600	-
5,296,100	Net Revenue Expenditure	5,037,000	(259,100)	5,125,300	88,300	5,215,400	90,100
(16,100)	Less: Depreciation	(9,600)	6,500	(11,000)	(1,400)	(12,000)	(1,000)
5,280,000	Net Revenue Expenditure	5,027,400	(252,600)	5,114,300	86,900	5,203,400	89,100

States Assembly

Net Expenditure - Operating Cost Statement

2012		2013	2014	2015
Net Revenue		Estimate	Estimate	Estimate
Expenditure				
£		£	£	£
	Income			
-	Duties, Fees, Fines & Penalties	-	-	-
(87,500)	Sales of Goods and Services	(90,400)	(90,400)	(94,700)
-	Investment Income	-	-	-
-	Other Income	-	-	-
(87,500)	Total Income	(90,400)	(90,400)	(94,700)
	Expenditure			
-	Social Benefit Payments	-	-	-
3,968,100	Staff Costs	3,915,500	3,915,700	3,915,700
473,900	Supplies and Services	426,300	489,100	574,100
344,200	Administrative Expenses	134,500	157,400	187,700
581,300	Premises and Maintenance	641,500	642,500	620,600
-	Other Operating Expenses	-	-	-
-	Grants and Subsidies Payments	-	-	-
-	Impairment of Receivables	-	-	-
-	Finance Costs	-	-	-
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
5,367,500	Total Expenditure	5,117,800	5,204,700	5,298,100
5,280,000	Net Revenue Expenditure	5,027,400	5,114,300	5,203,400
16,100	Depreciation	9,600	11,000	12,000
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
5,296,100	Net Revenue Expenditure	5,037,000	5,125,300	5,215,400

States Assembly

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Base Department Budget	5,280,000	5,027,400	5,114,300
Price Inflation - Dept Income	(2,200)	(2,200)	(2,300)
Price Inflation - Dept Expenditure	90,100	89,100	91,400
Price Inflation - Provision for Pay Award	-	-	-
Commitments from Existing Policies			
CSR Growth and Other Growth	(200,000)	-	-
Department Savings	(130,000)	-	-
Department User Pays	-	-	-
Departmental Transfers	-	-	-
Capital to Revenue Transfers	-	-	-
Proposed MTFP Growth	-	-	-
Proposed Procurement Savings	(10,500)	-	-
Proposed Other Budget Measures	-	-	-
Net Revenue Expenditure	5,027,400	5,114,300	5,203,400
Depreciation	9,600	11,000	12,000
Net Revenue Expenditure	5,037,000	5,125,300	5,215,400

Summary Table B1 (Main Report pg 146)

Total States Net Expenditure Allocations 2013 - 2015

	2013	2013	2013	2014	2014	2014	2015	2015	2015
	Gross Expenditure Allocation	Income Allocation	Net Expenditure Allocation	Gross Expenditure Allocation	Income Allocation	Net Expenditure Allocation	Gross Expenditure Allocation	Income Allocation	Net Expenditure Allocation
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
States Funded Bodies									
Ministerial Departments									
Chief Minister	20,035.3	(1,179.8)	18,855.5	21,904.8	(1,738.2)	20,166.6	22,022.2	(1,763.6)	20,258.6
- Grant to the Overseas Aid Commission	9,324.1	-	9,324.1	9,790.3	-	9,790.3	10,279.8	-	10,279.8
Economic Development	19,979.7	(1,723.9)	18,255.8	21,183.2	(1,723.9)	19,459.3	21,698.7	(1,723.9)	19,974.8
Education, Sport and Culture	122,365.3	(18,031.3)	104,334.0	124,840.0	(18,662.1)	106,177.9	125,919.8	(19,158.7)	106,761.1
Department of the Environment	9,878.5	(4,276.6)	5,601.9	10,051.9	(4,446.2)	5,605.7	10,172.4	(4,577.8)	5,594.6
Health and Social Services	204,740.8	(20,478.4)	184,262.4	215,521.4	(24,900.0)	190,621.4	223,313.7	(25,332.3)	197,981.4
Home Affairs	48,762.3	(2,031.8)	46,730.5	49,568.0	(2,079.0)	47,489.0	49,970.8	(2,127.3)	47,843.5
Housing	15,451.3	(42,249.8)	(26,798.5)	15,691.8	(43,663.3)	(27,971.5)	15,601.7	(44,940.2)	(29,338.5)
Social Security	187,101.8	(3,747.8)	183,354.0	190,798.5	(3,841.5)	186,957.0	194,973.5	(3,937.5)	191,036.0
Transport and Technical Services	41,447.8	(15,849.0)	25,598.8	42,856.7	(16,064.4)	26,792.3	44,255.8	(17,816.4)	26,439.4
Treasury and Resources	37,063.7	(7,062.5)	30,001.2	38,667.9	(7,255.5)	31,412.4	38,126.7	(7,543.1)	30,583.6
Non Ministerial States Funded Bodies									
- Bailiff's Chambers	1,781.9	(186.7)	1,595.2	1,801.3	(190.8)	1,610.5	1,824.2	(196.9)	1,627.3
- Law Officers' Department	9,403.2	(1,752.6)	7,650.6	9,513.1	(1,791.6)	7,721.5	9,627.6	(1,832.6)	7,795.0
- Judicial Greffe	8,006.7	(1,366.8)	6,639.9	8,116.6	(1,378.3)	6,738.3	8,227.7	(1,390.3)	6,837.4
- Viscount's Department	1,954.4	(586.2)	1,368.2	1,967.4	(594.2)	1,373.2	1,979.6	(601.2)	1,378.4
- Official Analyst	669.4	(60.0)	609.4	675.4	(61.5)	613.9	681.6	(63.0)	618.6
- Office of the Lieutenant Governor	785.0	(96.1)	688.9	788.5	(96.8)	691.7	792.5	(98.0)	694.5
- Office of the Dean of Jersey	25.9	-	25.9	26.1	-	26.1	26.3	-	26.3
- Data Protection Commission	374.8	(151.5)	223.3	377.9	(154.0)	223.9	381.0	(156.6)	224.4
- Probation Department	2,568.9	(445.0)	2,123.9	2,572.9	(445.0)	2,127.9	2,577.0	(445.0)	2,132.0
- Comptroller and Auditor General	751.4	-	751.4	768.7	-	768.7	786.5	-	786.5
States Assembly and its services	5,117.8	(90.4)	5,027.4	5,204.7	(90.4)	5,114.3	5,298.1	(94.7)	5,203.4
Net Revenue Department Expenditure Allocation	747,590.0	(121,366.2)	626,223.8	772,687.1	(129,176.7)	643,510.4	788,537.2	(133,799.1)	654,738.1

Central Contingency Allocations

Central Contingency Allocations

Introduction

The 2012 Business Plan provided the base assumptions from which the Medium Term Financial Plan proposals have been developed and the central budget allocations were initially set aside as shown in Figure 32 in the main report. As was explained earlier in this Plan, some contingencies have been reduced in order to fund growth and balance the budget overall. The revised position is shown below.

Central Pay Provision

An allocation for increases in the wage bill of departments is generally included in a department's cash limit. However, with the requirement to deliver significant CSR savings from terms and conditions savings of £14 million by 2013 the pay allocation has been held centrally until such time as these savings have been delivered.

The Medium Term Financial Plan provides for the July 12th 2012 offer. These proposals are detailed below:

	2012 £'000	2013 £'000	2014 £'000	2015 £'000
Existing Base Pay Provision	7,326	14,372	23,059	32,351
Corporate Terms and Conditions Savings	(7,000)	(14,000)	(14,000)	(14,000)
Net Existing Pay Provision	326	372	9,059	18,351
2012 Non Consolidated on Basic Pay (1%)	2,600	-	-	-
2013 Non Consolidated on basic Pay (1%)	-	2,600	-	-
2013 Consolidated (1%)	-	3,300	3,300	3,300
2014 Consolidated (4%)	-	-	13,300	13,300
2015 Consolidated (2.5%)	-	-	-	8,700
Total July 2012 Pay Offer	2,600	5,900	16,600	25,300
Other Groups - Pay awards			400	400
Revised Pay Provision required	2,600	5,900	17,000	25,700
Less: Existing Base Pay Provision	326	372	9,059	18,351
Additional Pay Provision Required	2,274	5,528	7,941	7,349

Central Restructuring Provision

The Restructuring Provision was established to provide "invest to save" funding as part of the CSR process. This funding is allocated to departments to assist in the delivery of savings projects with a defined payback.

As part of the 2012 Business Plan a commitment was made to continue the successful Fiscal Stimulus Programme for various skills and training initiatives and £1.9 million from the Restructuring Provision has been transferred to departments for this purpose. The provision also provides an offset for centrally held procurement savings until these can be defined and transferred to departments. During 2012, the Procurement team have identified just over £3 million of savings which have been allocated to departments from 2013. In 2013 the remaining procurement savings will be identified and transfers agreed with departments. This will allow the Restructuring Provision to be available for the public sector reform programme over the period of the plan.

As part of the Medium Term Financial Plan proposals the Restructuring Provision has also been reduced by about £1 million each year to provide for growth proposals from Human Resources as detailed in Section 8 of this report. In 2013, a proportion of the required Restructuring Provision will be funded by Contingencies that are uncommitted and have been earmarked to be carried forward from 2012.

In 2013, £3.1 million will be provided for a Restructuring Provision from earmarked funds to be carried forward from 2012.

Central Contingencies

The base assumptions from the 2012 Business Plan provided for £13 million for Central Contingencies for each year of the Medium Term Financial Plan period. Provision was made for certain one off items in 2014 and 2015.

In order to fund the level of growth proposed by the Council of Ministers and balance the budget the level of Central Contingencies has been reduced. The remaining level of Central Contingencies amounts to £6 million for 2013 and 2014, increasing to £7 million in 2015. In 2013, the funding of £6 million will be provided from uncommitted Central Contingencies in 2012 which have been earmarked to be carried forward to 2013.

The available Contingencies will provide for:

- *Annually Managed Expenditure: this represents the more volatile areas of expenditure which are difficult to forecast and which are influenced by factors outside of the control of the department. In 2013 to 2015 this will only represent Income Support and Social security benefits as the level of Supplementation will be known if the States approve the new certainty formula which will be proposed alongside the Medium Term Financial Plan by the Social Security Minister.*
- *Emerging Items: this provision was established in the 2012 Business Plan for a number of emerging items for which a future significant cost was likely but where the exact cost and the timing were both uncertain. These emerging items included Freedom of Information, HCAE Inquiry and Legal Aid. The costs of these items remain uncertain and could not at this stage be allocated to departments so the contingency is maintained until such time as this can be allocated.*
- *One-Off Contingency: in 2015 a provision of £1 million will provide some flexibility to manage any unexpected one-off items.*

With a reduced level of central contingency departments will be expected to manage within their proposed spending limits and utilise the flexibility of carry forwards to plan the delivery of services over the period of the Medium Term Financial Plan. Departments are encouraged as part of the three-year process to build up contingencies at a department level to manage any unforeseen pressures without recourse to the central provisions.

In 2012 additional funding was provided to the Court departments to fund the significant increases in Court and Case costs that were forecast. In addition a "Smoothing Reserve" was established and in 2012 this amounts to almost £3 million. Current forecasts suggests that at least this sum should be available to carry forward into 2013 and together with the current balance on the Criminal Offences Confiscation Fund of around £14 million will provide for any unforeseen court and case costs over the Medium Term Financial Plan. Furthermore, consideration is being given by the Attorney General to the use of this fund to cover the costs of a possible Enquiry into historic child abuse and the funding of claims made under the States' compensation scheme.

Central Contingency Allocations

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE
	DEL £	AME £				DEL £	AME £				DEL £	AME £			
12,485,000	-	-	-	-	-	4,000,000	2,000,000	-	6,000,000	-	5,000,000	2,000,000	-	7,000,000	-
10,000,000	5,098,000	-	-	5,098,000	-	6,540,000	-	-	6,540,000	-	7,170,000	-	-	7,170,000	-
(3,000,000)	(3,451,300)	-	-	(3,451,300)	-	(3,451,300)	-	-	(3,451,300)	-	(3,451,300)	-	-	(3,451,300)	-
7,325,800	19,900,300	-	-	19,900,300	-	31,000,300	-	-	31,000,300	-	39,700,300	-	-	39,700,300	-
(7,000,000)	(14,000,000)	-	-	(14,000,000)	-	(14,000,000)	-	-	(14,000,000)	-	(14,000,000)	-	-	(14,000,000)	-
19,810,800	7,547,000	-	-	7,547,000	-	24,089,000	2,000,000	-	26,089,000	-	34,419,000	2,000,000	-	36,419,000	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19,810,800	7,547,000	-	-	7,547,000	-	24,089,000	2,000,000	-	26,089,000	-	34,419,000	2,000,000	-	36,419,000	-

¹ Carry forward of £9.1 million from 2012 to 2013 earmarked to provide £6.0 million of contingency and a further £3.1 million of Restructuring Provision.

Central Contingency Allocations

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £		£	£	£	£	£	£
12,485,000	Central Contingencies ¹	-	(12,485,000)	6,000,000	6,000,000	7,000,000	1,000,000
10,000,000	Restructuring Provision ¹	5,098,000	(4,902,000)	6,540,000	1,442,000	7,170,000	630,000
(3,000,000)	Corporate Procurement Savings	(3,451,300)	(451,300)	(3,451,300)	-	(3,451,300)	-
7,325,800	Central Pay Provision	19,900,300	12,574,500	31,000,300	11,100,000	39,700,300	8,700,000
(7,000,000)	Corporate Terms and Conditions	(14,000,000)	(7,000,000)	(14,000,000)	-	(14,000,000)	-
19,810,800	Net Revenue Expenditure	7,547,000	(12,263,800)	26,089,000	18,542,000	36,419,000	10,330,000
-	Less: Depreciation	-	-	-	-	-	-
19,810,800	Net Revenue Expenditure	7,547,000	(12,263,800)	26,089,000	18,542,000	36,419,000	10,330,000

¹ Carry forward of £9.1 million from 2012 to 2013 earmarked to provide £6.0 million of contingency and a further £3.1 million of Restructuring Provision.

2013 – 2015 Capital Programme

Summary Table D (Main Report pg 148)

Proposed Capital Programme for 2013 - 2015

	£'000 2013	£'000 2014	£'000 2015
Departmental Capital Programme	37,326	57,502	31,468
Funding Sources			
Consolidated Fund	(12,566)	(4,559)	(20,043)
JPH Asset Disposals Receipts from Business Plan	(3,300)	-	-
Additional Limes Funding - Charitable Funds	(1,000)	-	-
JPH receipts	(2,632)	(4,480)	(9,140)
Additional Funding from Consolidated Fund - Housing Repayment	-	(26,472)	(528)
Repayment of Le Squez and Pomme D'Or Farm	-	(11,250)	-
Use of Jersey Post Dividend	(1,528)	(698)	-
Repayment of JT Preference Shares	(8,500)	(4,743)	(1,757)
Use of Carry Forwards 2012 to 2013	(7,000)	-	-
Use of Carry Forwards 2013 to 2014	-	(3,300)	-
Funded from the Central Planning Vote	(800)	(2,000)	-
Funding Available	(37,326)	(57,502)	(31,468)
Social Housing Programme	18,801	31,390	45,873
Housing Funding Sources	(18,801)	(31,390)	(45,873)
TOTAL CAPITAL EXPENDITURE	56,127	88,892	77,341
Funding from Consolidated Fund (Main allocation)	12,566	4,559	20,043
Funding from Other Sources (Repayments to Consolidated Fund et	24,760	52,943	11,425
Housing Funding	18,801	31,390	45,873
TOTAL FUNDING	56,127	88,892	77,341

Notes

1. This position excludes an estimated £300 million for hospital works and £32 million for hospital ward extensions - future funding options are being actively pursued.
2. This shows the amount of Consolidated Fund available to fund projects from forecast funds (revised forecast).
3. No account has been taken currently of additional funding sources from policy changes.
4. This position excludes estimates for Liquid Waste Strategy - future funding options are being considered.

Summary Table E (Main Report pg 149)

Proposed Capital Programme for 2013 - 2015

	£'000 2013	£'000 2014	£'000 2015	
Chief Minister's				
1	Web Development	100	170	-
2	Microsoft Upgrade	663	-	-
3	JDE Development & Upgrade	-	370	450
4	Application remediation Windows 8	-	500	-
5	HRIS Replacement	740	-	-
Chief Minister's total		1,503	1,040	450
Education, Sport and Culture				
6	School ICT	1,000	1,000	1,000
7	St Martin School	7,732	-	-
8	Autism Support Unit	-	1,066	-
9	FB Fields Running Track	-	810	-
10	Les Quennevais Artificial Pitch	-	650	-
11	St James Centre	-	2,500	-
12	Replacement School	-	15,000	-
Education, Sport and Culture total		8,732	21,026	1,000
Department of the Environment				
13	Fisheries Vessels	-	100	-
14	Met Radar Refurbishment/ Upgrade	-	350	-
15	Countryside Infrastructure	-	200	200
Department of the Environment total		-	650	200
Health & Social Services				
16	Upgrade of Main Theatres	2,100	1,837	-
17	The Limes Refurbishment	1,700	-	-
18	Replacement General Hospital - feasibility	350	-	-
18	Replacement General Hospital - planning	-	2,000	-
19	Mental Health Facility at Overdale - feasibility	350	-	-
20	Intermediate Care	-	500	-
21	Relocation of Ambulance and Fire Station - feasibility	100	-	-
22	Adult Care Homes	4,000	-	-
23	Children's Homes	2,000	-	-
24	Refurbishment of Sandybrook	-	1,700	-
25	Replacement MRI Scanner	-	-	2,277
26	Replacement RIS / PACS IT assets	-	-	1,567
Health & Social Services total		10,600	6,037	3,844

Summary Table E (Cont'd)

Proposed Capital Programme for 2013 - 2015

	£'000 2013	£'000 2014	£'000 2015
Home Affairs			
27	1,000	1,000	-
28	-	-	7,532
Home Affairs total	1,000	1,000	7,532
Transport and Technical Services			
29	9,981	10,657	11,097
30	700	300	-
31	-	3,100	-
32	1,025	1,051	1,077
33	-	2,050	-
34	-	1,538	-
35	-	1,025	-
36	-	1,586	681
37	-	-	635
38	-	-	425
Transport and Technical Services total	11,706	21,307	13,915
Treasury & Resources (inc. JPH)			
39	-	500	-
40	-	750	-
Treasury & Resources (inc. JPH) total	-	1,250	-
Vehicle replacement (additional from consolidated fund)	1,000	1,500	1,500
Replacement assets	2,785	3,692	3,027
Total Projects - Capital Allocation	37,326	57,502	31,468
Housing			
Social Housing Programme	18,801	31,390	45,873
Total Programme	56,127	88,892	77,341

Capital Programme 2013 - 2015

Chief Ministers Department

1. Web Development (£270,000 + £100,000 approved in 2012). The new gov.je website was launched in February 2010. Further development and enhancements are planned for 2012 and 2013. People will be able to do more online, from filling in forms to paying bills.

2. Microsoft Update (£663,000 + £752,000 approved in 2012). The current standard States of Jersey desktop software is now nearing 10 years of age. The desktop software will no longer be supported by Microsoft after July 2011 with the operating system being retired in July 2014. The availability of third party support will reduce from 2012 as new systems are only tested on later versions of the software. It is therefore proposed to replace the existing desktop software with the latest Microsoft products.

3. JD Edwards Upgrade (£820,000). The States Enterprise Resource Planning (ERP) system, JD Edwards, will be ten years old in 2012. If the States are to renew this asset (purchased in 2000, implemented in 2002), then an upgrade programme will need to be initiated between 2014 and 2016. It is anticipated that this reimplementation of ERP will take a number of years to complete.

4. Application remediation Windows 8 (£500,000). Over the next few years the States of Jersey needs to continually invest in ensuring that the corporate desktop infrastructure is up-to-date if it is to achieve its departmental and States strategic objectives in providing an efficient government. This provision is dependent on the applications being able to function correctly.

5. HRIS Replacement (£740,000). HRIS is five years old, and has not been fit for purpose during its lifetime. A replacement is needed.

Education, Sport and Culture

6. School ICT (£3,000,000). There is a requirement for the introduction of an ICT broad strategy across education to ensure that the Island is equipped for the future. This funding, spread over three years, allows for this to be implemented.

7. St Martin's School Replacement (£7,732,000). A new school is considered to be the most cost-effective option to replace the existing school, which falls well below recommended standards, including DfEE guidelines. This figure includes £500,000 relating to the Planning Vote.

8. Autism Support Unit, Haute Vallee School (£1,066,000). New Autistic Spectrum Disorder (ASD) Unit, including kitchen/social room, three smaller rooms, art store and toilets as an extension to the existing Arts Building.

9. FB Fields Running Track Replacement (£810,000). This scheme will replace the running track surface which was installed in 1986 and refurbished in 1996 and upgrade the field event facilities and netball court surface. Continued degradation of the running track will increase the likelihood of accidents or injury to users. The current track and field facilities do not meet UK Athletics full certification and if the Island wishes to use the facilities for the 2015 Island Games full certification will be a requirement.

10. Les Quennevais Artificial Pitch Replacement (£650,000). This scheme will remove synthetic carpet and support material and replace with new synthetic carpet. Recent studies have shown that the pitch will require replacement by the commencement year due to wear and drainage issues. Continued use of the pitch will see degradation of the surface, increasing the likelihood of accidents or injury to users.

11. St James Centre (£2,500,000). This project is currently the subject of a feasibility study being managed by Jersey Property Holdings. It is proposed that the existing Youth Service premises at La Motte Street should be sold for private development, and that part of the proceeds should be allocated for the conversion and/or improvement of the existing buildings in the St James complex (Church, Vicarage, and School) to provide the headquarters for the Jersey Youth Service, i.e. with facilities including a canteen, offices, music studio/rehearsal rooms, and a performance venue.

12. Replacement Extension of School (£15,000,000). Work is about to commence on a feasibility study for this project which should enable a business case to be prepared with improved cost estimates, location and potential. This project is at its very early stages. Education are considering how best to meet the needs of a growing primary school population in St Helier. This funding will be made available if the feasibility study demonstrates a clear, long term need.

Department of Environment

13. Fisheries Vessel (£100,000). The fisheries vessel 'Norman Le Brocq' has an asset life of 10 years; however, it is due a refurbishment every 5. This £100,000 will fund the mid-life refurbishment of the vessel before it is replaced in 2019.

14. Met Radar Refurbishment/Upgrade (£350,000). This project is to refurbish the Met Radar in order to extend the life of the existing asset and therefore delay the planned upgrade until 2024.

15. Countryside Infrastructure (£400,000). The resources are insufficient to adequately maintain the national park and environmental car parks. There is also a need to invest in additional infrastructure, e.g. footpaths. This would encourage people to walk and live a healthier lifestyle.

Health and Social Services

16. Upgrade of Main Theatres (£3,937,000 + £1,052,000 approved in 2012). The project will:

- *Reconfigure existing theatre 1 to allow direct access from the new maternity theatre to the recovery area and use of the new maternity theatre as a decant during the work on main theatres;*
- *Refurbish existing theatres 3 & 4 with an expansion of theatre 4 and installation of laminar flow in theatres 3 & 4;*
- *Replacement of air handling plant in accordance with current guidance in theatres 1 – 4;*
- *Replace the reception area for patients for surgery; and*
- *Centralise and expand the storage space available for main theatres.*

17. Limes Upgrade (£1,700,000 - with £1,000,000 funded from Charitable Funds). The Limes is a care home built in the 1980s to a very high standard but not refurbished since. This project will:

- *Replace all floor, wall and ceiling finishes in all bedrooms, shower rooms (including new sanitary ware), corridors and communal areas;*
- *Install 3 new assisted bathrooms;*
- *Modernise and increase number of sluice rooms; and*
- *Completely redecorate the building inside and out.*

18. Replacement General Hospital (£350,000 + £2,000,000). This provides for a feasibility study and planning/design work.

19. Mental Health Facility Feasibility Study (£350,000). The facilities at St Saviour's Hospital are reaching the end of their economic life and will shortly not be fit for purpose in respect of the ability to supply the desired service provision. Additionally it has been recognised that the capacity of the existing facilities needs to be doubled in the medium term to meet growing need. In the 2013 - 2015 period a feasibility study is planned.

20. Intermediate Care (IC) (£500,000). This project proposes the establishment of an integrated Intermediate Care Centre which will serve as the base for the new IC service (across health & social care) for the benefit of our adult population to promote faster recovery from illness, to protect them from unnecessary acute hospital admission and premature admission to long-term residential care, by supporting timely discharge from hospital and maximizing independent living.

21. Ambulance and Fire Station relocation feasibility study (£100,000). In the 2013 – 2015 period a feasibility study is planned (£100,000) in order to determine whether to co-locate blue light services on one site. Work could not commence until 2016 when the current police station site will have been vacated.

22. Adult Care Homes (£4,000,000). There are several key issues that require addressing within the Special Needs Service:

- *Fit for purpose homes for life for people with significant and complex needs;*
- *Appropriate day services for people with learning disabilities, integrated in to the community;*
- *Development of appropriate day time services for people on the autistic spectrum; and*
- *Appropriate residential setting for specialist assessment and treatment.*

23. Children's Homes (£2,000,000). This project is to develop homes for children who require residential care, which may include the acquisition and development of a new home, the provision of suitable accommodation for two children with complex and challenging behaviour who are currently placed in off island UK specialist placements and the development of short break facilities, including day service and residential services.

24. Refurbishment of Sandybrook (£1,700,000). The aim of the project is to:

- *Redecorate the internal environment;*
- *Provide a bariatric bedroom on the ground floor by increasing the width of the doors and strengthening the ceiling for hoist tracking;*
- *Replacing the current Arjo bath and providing a second Arjo bath on the first floor;*
- *Providing a sluice room on the first floor; and*
- *Install a back up generator.*

25. Replacement MRI Scanner (£2,277,000). The Health and Social Services Department currently owns and operates one MRI scanner, which was commissioned in December 2007. The MRI scanner is in constant use in the hospital – 6,635 scans were undertaken in 2011, which equates to an average of 22 per day for every working day, and some weekend usage.

The MRI scanner currently in use will need replacing in 2015. The scope of this project included purchase and commissioning of a new machine, and also the necessary building costs associated with installation.

26. Replacement RIS / PACS IT assets (£1,567,000). PACS and RIS is a chain of electronic components designed to run the Radiology Department and distribute reports and images to all relevant clinicians both inside and outside the hospital. This is an integrated chain with products from two different manufacturers. These products consist of software which runs on different platforms and hardware used to archive and display the images and reports. The PACS and RIS systems were introduced as part of the ICR programme in order to facilitate the development of improved patient care and safety, better planning of radiology activity, improved clinical education and research, a better working environment and improved accountability. The systems were purchased and implemented by GE Healthcare Systems and will have reached the end of their effective life in 2015.

Home Affairs

27. Police Station Relocation – Tranche 4 (£2,000,000). Continuation of funding for agreed revised scheme.

28. Prison Improvement Works – Phase 6 (£7,532,000). Construction of a new Gate House which completes the terrace of three buildings forming the new façade to HMP La Moye.

Transport and Technical Services

29. Infrastructure Rolling Vote (£31,735,000). The infrastructure rolling vote is designed to allow TTS to facilitate the maintenance and further improvement of the Island's infrastructure network. The allocation is split broadly between highways (£3m p.a.), traffic improvements / street lighting (£1m p.a.), drainage infrastructure maintenance including pumping stations (£4m p.a.) and other infrastructure assets (£750k).

30. Refurbishment of Clinical Waste Incinerator (£1,000,000). The clinical waste incinerator requires a complete overhaul and refurbishment and was supposed to be replaced in 2012. This funding should provide for temporary maintenance to keep the plant operating until additional funding is available from 2016. This funding should also provide for feasibility studies and site investigations into the new clinical waste incinerator. This project had £1 million funding across 2013 and 2014 (inflated since 2012 ABP).

31. Sewage Treatment Works (£3,100,000). The liquid waste strategy is the master plan for the complete regeneration of the Bellozanne site. The sewage treatment works is the second phase of regenerating this area after the sludge project. Anticipated work includes moving to a carbonaceous plant, refurbishing the inlet works, and moving the primary and final settlement tanks.

32. Ash Cells & La Collette Headland (£3,153,000). The current ash cell provides a repository for ash that is safe and sustainable in the context of its proximity to the nearby Ramsar site. Ongoing revenue implications include monitoring and leachate extraction. The project brief is that the design of the cell is robust and durable and integrates with the long term La Collette Headland Plan. The La Collette Headland Plan provides an ongoing repository for the ash by-products of the new Energy From Waste (EFW) plant for the design life of the plant. Revenue implications and project brief are the same as for the existing cell, but additionally, the completed headland will enhance the completed La Collette Reclamation aesthetically, environmentally and financially.

33. New Public Recycling Centre (£2,050,000). The liquid waste strategy looks at regenerating the entire Bellozanne site. As a result the recycling centre currently in place at Bellozanne needs to be relocated and redesigned in order to provide the island with a state of the art recycling centre.

34. Bottom Ash Recycling (£1,538,000). The project brief would be to set up an Incinerator Bottom Ash conditioning facility, consisting of complete metal separation, regrinding and conditioning.

35. Scrapyard Capital Basic Infrastructure (£1,025,000). The current scrapyard is leased out by TTS. However, the current area is not meeting environmental regulations and a new alternative needs to be identified and put in place.

36. EFW Plant La Collette Replacement Assets (£2,267,000). The EFW plant began operations in October 2010. In order to keep the plant operating at its optimum capacity major maintenance and replacement of its component parts will be required from 2014 onwards.

37. Pedestrian / Cycle Track Improvements (£635,000). In order to promote the current sustainable transport policy more funding is required to maintain and increase the islands infrastructure for non motor vehicles.

38. Sea Defence Backlog (£425,000). The current rolling infrastructure vote provides enough funding to maintain all the sea defences at their current condition. This is the initial part of funding that would be used to improve the entire sea defence network to its optimum standard (other funding will be requested in the next MTFP period).

Treasury and Resources

39. Tax Transformation Programme & IT systems (£500,000 + £600,000 approved in 2012). This project is intended to implement a 'Procure to Pay' purchasing system, and develop the Income Tax IT system as required by the Tax Transformation Programme.

40. Demolition of Fort Regent Pool (£750,000). The pool has remained unused since December 2003. As a result, it has fallen into a poor state of repair and has become unsightly, a problem that is exacerbated by its prominent position. The estimated cost has been provided by Property Holdings.

Summary Tables of States Trading Operations

Summary Table F (Main Report pg 151)

Summary of States Trading Operations 2013 - 2015

	2013 Gross Expenditure Total £	2013 Income Total £	2013 Net Expenditure £	2013 Financial Return £
Jersey Airport	21,873,200	(29,609,700)	(7,736,500)	-
Jersey Harbours	11,515,000	(14,882,000)	(3,367,000)	100,000
Jersey Car Parking	5,395,500	(6,640,500)	(1,245,000)	1,552,000
Jersey Fleet Management	3,662,600	(3,935,300)	(272,700)	-
	42,446,300	(55,067,500)	(12,621,200)	1,652,000
Depreciation	13,651,600	-	-	
	56,097,900	(55,067,500)	1,030,400	

	2014 Gross Expenditure Total £	2014 Income Total £	2014 Net Expenditure £	2014 Financial Return £
Jersey Airport	22,032,000	(29,992,900)	(7,960,900)	-
Jersey Harbours	11,695,000	(15,155,000)	(3,460,000)	100,000
Jersey Car Parking	5,410,800	(6,731,300)	(1,320,500)	1,591,000
Jersey Fleet Management	3,662,600	(3,935,300)	(272,700)	-
	42,800,400	(55,814,500)	(13,014,100)	1,691,000
Depreciation	13,614,600	-	-	
	56,415,000	(55,814,500)	600,500	

	2015 Gross Expenditure Total £	2015 Income Total £	2015 Net Expenditure £	2015 Financial Return £
Jersey Airport	22,519,400	(30,626,400)	(8,107,000)	-
Jersey Harbours	11,962,000	(15,532,000)	(3,570,000)	100,000
Jersey Car Parking	5,438,700	(6,827,600)	(1,388,900)	1,631,000
Jersey Fleet Management	3,662,600	(3,935,300)	(272,700)	-
	43,582,700	(56,921,300)	(13,338,600)	1,731,000
Depreciation	12,857,600	-	-	
	56,440,300	(56,921,300)	(481,000)	

Annex: Summary Table B

Summary of States Trading Operations 2013 - 2015

	2013	2013	2013	2013	2013	2013	2013	2013
	Opening Balance	Surplus/ (Deficit)	Add Back: Depreciation	Less: Capital Expenditure	Plus: Other Balance Sheet Movements	Additional Funding for Other States Departments	Loan Repayments	Closing Balance
	£	£	£	£	£	£	£	£
Jersey Airport	17,731,985	531,500	7,205,000	(517,000)	(693,884)	-	(1,093,795)	23,163,806
Jersey Harbours	11,291,009	251,000	3,618,000	(3,991,000)	-	-	-	11,169,009
Jersey Car Parking	15,477,577	688,900	1,933,900	(122,000)	-	-	-	17,978,377
Jersey Fleet Management	794,911	290,600	894,700	(2,323,000)	-	1,000,000	-	657,211
	45,295,482	1,762,000	13,651,600	(6,953,000)	(693,884)	1,000,000	(1,093,795)	52,968,403

	2014	2014	2014	2014	2014	2014	2014	2014
	Opening Balance	Surplus/ (Deficit)	Add Back: Depreciation	Less: Capital Expenditure	Plus: Other Balance Sheet Movements	Additional Funding for Other States	Loan Repayments	Closing Balance
	£	£	£	£	£	£	£	£
Jersey Airport	23,163,806	996,900	6,964,000	(331,000)	(693,884)	-	(1,151,650)	28,948,172
Jersey Harbours	11,169,009	227,000	3,687,000	(2,064,000)	-	-	-	13,019,009
Jersey Car Parking	17,978,377	613,400	1,933,900	(671,000)	-	-	-	19,854,677
Jersey Fleet Management	657,211	299,700	1,029,700	(2,591,000)	-	1,500,000	-	895,611
	52,968,403	2,137,000	13,614,600	(5,657,000)	(693,884)	1,500,000	(1,151,650)	62,717,469

	2015	2015	2015	2015	2015	2015	2015	2015
	Opening Balance	Surplus/ (Deficit)	Add Back: Depreciation	Less: Capital Expenditure	Plus: Other Balance Sheet Movements	Additional Funding for Other States	Loan Repayments	Closing Balance
	£	£	£	£	£	£	£	£
Jersey Airport	28,948,172	1,848,000	6,259,000	(2,393,000)	(693,884)	-	(1,212,565)	32,755,723
Jersey Harbours	13,019,009		3,570,000	(1,928,000)	-	-	-	14,661,009
Jersey Car Parking	19,854,677	545,000	1,933,900	(1,363,000)	-	-	-	20,970,577
Jersey Fleet Management	895,611	332,200	1,094,700	(2,918,000)	-	1,500,000	-	904,511
	62,717,469	2,725,200	12,857,600	(8,602,000)	(693,884)	1,500,000	(1,212,565)	69,291,820

Summary Table G (Main Report pg 152)

Proposed Capital Allocation to States Trading Operations for 2013 - 2015

	2013 Capital Allocation	2014 Capital Allocation	2015 Capital Allocation
	£'000	£'000	£'000
States Trading Operations			
Jersey Airport			
- Capital Expenditure Allocation	517	331	2,393
Jersey Harbours			
- Capital Expenditure Allocation	1,296	368	1,670
Jersey Car Parking			
- Capital Expenditure Allocation	12	561	583
Jersey Fleet Management			
- Capital Expenditure Allocation	1,323	1,091	1,418
Total Capital Expenditure to be Financed from Trading Funds	3,148	2,351	6,064

Detailed Estimates of States Trading Operations

Economic Development - Jersey Airport and Jersey Harbours

Proposals for Ports Integration and Incorporation

In September 2011 the Minister for Economic Development advised the States that a Business Case was to be prepared for incorporation of the Harbours and Airport Trading operations. The process of integrating the two businesses will be complete in 2012 and a Report & Proposition seeking a States decision to approve the incorporation of Jersey Airport and Jersey Harbours as a single limited company wholly owned by the States is to be lodged and debated before the end of 2012. The target date for the incorporation to take place is 1st January 2014.

The benefits offered by the proposed incorporation are the opportunity not only to grow the businesses and increase efficiencies which will remove a potentially major financial burden for the States, but also generate a positive return to stakeholders, in the form of taxation and possibly dividends paid to the States as well as enhanced services to users of the Ports. Whilst there is a cost of incorporation, both a one off element and through ongoing expenditure, the Ports believe the overwhelming balance of evidence from the Jersey Telecoms and Jersey Post experience illustrates that the commercial disciplines required by incorporation will repay this investment many times over.

A financial model has been developed by the Ports which indicates that they will be self-sustaining contributors to the States for the long-term. The model will be subject to further external verification and review if States approval to the Report and Proposition is given.

Financial implications of proposed incorporation, in the MTFP

Current Position

As Trading Operations of the States, both the Harbours and the Airport are required to be self financing in terms of both their revenue and capital expenditure. In addition the Harbours have historically made a financial return to the States. The MTFP is based on this current basis. Therefore if Incorporation is approved and proceeds as planned, changes will be required to the MTFP. These will be identified and approved as part of the Incorporation approval process.

The MTFP assumes that Harbours and Airport will remain self financing both in terms of revenue and capital expenditure for the period 2013 – 2015 and that the Harbours will make an annual return to the States of £100k per annum.

Potential Financial implications of Incorporation

The primary goal in incorporating Jersey Harbours and Jersey Airport is to enable them to continue to provide essential, lifeline public services to the Island, but to do so in a commercial and sustainable manner that will improve services for customers and generate a positive return to the States.

The process of Incorporation will require a number of important decisions to be made, relating to the initial transfer of the Ports into a single limited company and also its ongoing operation. Key amongst these will be:-

Ports Estate – there is a clear need to preserve the integrity of the port and airport operational estates to ensure the ports can adequately address future demands, changing needs and regulatory requirements. A balance will need to be achieved to ensure that the Ports have sufficient flexibility to optimise the use of their asset base to support ongoing financial viability, continued investment in operational infrastructure and the provision of continuing service obligations. Assets to be transferred will be subject to negotiation and agreement with the Minister for Treasury & Resources.

Community Services/Service obligations – there are a number of activities currently undertaken by the Ports which they consider to be “non commercial” and undertaken on behalf of the States. These include the Coastguard, maintenance of the Island’s historic harbours and opening the airport especially for emergency flights. Within the incorporated structure, an appropriate legal and contractual framework will need to be developed between the incorporated body and the States to protect such services and ensure their viability. Services provided by the States at the Airport - Customs, Immigration & Police will similarly need to be agreed.

Use of States Services – Harbours and Airport both currently use a range of States services and systems including payroll, JD Edwards accounting systems, HR, Law Officers etc. These are generally provided at no, or minimal cost by the States. There are also specific significant service level agreements in place e.g. between the Harbour & Transport & Technical Services, for the provision of engineering and maintenance services (£2.4 million pa), which involved the earlier transfer of staff. This is linked to an agreed contract period. Negotiations will need to be held and agreement reached as to how all of these services will be delivered post incorporation and at what cost, if still States provided. A balance will need to be struck between the need to allow the incorporated Ports the freedom to operate commercially, the added complexity that incorporation may bring to existing systems along with any additional cost or loss of operational efficiency that may result if States services are not used. In the vast majority of instances this is not believed to be significant, although the agreement with TT&S because of the value and staff numbers involved is significant.

Staff Resources – staff will be transferred to the incorporated entity. At December 2011 the Harbours & Airport had 250 employees. Upon incorporation the Ports would repay the “pre-1987” PECRS debt, currently estimated at £18 million. Return to the States – The Ports will be required to provide a return to the States commensurate with the fair value of the assets made available to the company, adjusted to reflect community and heritage obligations undertaken by the company. The incorporated business would be treated as any other utility in Jersey and hence provide income through taxation, dividends and licences.

Harbour & Airports Capital Programme 2013 -2015

The details of the capital programme are set out elsewhere in this report. Currently and post incorporation the Ports will be responsible for fully funding the programme, with no allocation from the Capital Fund.

Economic Development Jersey Airport

Jersey Airport

Minister's Introduction

Jersey Airport provides a facility that aims to meet:

- the economic and social needs of the Island;
- the expectations of passengers;
- the expectations of airlines.

The key to achieving success has been identified and involves:

- the integration of Jersey Harbours and Jersey Airport;
- the Incorporation of the combined entity.

The integration of Jersey Harbours and Jersey Airport into a single department, the Ports of Jersey, is currently on-going and anticipated to be complete by the end of 2012. A Report and Proposition seeking a States decision to approve the incorporation of the Jersey Harbour and Jersey Airport into a single limited company wholly owned by the States is be lodged and debated before the end of 2012.

The target date for Incorporation has been revised to 1st January 2015 and the new entity will become a strategic investment on the States' balance sheet, providing income to the States through taxation, dividends and licences.

The MTFP is based on the current States' structure and therefore assumes that the Jersey Harbours and Jersey Airport continue to remain self financing in terms of both revenue and capital for the period 2013 – 2015, with Jersey Harbours continuing to make an annual return to the States of £100k per annum.

Senator Alan Maclean
Minister for Economic Development

Jersey Airport

AIM:

Our aim is to provide an Airport that strives to meet the economic and social needs of the Island while meeting the expectations of passengers and airlines by providing a safe and secure environment. Our success can be measured by:

- Open and safe operations
- Business performance
- Customer experience
- Quality of our people

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

Objective 1: Keep the ports open, safe and secure

Success Criteria:

- (i) Master Planning to meet the long term needs of the Trading Operation and the operational area
- (ii) Compliance with all safety and security measures applicable in each department with no critical anomalies reported as a result of independent audits
- (iii) Compliance with States of Jersey corporate governance and accounting standards, including risk management
- (iv) Safety Management Systems (SMS) and Quality Management Systems (QMS) policies and procedures implemented and proven

Strategic Plan References:

- **The Vision:** A strong sustainable economy; Preparing for the future
- **The Priorities:** Sustainable long term planning

Objective 2: Satisfy all current and prospective demand for commercial and community services and facilities

Success Criteria:

- (i) Reduce the reliance on aeronautical revenue by increasing yield from non-aeronautical sources via retail, car parking and commercial development activities.
- (ii) Appropriate and balanced tariff structure agreed in line with commercial objectives and economic criteria
- (iii) Customer user groups established to improve feedback, consultation and the development of improved new products and services
- (iv) Maintain Single European Sky (SES) certification

Strategic Plan Reference:

- **The Vision:** A strong sustainable economy; Preparing for the future
- **The Priorities:** Sustainable long term planning

Objective 3: Maintain robust financial management to achieve self sufficiency, and positively contribute to Jersey's economic development

Success Criteria:

- (i) Established effective governance, leadership structure and accountability with Economic Development Department and Treasury & Resources ensuring commercial separation, economic partnership and operating effectiveness

- (ii) Clear financial management plans indicating long-term view on sustainability and funding
- (iii) Development and prioritisation of new business streams and infrastructure, encouraging new enterprise with innovation and entrepreneurship

Strategic Plan Reference:

- **The Vision:** *A strong sustainable economy; Preparing for the future*
- **The Priorities:** *Sustainable long term planning*

Objective 4: Improve operational and commercial efficiency through restructuring the organisation, and investment in the personal and professional development of staff

Success Criteria:

- (i) Clarify all roles, responsibilities and accountabilities
- (ii) Implement PRA system across the organisations (to the extent possible)
- (iii) Sustain on-going departmental training programmes
- (iv) Continue implementation of professional development programme to support future succession requirements

Strategic Plan References:

- **The Vision:** *Preparing for the future; A highly skilled and motivated workforce*

Objective 5: Work with the Economic Development Department to grow passenger numbers whilst sustaining existing services

Success Criteria:

- (i) Sustain existing services and destinations
- (ii) Restore passenger numbers through the Airport to positive growth (>1% pa)
- (iii) Work with Airline Partners to grow number of destinations by up to one new destination a year.

Strategic Plan References:

- **The Vision:** *A strong sustainable economy; Preparing for the future*
- **The Priorities:** *Sustainable long term planning*

Jersey Airport Economic Development

Net Revenue Expenditure - Service Analysis

2012 Forecast + Depreciation £	2013 Gross Revenue Expenditure		2013 Income £	2013 Net Revenue Expenditure £	2013 FTE	2014 Gross Revenue Expenditure		2014 Income £	2014 Net Revenue Expenditure £	2014 FTE	2015 Gross Revenue Expenditure		2015 Income £	2015 Net Revenue Expenditure £	2015 FTE	
	DEL £	AME £				DEL £	AME £				DEL £	AME £				
775,400	Jersey Airport	20,681,300	7,143,900	(28,482,800)	(657,600)	168.0	20,808,700	6,902,900	(28,837,800)	(1,126,200)	168.0	21,264,000	6,197,900	(29,442,400)	(1,980,500)	168.0
(59,300)	Communication Services	1,191,900	61,100	(1,126,900)	126,100	10.0	1,223,300	61,100	(1,155,100)	129,300	10.0	1,255,400	61,100	(1,184,000)	132,500	10.0
716,100	(Surplus) / Deficit for the year	21,873,200	7,205,000	(29,609,700)	(531,500)	178.0	22,032,000	6,964,000	(29,992,900)	(996,900)	178.0	22,519,400	6,259,000	(30,626,400)	(1,848,000)	178.0
(8,470,000)	Depreciation and Impairment of Fixed Assets	-	(7,205,000)	-	(7,205,000)		-	(6,964,000)	-	(6,964,000)		-	(6,259,000)	-	(6,259,000)	
(7,753,900)	(Surplus) / Deficit for the year	21,873,200	-	(29,609,700)	(7,736,500)		22,032,000	-	(29,992,900)	(7,960,900)		22,519,400	-	(30,626,400)	(8,107,000)	

Jersey Airport Economic Development

Net Revenue Expenditure - Service Analysis

2012 Forecast + Depreciation		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
£		£	£	£	£	£	£
775,400	Jersey Airport	(657,600)	(1,433,000)	(1,126,200)	(468,600)	(1,980,500)	(854,300)
(59,300)	Communication Services	126,100	185,400	129,300	3,200	132,500	3,200
716,100	(Surplus) / Deficit for the year	(531,500)	(1,247,600)	(996,900)	(465,400)	(1,848,000)	(851,100)
(8,470,000)	Depreciation and Impairment of Fixed Assets	(7,205,000)	1,265,000	(6,964,000)	241,000	(6,259,000)	705,000
(7,753,900)	(Surplus) / Deficit for the year	(7,736,500)	17,400	(7,960,900)	(224,400)	(8,107,000)	(146,100)

Jersey Airport Economic Development

Net Expenditure - Operating Cost Statement

2012 Forecast		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
(6,100)	Duties, Fees, Fines & Penalties	(6,300)	(6,500)	(6,700)
(28,284,400)	Sales of Goods and Services	(28,706,200)	(29,084,100)	(29,712,200)
(83,000)	Investment Income	(85,100)	(87,200)	(89,400)
(809,200)	Other Income	(812,100)	(815,100)	(818,100)
(29,182,700)	Total Income	(29,609,700)	(29,992,900)	(30,626,400)
	Expenditure			
-	Social Benefit Payments	-	-	-
11,553,600	Staff Costs	11,665,200	11,956,700	12,255,800
6,216,400	Supplies and Services	5,053,900	5,094,900	5,222,500
187,400	Administrative Expenses	192,000	196,700	201,400
3,806,700	Premises and Maintenance	4,291,900	4,159,300	4,263,700
206,200	Other Operating Expenses	211,400	216,600	222,000
-	Grants and Subsidies Payments	-	-	-
-	Impairment of Receivables	-	-	-
509,600	Finance Costs	458,800	407,800	354,000
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
22,479,900	Total Expenditure	21,873,200	22,032,000	22,519,400
(6,702,800)	(Surplus)/Deficit for the year	(7,736,500)	(7,960,900)	(8,107,000)
7,470,000	Depreciation	7,205,000	6,964,000	6,259,000
1,000,000	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
1,767,200	(Surplus)/Deficit for the year	(531,500)	(996,900)	(1,848,000)

Jersey Airport Economic Development

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Prior Year Net Revenue Expenditure	(6,702,800)	(7,736,500)	(7,960,900)
Additional Expenditure			
Price Inflation - Dept Income	(427,000)	(383,200)	(633,500)
Price Inflation - Provision for Pay Award	288,600	291,500	299,100
Price Inflation - Dept Expenditure	230,300	248,100	249,200
Net Staff Savings/Cost	(6,500)	-	-
One off project - Arrivals Building - Removal of the Top Two Floors	(966,100)	(83,000)	-
One off ATE project	240,000	(240,000)	-
Expiry of Finance Lease	(56,500)	(57,800)	(60,900)
Corporate Restructure	(375,000)	-	-
Increase in running costs	38,500	-	-
Commitments from Existing Policies	-	-	-
Capital to Revenue Transfers	-	-	-
(Surplus) / Deficit for the year	(7,736,500)	(7,960,900)	(8,107,000)
Depreciation and Impairment of Fixed Assets	7,205,000	6,964,000	6,259,000
(Surplus) / Deficit for the year	(531,500)	(996,900)	(1,848,000)

Jersey Airport Economic Development

Trading Fund Balance

2012 Restated £		2013 £	2014 £	2015 £
15,494,438	Estimated Trading Fund Opening Balance	17,731,985	23,163,806	28,948,172
(1,767,200)	Surplus/(Deficit) for the year	531,500	996,900	1,848,000
8,470,000	Add back: Depreciation	7,205,000	6,964,000	6,259,000
(1,438,000)	Less: Capital Expenditure	(517,000)	(331,000)	(2,393,000)
-	- Above Ground works	-	-	-
-	- Below Ground works	-	-	-
-	Plus: Capital Grant Funding	-	-	-
(693,884)	Other balance sheet movements	(693,884)	(693,884)	(693,884)
(2,333,369)	- Capital Grant funding deferred income release	(1,093,795)	(1,151,650)	(1,212,565)
	- Capital element of loan repayments			
17,731,985	Estimated Trading Fund Closing Balance	23,163,806	28,948,172	32,755,723

Economic Development Jersey Harbours

Jersey Harbours

Minister's Introduction

'Jersey Harbours' is charged with the administration, management, operation, development and maintenance of the harbours of Jersey and their associated facilities. The port provides the strategic life-line link to the Island, underpinning the economy.

The key to achieving success has been identified and involves:

- integration of Jersey Harbours and Jersey Airport;
- Incorporation of the combined entity.

The integration of Jersey Harbours and Jersey Airport into a single department, the Ports of Jersey, is currently on-going and anticipated to be complete by the end of 2012. A Report and Proposition seeking a States decision to approve the incorporation of the Jersey Harbour and Jersey Airport into a single limited company wholly owned by the States is be lodged and debated before the end of 2012.

The target date for Incorporation has been revised to 1st January 2015 and the new entity will become a strategic investment on the States' balance sheet, providing income to the States through taxation, dividends and licences.

The MTFP is based on the current States' structure and therefore assumes that the Jersey Harbours and Jersey Airport continue to remain self financing in terms of both revenue and capital for the period 2013 – 2015, with Jersey Harbours continuing to make an annual return to the States of £100k per annum.

Senator Alan Maclean
Minister for Economic Development

Jersey Harbours

AIM:

Our aim is to provide modern port, marina and coastguard services facilities within a safe and secure environment with guaranteed long term viability. Our success can be measured by:

- Open and safe operations
- Business performance
- Customer experience
- Quality of our people

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

Objective 1: Keep the ports open, safe and secure

Success Criteria:

- (v) Master Planning to meet the long term needs of the Trading Operation and the operational areas
- (vi) Compliance with all safety and security measures applicable in each department with no critical anomalies reported as a result of independent audits
- (vii) Compliance with States of Jersey corporate governance and accounting standards, including risk management
- (viii) Safety Management Systems (SMS) and Quality Management Systems (QMS) policies and procedures implemented and proven
- (ix) Ensure cargo operations remain effective for our commercial port

Strategic Plan References:

- **The Vision:** A strong sustainable economy; Preparing for the future
- **The Priorities:** Sustainable long term planning

Objective 2: Satisfy all current and prospective demand for commercial and community services and facilities

Success Criteria:

- (v) Appropriate and balanced tariff structure agreed in line with commercial objectives and economic criteria
- (vi) Increase the number of boats, berths and associated businesses, and develop associated facilities in support of the marine leisure industry
- (vii) Customer user groups established to improve feedback, consultation and the development of improved new products and services
- (viii) Alignment with the UK Coastguard and IALA standards through audits and benchmarking

Strategic Plan References:

- **The Vision:** A strong sustainable economy; Preparing for the future
- **The Priorities:** Sustainable long term planning

Objective 3: To maintain robust financial management to achieve self sufficiency, and positively contribute to Jersey's economic development

Success Criteria:

- (iv) Established effective governance, leadership structure and accountability with Economic Development Department and Treasury & Resources ensuring commercial separation, economic partnership and operating effectiveness

- (v) Clear financial management plans indicating long-term view on sustainability and funding
- (vi) Development and prioritisation of new business streams and infrastructure, encouraging new enterprise with innovation and entrepreneurship
- (vii) Review of heritage and other community functions and plans agreed for future management and funding

Strategic Plan References:

- **The Vision:** *A strong sustainable economy; Preparing for the future*
- **The Priorities:** *Sustainable long term planning*

Objective 4: Improve operational and commercial efficiency through restructuring the organisation, and investment in the personal and professional development of staff

Success Criteria:

- (v) Clarify all roles, responsibilities and accountabilities
- (vi) Implement PRA system across the organisations (to the extent possible)
- (vii) Sustain on-going departmental training programmes
- (viii) Continue implementation of professional development programme to support future succession requirements

Strategic Plan References:

- **The Vision:** *Preparing for the future; A highly skilled and motivated workforce*

Objective 5: Work with the Economic Development Department to grow passenger numbers through all ports whilst sustaining existing services

Success Criteria:

- (iv) Sustain existing services and destinations
- (v) Maintain passenger levels and number of routes at the Harbour at 2010 levels
- (vi) Together with our passenger ferry operators, establish promotions and campaigns targeted at passenger markets

Strategic Plan Reference:

- **The Vision:** *A strong sustainable economy; Preparing for the future*
- **The Priorities:** *Sustainable long term planning*

Jersey Harbours Economic Development

Net Revenue Expenditure - Service Analysis

2012 Forecast + Depreciation £	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE
	DEL	AME				DEL	AME				DEL	AME			
	£	£	£	£		£	£	£	£		£	£	£	£	
(327,000) Port of Jersey	7,155,000	2,200,000	(9,549,000)	(194,000)	41.0	7,226,000	2,231,000	(9,740,000)	(283,000)	41.0	7,442,000	2,124,000	(9,982,000)	(416,000)	41.0
24,000 Jersey Coastguard	1,069,000	99,000	(1,187,000)	(19,000)	13.0	1,096,000	99,000	(1,210,000)	(15,000)	13.0	1,103,000	99,000	(1,241,000)	(39,000)	13.0
573,000 Marine Leisure	3,291,000	1,319,000	(4,146,000)	464,000	17.0	3,373,000	1,357,000	(4,205,000)	525,000	17.0	3,417,000	1,347,000	(4,309,000)	455,000	17.0
270,000 (Surplus) / Deficit for the year	11,515,000	3,618,000	(14,882,000)	251,000	71.0	11,695,000	3,687,000	(15,155,000)	227,000	71.0	11,962,000	3,570,000	(15,532,000)	-	71.0
(3,360,000) Depreciation		(3,618,000)	-	(3,618,000)			(3,687,000)	-	(3,687,000)			(3,570,000)	-	(3,570,000)	
(3,090,000) (Surplus) / Deficit for the year	11,515,000	-	(14,882,000)	(3,367,000)		11,695,000	-	(15,155,000)	(3,460,000)		11,962,000	-	(15,532,000)	(3,570,000)	

Jersey Harbours Economic Development

Net Revenue Expenditure - Service Analysis

2012 Forecast + Depreciation		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
£		£	£	£	£	£	£
(327,000)	Port of Jersey	(194,000)	133,000	(283,000)	(89,000)	(416,000)	(133,000)
24,000	Jersey Coastguard	(19,000)	(43,000)	(15,000)	4,000	(39,000)	(24,000)
573,000	Marine Leisure	464,000	(109,000)	525,000	61,000	455,000	(70,000)
270,000	(Surplus) / Deficit for the year	251,000	(19,000)	227,000	(24,000)	-	(227,000)
(3,360,000)	Depreciation	(3,618,000)	(258,000)	(3,687,000)	(69,000)	(3,570,000)	117,000
(3,090,000)	(Surplus) / Deficit for the year	(3,367,000)	(277,000)	(3,460,000)	(93,000)	(3,570,000)	(110,000)

Jersey Harbours Economic Development

Net Expenditure - Operating Cost Statement

2012 Forecast		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
(5,000)	Duties, Fees, Fines & Penalties	(25,000)	(26,000)	(27,000)
(14,384,100)	Sales of Goods and Services	(14,735,000)	(15,006,000)	(15,381,000)
(83,000)	Investment Income	(83,000)	(83,000)	(83,000)
(57,900)	Other Income	(39,000)	(40,000)	(41,000)
(14,530,000)	Total Income	(14,882,000)	(15,155,000)	(15,532,000)
	Expenditure			
-	Social Benefit Payments	-	-	-
4,120,000	Staff Costs	4,104,000	4,104,000	4,186,000
2,736,500	Supplies and Services	2,805,000	2,875,000	2,947,000
108,400	Administrative Expenses	111,000	114,000	117,000
4,127,800	Premises and Maintenance	4,144,000	4,247,000	4,354,000
52,500	Other Operating Expenses	54,000	55,000	56,000
21,400	Grants and Subsidies Payments	22,000	23,000	23,000
-	Impairment of Receivables	-	-	-
273,400	Finance Costs	275,000	277,000	279,000
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
11,440,000	Total Expenditure	11,515,000	11,695,000	11,962,000
(3,090,000)	(Surplus)/Deficit for the year	(3,367,000)	(3,460,000)	(3,570,000)
3,360,000	Depreciation	3,618,000	3,687,000	3,570,000
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
270,000	(Surplus)/Deficit for the year	251,000	227,000	-

Jersey Harbours Economic Development

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Prior Year Net Revenue Expenditure	(3,090,000)	(3,367,000)	(3,460,000)
Additional Expenditure			
Price Inflation - Dept Income	-	-	-
Price Inflation - Provision for Pay Award	78,000	79,000	82,000
Price Inflation - Dept Expenditure	190,000	180,000	165,000
Commitments from Existing Policies			
Department Savings	(178,000)	(80,000)	-
Department User Pays	(367,000)	(272,000)	(357,000)
Capital to Revenue Transfers	-	-	-
(Surplus) / Deficit for the year	(3,367,000)	(3,460,000)	(3,570,000)
Depreciation	3,618,000	3,687,000	3,570,000
(Surplus) / Deficit for the year	251,000	227,000	-

Jersey Harbours Economic Development

Trading Fund Balance

2012 Restated £		2013 £	2014 £	2015 £
14,506,009	Estimated Trading Fund Opening Balance	11,291,009	11,169,009	13,019,009
270,000	Surplus/(Deficit) for the year	251,000	227,000	-
3,360,000	Add back: Depreciation	3,618,000	3,687,000	3,570,000
	Add back: Depreciation on assets sold in year			
(6,845,000)	Less: Capital Expenditure	(3,991,000)	(2,064,000)	(1,928,000)
-	Plus: Capital Grant Funding	-	-	-
	Other balance sheet movements			
-	- Capital Grant funding deferred income release	-	-	-
11,291,009	Estimated Trading Fund Closing Balance	11,169,009	13,019,009	14,661,009

Transport and Technical Services Jersey Car Parking

Jersey Car Parking

Minister's Introduction

The main areas of operation for Jersey Car Parking (JCP) are:

- Provision of public parking facilities
- Policing of public parking areas

The key projects and issues in 2013 - 15 are as follows:

Jersey has been using the paycard system of payment for parking for more than 20 years. Responding to public comment, JCP has been looking at possible viable alternatives that will allow car park users the option to pay on exit, to provide more flexibility to customers. JCP will be running a year's trial, starting in October 2012, of an automated number plate recognition (ANPR) system. Future charging methods for multi-storey car parks will be assessed after the trial.

The Sustainable Transport Policy aims to reduce the number of cars on the road, particularly commuter traffic. It is still early days in the Policy's implementation, but it is expected that there will be more people taking the bus, cycling, walking and motorcycling over the coming years. JCP will need to carefully monitor car park demand to ensure there is an appropriate supply of public parking. Motorcycle parking has already been increased in recent years and it is expected that the demand for commuter parking will reduce, but it is recognised that an adequate supply of well located shopper parking is important for the town centre. The developments planned in the North Town Masterplan will introduce over 600 new parking places to serve the town centre.

The future of the Esplanade car park is dependent upon development plans for the Esplanade Quarter; spaces affected by construction work will, in the short-term, be displaced to temporary parking on the Waterfront, before being ultimately replaced within the new development.

Deputy Kevin Lewis
Minister for Transport and Technical Services

Jersey Car Parking

AIM:

Our aim is to provide and manage public parking facilities in accordance with the Island's needs.

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

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

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

Strategic Plan Reference:

The Vision:

A strong and sustainable economy

Preparing for the future

The Priorities:

Develop Long-term Planning

Objective 2: Police public parking areas effectively and fairly.

Performance/success criteria:

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

Strategic Plan Reference:

The Vision:

A safe and caring community

Jersey Car Parking Transport and Technical Services

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE	
	DEL £	AME £				DEL £	AME £				DEL £	AME £				
889,500	Jersey Car Parking	5,395,500	1,933,900	(6,640,500)	688,900	24.0	5,410,800	1,933,900	(6,731,300)	613,400	24.0	5,438,700	1,933,900	(6,827,600)	545,000	24.0
889,500	(Surplus) / Deficit for the year	5,395,500	1,933,900	(6,640,500)	688,900	24.0	5,410,800	1,933,900	(6,731,300)	613,400	24.0	5,438,700	1,933,900	(6,827,600)	545,000	24.0
(1,933,900)	Depreciation	-	(1,933,900)	-	(1,933,900)		-	(1,933,900)	-	(1,933,900)		-	(1,933,900)	-	(1,933,900)	
(1,044,400)	(Surplus) / Deficit for the year	5,395,500	-	(6,640,500)	(1,245,000)		5,410,800	-	(6,731,300)	(1,320,500)		5,438,700	-	(6,827,600)	(1,388,900)	

Jersey Car Parking Transport and Technical Services

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £	£	£	£	£	£	£
889,500 Jersey Car Parks	688,900	(200,600)	613,400	(75,500)	545,000	(68,400)
889,500 (Surplus) / Deficit for the year	688,900	(200,600)	613,400	(75,500)	545,000	(68,400)
(1,933,900) Depreciation	(1,933,900)	-	(1,933,900)	-	(1,933,900)	-
(1,044,400) (Surplus) / Deficit for the year	(1,245,000)	(200,600)	(1,320,500)	(75,500)	(1,388,900)	(68,400)

Jersey Car Parking Transport and Technical Services

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
(580,000)	Duties, Fees, Fines & Penalties	(529,000)	(452,000)	(373,500)
(5,615,000)	Sales of Goods and Services	(5,919,100)	(6,084,100)	(6,255,500)
(100,000)	Investment Income	(145,000)	(147,000)	(149,000)
(35,700)	Other Income	(47,400)	(48,200)	(49,600)
(6,330,700)	Total Income	(6,640,500)	(6,731,300)	(6,827,600)
	Expenditure			
-	Social Benefit Payments	-	-	-
829,500	Staff Costs	807,300	774,500	775,000
920,700	Supplies and Services	941,100	928,800	859,600
36,200	Administrative Expenses	20,200	20,400	20,600
1,125,600	Premises and Maintenance	1,933,100	1,923,500	1,939,200
-	Other Operating Expenses	-	-	-
-	Grants and Subsidies Payments	-	-	-
48,000	Impairment of Receivables	63,000	63,000	63,000
2,326,300	Finance Costs	1,630,800	1,700,600	1,781,300
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
5,286,300	Total Expenditure	5,395,500	5,410,800	5,438,700
(1,044,400)	(Surplus)/Deficit for the year	(1,245,000)	(1,320,500)	(1,388,900)
1,933,900	Depreciation	1,933,900	1,933,900	1,933,900
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
889,500	(Surplus)/Deficit for the year	688,900	613,400	545,000

Jersey Car Parking Transport and Technical Services

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Prior Year Net Revenue Expenditure	(1,044,400)	(1,245,000)	(1,320,500)
Additional Expenditure			
Price Inflation - Dept Income	-	-	-
Price Inflation - Provision for Pay Award and Other Adjustments	-	-	-
Price Inflation - Dept Expenditure	519,900	(115,300)	(109,100)
Technical Adjustments			
(Decrease)/Increase in financial return to General Revenue	(720,500)	39,800	40,700
Capital to Revenue Transfers	-	-	-
(Surplus) / Deficit for the year	(1,245,000)	(1,320,500)	(1,388,900)
Depreciation	1,933,900	1,933,900	1,933,900
(Surplus) / Deficit for the year	688,900	613,400	545,000

Jersey Car Parking Transport and Technical Services

Trading Fund Balance

2012 Restated £		2013 £	2014 £	2015 £
14,433,177	Estimated Trading Fund Opening Balance	15,477,577	17,978,377	19,854,677
(889,500)	Surplus/(Deficit) for the year	688,900	613,400	545,000
1,933,900	Add back: Depreciation	1,933,900	1,933,900	1,933,900
	Less: Capital Expenditure			
-	- Concrete degradation	(12,000)	(561,000)	(583,000)
-	- Car park charging mechanism	(110,000)	(110,000)	(780,000)
-	- Rebuild car parks	-	-	-
-	- Plus: Capital Receipts	-	-	-
-	- Other balance sheet movements	-	-	-
15,477,577	Estimated Trading Fund Closing Balance	17,978,377	19,854,677	20,970,577

Transport and Technical Services Jersey Fleet Management

Jersey Fleet Management

Minister's Introduction

The main aims of operation for Jersey Fleet Management (JFM) are to:

- provide the States with a fleet of vehicles fit for purpose at the best possible whole life costs; and
- provide cost effective fuel and workshop services for States fleet vehicles.

From 2012, Jersey Fleet Management (JFM) has been tasked with providing fleet procurement and fleet maintenance for all States Departments. The process of bringing Departments on board is likely to continue into 2013.

The contract for the lease hire car fleet for the States of Jersey was put out to tender in 2012. The new contract period will start in January 2013 and run for the following three years. The new fleet will meet more stringent carbon dioxide standards and include a trial of ten electric vehicles in several States Departments.

Deputy Kevin Lewis
Minister for Transport and Technical Services

Jersey Fleet Management

AIM:

Our aim is to provide the States with a fleet of vehicles fit for purpose at the best possible whole life costs.

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

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

- (i) Lease hire contract for the car fleet achieves best value for the States;
- (ii) General fleet and specialist vehicles procured at best possible prices and fit for purpose;
- (iii) Meet the vehicle replacement requirements for new lease customer departments following the decision to fund all States vehicle procurement through Jersey Fleet Management;
- (iv) Inter-departmental lease charges are fair, reasonable and transparent and provide for future asset replacement.

Strategic Plan Reference:

*The Vision:
A strong and sustainable economy
Protecting the environment*

Objective 2: Ensure States vehicles and specialist equipment are kept operational.

Performance/success criteria:

- (i) Minimise cost and turnaround time for servicing and repairs, ensuring workshop billing and maintenance records are detailed, timely and accurate;
- (ii) Ensure the minimum level of operational availability is met for emergency vehicles.

Strategic Plan Reference:

*The Vision:
A strong and sustainable economy*

Jersey Fleet Management Transport and Technical Services

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure	2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE
	DEL £	AME £				DEL £	AME £				DEL £	AME £			
(272,700) Jersey Fleet Management	3,917,100	894,700	(5,102,400)	(290,600)	27.0	4,026,500	1,029,700	(5,355,900)	(299,700)	27.0	4,114,100	1,094,700	(5,541,000)	(332,200)	27.0
(272,700) (Surplus) / Deficit for the year	3,917,100	894,700	(5,102,400)	(290,600)	27.0	4,026,500	1,029,700	(5,355,900)	(299,700)	27.0	4,114,100	1,094,700	(5,541,000)	(332,200)	27.0
(867,700) Depreciation and Asset Disposal (Gain)/Loss	-	(894,700)	-	(894,700)		-	(1,029,700)	-	(1,029,700)		-	(1,094,700)	-	(1,094,700)	
(1,140,400) (Surplus) / Deficit for the year	3,917,100	-	(5,102,400)	(1,185,300)		4,026,500	-	(5,355,900)	(1,329,400)		4,114,100	-	(5,541,000)	(1,426,900)	

Jersey Fleet Management Transport and Technical Services

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £		£	£	£	£	£	£
(272,700)	Jersey Fleet Management	(290,600)	(17,900)	(299,700)	(9,100)	(332,200)	(32,500)
(272,700)	(Surplus) / Deficit for the year	(290,600)	(17,900)	(299,700)	(9,100)	(332,200)	(32,500)
(867,700)	Depreciation	(894,700)	(27,000)	(1,029,700)	(135,000)	(1,094,700)	(65,000)
(1,140,400)	(Surplus) / Deficit for the year	(1,185,300)	(44,900)	(1,329,400)	(144,100)	(1,426,900)	(97,500)

Jersey Fleet Management Transport and Technical Services

Net Expenditure - Operating Cost Statement

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
-	Duties, Fees, Fines & Penalties	-	-	-
(3,931,300)	Sales of Goods and Services	(5,088,400)	(5,341,400)	(5,526,000)
(3,500)	Investment Income	(14,000)	(14,500)	(15,000)
(500)	Other Income	-	-	-
(3,935,300)	Total Income	(5,102,400)	(5,355,900)	(5,541,000)
	Expenditure			
-	Social Benefit Payments	-	-	-
966,600	Staff Costs	1,067,700	1,069,600	1,071,100
971,000	Supplies and Services	1,027,700	1,051,600	1,077,200
1,200	Administrative Expenses	1,200	1,200	1,300
854,100	Premises and Maintenance	1,820,500	1,904,100	1,964,500
2,000	Other Operating Expenses	-	-	-
-	Grants and Subsidies Payments	-	-	-
-	Impairment of Receivables	-	-	-
-	Finance Costs	-	-	-
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
2,794,900	Total Expenditure	3,917,100	4,026,500	4,114,100
(1,140,400)	(Surplus)/Deficit for the year	(1,185,300)	(1,329,400)	(1,426,900)
957,700	Depreciation	974,700	1,094,700	1,149,700
-	Impairment of Fixed Assets	-	-	-
(90,000)	Asset Disposal (Gain)/Loss	(80,000)	(65,000)	(55,000)
(272,700)	(Surplus)/Deficit for the year	(290,600)	(299,700)	(332,200)

Jersey Fleet Management Transport and Technical Services

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Prior Year Net Revenue Expenditure	(1,230,400)	(1,185,300)	(1,329,400)
Adjustment to non cash disclosure for Asset Disposal (Gain)/Loss	90,000	-	-
Additional Expenditure			
Price Inflation - Dept Income	-	-	-
Price Inflation - Provision for Pay Award / Additional Staff	-	-	-
Price Inflation - Dept Expenditure	(44,900)	(144,100)	(97,500)
Technical Adjustments	-	-	-
Capital to Revenue Transfers	-	-	-
Depreciation Adjustment	-	-	-
(Surplus) / Deficit for the year	(1,185,300)	(1,329,400)	(1,426,900)
Depreciation	974,700	1,094,700	1,149,700
Asset Disposal (Gain)/Loss	(80,000)	(65,000)	(55,000)
(Surplus) / Deficit for the year	(290,600)	(299,700)	(332,200)

Jersey Fleet Management Transport and Technical Services

Trading Fund balance

2012 Restated £		2013 £	2014 £	2015 £
1,007,511	Estimated Trading Fund Opening Balance	794,911	657,211	895,611
272,700	Surplus for the year	290,600	299,700	332,200
1,000,000	Additional funding for other States Departments	1,000,000	1,500,000	1,500,000
957,700	Add back: Depreciation / Asset Disposal (Gain)/Loss	894,700	1,029,700	1,094,700
	Less: Capital Expenditure			
(2,443,000)	Replacement Fleet Plant and vehicles	(2,323,000)	(2,591,000)	(2,918,000)
-	Plus: Capital Receipts	-	-	-
-	Other balance sheet movements	-	-	-
794,911	Estimated Trading Fund Closing Balance	657,211	895,611	904,511