

STATES OF JERSEY

ANNEX TO

ANNUAL BUSINESS PLAN 2011

(as amended 17.09.10)

Council of Ministers

T.A. Le Sueur	Senator	Chief Minister
P.F.C. Ozouf	Senator	Treasury and Resources and Deputy Chief Minister
A.J.H. Maclean	Senator	Economic Development
J. G. Reed	Deputy	Education, Sport and Culture
A.E. Pryke	Deputy	Health and Social Services
B.I. Le Marquand	Senator	Home Affairs
S.S.P.A. Power	Deputy	Housing
F.E. Cohen	Senator	Planning and Environment
I.J. Gorst	Deputy	Social Security
M.K. Jackson	Connétable	Transport and Technical Services
W.D. Ogley	Chief Executive	

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Addendum

Introduction

As a result of the debate on the Draft Annual Business Plan 2011 which concluded on 17th September 2010, the following amendments were approved. These amendments have been made on the PDF file of the Annex to the Annual Business Plan 2011 on the States internet website:

<http://www.gov.je/Government/PlanningPerformance/StrategicPlanning/Pages/StatesAnnualBusinessPlan.aspx>

Changes to Department Cash Limits

Social Security

Net revenue expenditure shall be increased by £138,000 in 2011, in order to reinstate the GST bonus, as proposed by Deputy Le Fondre.

And

Net revenue expenditure shall be reduced by £6,632 in 2011, following the restructuring of the Christmas Bonus, as proposed by Senator Le Gresley.

Treasury and Resources

Net revenue expenditure shall be decreased by £138,000 in 2011, taken from the Central Reserves allocation, to fund the increase in Social Security to reinstate the GST bonus, as proposed by Deputy Le Fondre.

Summary

Total States Net Revenue Expenditure was reduced to £652,874,640 in 2011 and allocated as shown in Summary Table A (as amended).

Paragraph "e" of the proposition was withdrawn by the Chief Minister in order to allow the Council of Ministers the opportunity to revisit the savings targets for 2012 and 2013.

Introduction

In the 2010 Budget the Minister for Treasury and Resources, supported by the Council of Ministers, committed to two significant new projects: a Comprehensive Spending Review (CSR) and a wide ranging Fiscal Strategy Review (FSR).

The CSR introduces certain new principles to the current financial planning and budgeting framework. These principles are presented in detail in the main Annual Business Plan report. Ministers have considered the appropriate spending limits for 2011 to 2013 as part of the three-year tax and spending envelope proposed for the CSR and FSR processes. These are strategic proposals which recognise that the States financial position needs to be brought back into balance by 2013.

The CSR process has been split into two parts:

Part 1 – 2011	
Activity	Details
Identify 2011 CSR proposals in detail	<ul style="list-style-type: none"> • £12 million savings proposals • affordable growth bids • user pays options • restructuring funding required for investment to deliver savings • central reserves • capital programme
Agree total expenditure envelope for 2012 and 2013	<ul style="list-style-type: none"> • identify total envelope which would include revenue and capital expenditure • reflect the overall £25million and £50million savings for those years
Present 2011 Business Plan	<ul style="list-style-type: none"> • 2011 detailed cash limits • 2012 and 2013 total spending limits • to be lodged in July 2010 and debated September 2010

Part 2 – 2012 and 2013	
Activity	Details
Identify proposals 2012 and 2013	<ul style="list-style-type: none"> • £25million savings in 2012 and £50million savings in 2013 • affordable growth proposals • user pays options • restructuring funding required • central reserves • capital programme
Propose a Part 2 Business Plan	<ul style="list-style-type: none"> • Further detail on 2012 and 2013 revenue and capital expenditure within the spending envelopes proposed in September • Lodge in October 2010 alongside FSR proposals in the 2011 budget, for debate in December 2010

In support to this process the Annual Business Plan continues to be presented in two parts:

- Part one is the main Annual Business Plan Report, summarising the expenditure proposals and provides details of the Capital and Legislation programmes.
- Part two is the Annex providing additional detail of each department's expenditure and resources. The Annex also provides full details of the individual proposals in support of the Capital programme.

The information previously provided in the annex for each department, and Non Ministerial States funded body, is also included and these tables will also be presented in departments' individual annual business plans when produced later in the year. These will include:

- an introduction from the Minister,
- departments' key objectives and success criteria,
- a summary service analysis for the department including manpower levels,
- a detailed service analysis providing, links to key objectives and a financial commentary of the movement in expenditure from 2010 to 2011 for each service area,
- a reconciliation of the changes in expenditure allocations for 2011 including the Comprehensive Spending Review,
- a split of gross expenditure across DEL (Departmental Expenditure Limits) and AME (Annually Managed Expenditure), as explained in Section 5.2 of the Annual Business Plan.

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

Other information provided in this annex includes details of:

- the proposed 2011 capital programme;

Departments will produce their own detailed annual business plans later in the year and these will be at a level where they can be used operationally within that department.

The details of the FSR will be presented as part of the Annual Budget in December where the States Assembly will be asked to approve the tax and funding proposals required.

Summary Table A

Total States Net Expenditure Allocations 2011 (amended)

	2011 Gross Expenditure Allocation	2011 Income Allocation	2011 Net Expenditure Allocation
	£'000	£'000	£'000
States Funded Bodies			
Ministerial Departments			
Chief Minister	5,591	(497)	5,094
- Grant to the Overseas Aid Commission	8,458	-	8,458
Economic Development	17,554	(1,475)	16,079
Education, Sport and Culture	117,582	(17,425)	100,157
Health and Social Services	188,687	(21,048)	167,639
Home Affairs	50,039	(1,706)	48,333
Housing	17,255	(38,183)	(20,928)
Planning and Environment	10,393	(3,644)	6,749
Social Security	178,403	(3,335)	175,068
Transport and Technical Services	47,034	(18,602)	28,432
Treasury and Resources			
- Department allocation	47,752	(7,712)	40,040
- Central allocation			
- Depreciation	37,073	-	37,073
- Provision for Central Reserves	8,862	-	8,862
- Provision for Restructuring costs	6,000	-	6,000
Non Ministerial States funded bodies			
- Bailiff's Chambers	1,490	(47)	1,443
- Law Officers' Department	7,762	(173)	7,589
- Judicial Greffe	6,735	(585)	6,150
- Viscount's Department	2,042	(540)	1,502
- Official Analyst	658	(56)	602
- Office of the Lieutenant Governor	798	(72)	726
- Office of the Dean of Jersey	25	-	25
- Data Protection Commission	312	(90)	222
- Probation Department	1,790	(180)	1,610
- Comptroller and Auditor General	747	-	747
States Assembly and its services	5,235	(32)	5,203
Net Revenue Department Expenditure Allocation	£ 768,278	£ (115,402)	£ 652,875

Adjustments to reconcile to Financial Forecast:

Treasury and Resources - Depreciation	(37,073)	-	(37,073)
Revenue Expenditure for Financial Forecast	£ 731,205	£ (115,402)	£ 615,802

The Gross Expenditure Allocation includes both DEL and AME expenditure, departmental pages in the Annex split the allocations across these classifications. See Section 5.2 in the Annual Business Plan for an explanation of the differences between DEL and AME expenditure.

The provision for Central Reserves and Restructuring costs are allocated to Treasury and Resources department and will be managed within a financial framework outlined at Section 5.4 in the Annual Business Plan.

The allocation of depreciation to the Treasury and Resources department, which is a non-cash item, replaces the previous allocations for internal debt servicing which was an approximation of the depreciation provision.

The Overseas Aid Commission expenditure allocation appears as a grant from the Chief Minister's department, solely for the purpose of expenditure allocations, as it has not yet been established as a States funded body under the Finance Law.

Detailed Estimates of States Funded Bodies

Chief Minister
(as lodged 12.07.10)

Chief Minister

Minister's Introduction

The Department will continue to develop across its wide range of services, leading to continued development and improved efficiency. The prime focus of the department in 2011 will be to lead the implementation of the Comprehensive Spending Review to deliver £50 million of savings by 2013; to represent the Island's interests internationally and to deliver the 2011 census. The Department will also be supporting improvements to the structure of ministerial government to ensure proper inclusivity and scrutiny.

The overall scale of savings to be delivered by the Comprehensive Spending Review will require consideration of the strategic options for reducing costs whilst maintaining high-quality core services. A States-wide Organisational Development Programme will support the drive for greater efficiency through the review of departmental structures and services.

The Department has critically reviewed its activities as part of the Comprehensive Spending Review, has identified the required 2% savings for 2011 and fully intends to deliver the further 8% savings for 2012/13. The priority for the department will be to reinforce and regularise the investment in our international team to ensure that our international relations activities are supported by a sustainable budget.

The corporate support services of HR, IS and Customer Services have been transferred to Treasury and Resources as they have been brought together with Corporate Purchasing, Property Services and Corporate Systems in the new Resources Department under the leadership of the Deputy Chief Executive. This new structure will bring all the support services together to improve effectiveness and deliver improved service efficiency.

The three areas of operation for the Chief Minister's Department are:

1. The Policy Unit (policy support and research for the Council of Ministers and Chief Executive; communications; statistics; the Population Office; Emergency Planning)
2. International Affairs, including constitutional matters, economic advice and international finance
3. Law Draftsman's Office

The Comprehensive Spending Review Team is also embedded in the Chief Minister's Department until the conclusion of the review.

In addition to the Comprehensive Spending Review and Organisational Development Programme, the key projects and issues for the Department in 2011 are:

1. Policy

2011 will see the Council of Ministers continue the implementation of the Strategic Plan which continues to drive the department's policy programme. As part of this, the Council of Ministers will continue to progress its population policy, including the implementation of appropriate review mechanisms, and will continue to progress policy initiatives designed to address the effects of the ageing population. This will require cross-department planning and working.

The implementation of the migration policy will be concluded with draft legislation placed before the States, followed by the systems development necessary for implementation.

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.

In addition to the publication of regular independent statistical reports and economic and business statistics, a Census will be one of the major undertakings by the department in 2011.

The Emergencies Council will continue to lead a programme of improvements to the emergency planning and management structures and processes. They will be supported by the Emergency Planning Board in identifying and responding to the emergency resilience issues impacting on the Island. A resilience structure has been developed specific to Island risks and a programme of exercises have been planned to test and improve the Island's response to emergency situations.

2. International Affairs

Jersey's international identity will continue to be protected and extended, and the Island will continue to seek to enter into agreements in our own name. International relationships will be strengthened, particularly in Brussels and with our European neighbours. Jersey will also continue to meet its existing international obligations and to enter into international agreements where it is in the Island's best interests to do so. In addition, Jersey will continue to protect our unique constitution and domestic autonomy.

Jersey will protect the Island's international reputation and viability as an offshore finance centre. Jersey will be positioned as "a leading international finance centre, independently recognised by the IMF, OECD and other international institutions as a well regulated, transparent and cooperative jurisdiction". Jersey will seek to maintain our place on the OECD white list, acknowledged by the G20, and our position as a leading offshore centre in the City of London's Global Financial Centres Index. Jersey's international strategy for its finance industry will be taken forward in partnership with Jersey Finance, industry, and the Jersey Financial Services Commission, to best respond to ongoing political and economic pressures arising from the economic downturn.

The provision of quality economic advice will continue to support effective management of the economy.

3. Law Drafting

The Law Draftsman's department is a vital service providing the legislative framework within which the States operates and services are provided and is a significant part of the annual consideration of the States resources. The legislation programme proposed for 2011 is described in section 10 of the Annual Business Plan.

Senator Terry Le Sueur
Chief Minister

Chief Minister

AIM:

The aim of the Chief Minister's Department is to:

- 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.
- develop and promote international relations to further Jersey's international standing and reputation.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

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

Success criteria:

- (i) Strategic Plan monitored as per the agreed timetable;
- (ii) Co-ordinated development and implementation of policies at ministerial and Corporate Management Board level;
- (iii) The development of any new initiatives, policies or strategies prioritised and supported by all resource implications;
- (iv) Effective communication and consultation on key policies;
- (v) All policies transparent, with clear accountability and reporting back on outcomes;
- (vi) Improved public satisfaction with government;
- (vii) Continued public consultation and participation in decision-making;
- (viii) Co-ordinated arrangements between Departments and the Parishes resulting in the development of community and social initiatives;
- (ix) Closer co-operation with Scrutiny;
- (x) Co-ordinated arrangements between Departments and the 'Third Sector' in providing improved services;
- (xi) In conjunction with the Treasury, Annual Business Plan to be delivered within the total amounts set in the 2011 Annual Business Plan for the years 2011 to 2013.

Strategic Plan Priority: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15 and 16

Objective 2: An efficient and effective public sector fit for the purpose of delivering the States Strategic Plan.

Success criteria:

- (i) Continued focus on delivering essential services through the prioritisation of budgets and manpower to ensure the efficient allocation on services;
- (ii) An effective law drafting service;
- (iii) In conjunction with the relevant departments, the continued development of the Social Policy framework to deliver the priorities set out in the Strategic Plan;
- (iv) In conjunction with the Treasury and States Departments, plans on track to deliver the programme of efficiency savings in the public sector through the Comprehensive Spending Review process;
- (v) A robust resilience/response mechanism in place to deal with strategic crises/emergencies.

Strategic Plan Priority: 1, 2, 3, 11, 12, 14, 15 and 16

Objective 3: Jersey's international responsibilities fulfilled and beneficial relations with other countries and regional organisations developed - including constitutional, political, economic, cultural and environmental links - which raise Jersey's positive international identity and promote Jersey's external influence.

Success criteria:

- (i) Initiatives, in collaboration with other States departments and NGOs, to promote awareness and conformance with international obligations;
- (ii) Jersey's constitutional relationship with the UK maintained and developed;
- (iii) Strengthened relationships with the EU and other countries, with Jersey's position increasingly recognised and acknowledged;
- (iv) Ratification of relevant international conventions and bilateral agreements extended when appropriate;
- (v) Increased participation in international bodies and multi-lateral initiatives e.g. OECD, WTO, EU (where relevant);
- (vi) A range of multi-lateral and bi-lateral links, in both financial services related and non-financial services related areas, consistent with enhanced status and increasing international recognition for Jersey developed;

Strategic Plan Priority: 2 and 15

Objective 4: Growing international recognition for Jersey's reputation and standing amongst various international audiences as a well-regulated, co-operative international finance centre meriting increasing market access to major economies and trading entities (e.g. the European Union); and further investment in financial services provision in Jersey.

Success criteria:

- (i) Increased number of international fiscal and regulatory agreements concluded with other countries;
- (ii) Progressive dismantling of blacklists and other trade barriers erected against Jersey by other countries;
- (iii) Plans on track to implement changes required from new international initiatives arising from the G20 process, Financial Stability Board, EU developments and other related fora or international bodies;
- (iv) Implementation of recommendations arising from the 2009 IMF review.

Strategic Plan Priority: 2 and 15

Objective 5: Decision-making improved and debate better informed through the provision of accurate and timely professional economic and statistical advice and information on major issues.

Success criteria:

- (i) Quality and availability of economic advice;
- (ii) States assisted to meet its economic objectives (economic growth, low inflation and employment opportunities) through the provision of timely advice on policy;
- (iii) All Statistics Unit releases produced independently to pre-announced release dates and statistical information made available to all on an impartial basis.

Strategic Plan Priority: 1 and 2

Objective 6: A balance between economic growth and the additional demand migration places on accommodation, infrastructure and resources which supports agreed population objectives and economic policies, and the promotion of greater social inclusion.

Success criteria:

- (i) States approval of new migration legislation;
- (ii) Begin the development of proposals for an Island population register (post States approval);
- (iii) Population targets monitored and achieved.

Strategic Plan Priority: 1, 5 and 14

Chief Minister

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
		DEL	AME			
£		£	£	£	£	
	Policy Division					
	Policy Unit					
1,450,600	Chief Executive's Office	1,413,300	-	-	1,413,300	17.3
203,000	Communications Unit	213,200	-	(33,000)	180,200	4.0
320,000	Population Office	553,900	-	(234,100)	319,800	9.6
	Statistics					
622,200	Statistics Unit	731,100	-	-	731,100	6.6
	External Affairs, Economics and International Finance					
1,381,600	External Affairs, Economics and International Finance	1,808,600	-	(230,000)	1,578,600	9.0
	Law Drafting Department					
869,800	Law Drafting Department	860,900	-	-	860,900	6.6
	Legislation Advisory Panel					
36,700	Legislation Advisory Panel	10,000	-	-	10,000	
4,883,900	Net Revenue Expenditure	5,591,000	-	(497,100)	5,093,900	53.1
	Non Cash					
537,453	Depreciation - assets have been transferred to T&R	-	-	-	-	

Chief Minister

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Policy Division					
Policy Unit					
Chief Executive's Office: Provide support and advice to the Chief Minister and Council of Ministers in establishing, co-ordinating and implementing States approved policies and objectives; Co-ordinate the preparation of plans to mitigate the effects of major emergencies.	1, 2	1,450,600	1,413,300	(37,300)	Net reduction mainly due to £30k CSR savings on fees relating to review and projects.
Communications Unit: Improvement in communication between the States, as government and as employer, with the community of the Island and with the public sector workforce, by providing clear information with consistently high standards of delivery.	1	203,000	180,200	(22,800)	Net reduction due to £28k CSR saving of one post, offset by inflationary increases.
Population Office: A balance between economic growth and the supply and demand of labour, accommodation, infrastructure and resources, and the promotion of greater social inclusion.	1, 6	320,000	319,800	(200)	User Pays £11k offset against inflationary increases £11k.
Statistics					
Provide a high quality statistical service for the government, people and businesses of Jersey, such that all users of the data can have confidence in the accuracy of the data produced.	1, 5	622,200	731,100	108,900	Additional allocation of £100,000 for the Census and inflationary increases.
External Affairs, Economics and International Finance					
Co-ordinated economic strategy and policy-making; Improved economic policy development through sound and timely advice.	1, 5	1,381,600	1,578,600	197,000	Net increase due to £200k CSR growth proposals and £20k inflationary increase, offset by a £23k savings on reduced use of consultants, reduced administration & reduced expenditure on the Fiscal Policy Panel.
Jersey's international responsibilities fulfilled; Stronger constitutional position for Jersey; A favourable international image for Jersey; Beneficial relations with other countries and regional organisations developed.	1, 3				
Sustainability and growth in the Island's financial services sector; Consolidation of EU and key country relationships; Widespread understanding of Jersey's strategy and specific approach to international fiscal and regulatory issues.	1, 4				
Law Drafting					
Delivery of time-critical effective legislation through completion of the Legislation programme	1, 2	869,800	860,900	(8,900)	£15k inflationary increase offset by CSR savings of £24k due to reduction of recruitment budget for the Law Draftsman.
Legislation Advisory Panel					
The Legislation Advisory Panel provides advice and recommendations to the Chief Minister on a range of matters that was formerly dealt with by the Legislation Committee, e.g. the laws relating to property, wills and succession.	1	36,700	10,000	(26,700)	Reduction due to £27k CSR savings on administration costs.
Total		4,883,900	5,093,900	210,000	

Chief Minister

Reconciliation of Net Revenue Expenditure

	2011 £
Prior year Net Revenue Expenditure	20,397,200
2010 Effect of January Pay Increase	51,700
Revised Net Revenue Expenditure	20,448,900
Commitments in Base	
Census	100,000
Overseas Aid Contribution	(29,600)
Savings Proposals	
Policy Division - further savings	(50,000)
Resources Division: Corporate Savings (States-wide): HR Policies	(300,000)
Resources Division: Corporate Savings (States-wide): Energy Consumption	(50,000)
Resources Division: Corporate Savings (States-wide): Joint Fraud Office	(240,000)
Additional Expenditure	
Provision for Annual Pay Awards	352,500
Non-staff Inflation	146,600
2011 CSR Process	
User Pays	
Population Office - Increase in Consent Fees	(11,000)
Savings	
Policy - Remove budget for fees relating to review and projects for CPU	(30,000)
Policy - Reduce funding for Communications Unit	(27,700)
Policy - Reduce use of consultants, administration & Fiscal Policy Panel support in Economics Team	(10,000)
Policy - Reduce recruitment budget for the Law Draftsman	(24,000)
Policy - Reduce the Legal Advisory Panel budget	(26,700)
Information Services - Restructure Corporate infrastructure to reduce by two posts & reduce equipment replacement	(144,000)
Information Services - Restructure business support to reduce by one post	(60,000)
Human Resources - Restructure business partnering to reduce by one post	(50,000)
Human Resources - Vacate learning and development premises at Highlands	(15,000)
Growth	
Finance Industry Inward Investment	200,000
Adjustments - add back savings	
Overseas Aid Contribution	29,600
Policy Division - further savings	50,000
Resources Division: Corporate Savings (States-wide): HR Policies	300,000
Resources Division: Corporate Savings (States-wide): Energy Consumption	50,000
Resources Division: Corporate Savings (States-wide): Joint Fraud Office	240,000
Departmental Transfers	
Resources Directorate and Strategic Planning FTE to Treasury and Resources	(16,255,700)
Capital to Revenue Transfers	
Information Services	500,000
Net Revenue Expenditure	5,093,900

Overseas Aid Commission

An increase of 5% has been awarded on the existing Jersey Overseas Aid Commission's grant, increasing the 2010 figure from £8,055,000 to £8,457,800 for 2011.

The largest part of the Commission's budget is allocated to grant aid with approximately 78% 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.

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
- any other purposes relating to the provision of humanitarian aid overseas, that the Commission may from time to time consider appropriate.

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 for 2010.

The largest part of the Commission's budget is allocated to grant aid with approximately 78% 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.

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

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; and
- (v) the provision of funding for community work projects, where teams of local volunteers undertake specific aid projects.

Overseas Aid

Net Expenditure - Service Analysis

2010 Estimate		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
		DEL £	AME			
8,055,000	Grant to the Overseas Aid Commission	8,457,800		-	8,457,800	1.00
8,055,000	Net Revenue Expenditure	8,457,800		-	8,457,800	1.00

Reconciliation of Net Revenue Expenditure

	2011 £
Prior year Net Revenue Expenditure	8,055,000
Commitments in Base	402,800
Additional Expenditure	-
2011 CSR Process	
User Pays	-
Savings	-
Growth	-
Adjustments - add back savings	-
Departmental Transfers	-
Net Revenue Expenditure	8,457,800

Economic Development

(as lodged 12.07.10)

Economic Development

Minister's Introduction

2011 will be a challenging year for the Economic Development Department (EDD) as we strive to facilitate productivity improvements in all sectors of Jersey's economy in order to deliver sustainable economic growth whilst maintaining low inflation, create genuine economic diversification and provide high-value job opportunities for local people in a radically different local and international economic climate.

As with all States departments, EDD has been required to reduce its budget by 2% in 2011 representing a net saving of £346,000 over 2010 budget levels. This target, which the Department considers to be an extension of "business as usual", has been achieved by reprioritizing activity across the Departments range of responsibilities within the reduced cash limit. Additional budget reductions in 2012 and 2013 will be more challenging and will require more radical solutions but I am determined that EDD will play its full part in reducing public sector expenditure and delivering sustained and sustainable economic growth.

In delivering the net saving of £346,000, EDD has increased expenditure in certain areas such as funding for a financial services ombudsman, sustaining further product and market diversification in the financial services sector "pump primed" by Economic Stimulus funds and funding of the Jersey Financial Services Commission Anti-money Laundering activity in non-financial services businesses in the Island in support of genuine economic diversification. This increase has been offset by a modest decrease in funding for a range of other activities and a substantial reduction in overhead costs.

Genuine diversification is at the heart of all EDD's activity. Diversification is many things to many people it may be:

- Product and market development of our traditional sectors of tourism and agriculture

- The diversification of our sectoral, employment and tax base through growth of existing companies and the establishment of new businesses across a range of sectors. This includes introducing new legislation in areas such as intellectual property and the full implementation of the Gambling Commission.

- The continued diversification of our financial services sector.

Contrary to what some may believe *GENUINE* diversification is not one of these but a combination of all three. The 2011 business plan delivers support across all three of these areas of activity to maximize our chance of a truly diversified economy.

Despite a budget reduction in 2011, Tourism remains the single largest expenditure by sector with over 35p in every pound of EDD budget and 33% of EDD staff resources dedicated to the sector. In 2011 the tourism sector will remain one of EDD's highest priorities. As Economic Development Minister I had, in conjunction with the Jersey Hospitality Association, hoped to progress a Tourism Private Public Partnership (PPP) in 2010 to strengthen the bond between the public and private sector activity dedicated to marketing the Island to visitors from the UK, Europe and other international markets. One facet of the PPP was its independence from Government. Whilst this independence was seen as positive, it did come with a cost as a consequence of the dis-economies of scale of functioning outside the large public sector organization. In June 2010 the Economic Affairs Scrutiny Panel completed an excellent review of the PPP proposal and concluded that, whilst a PPP had merit, given current uncertainty about future budget levels the time was not right to implement the PPP. I concur with that view and, as a consequence plans to implement the PPP have been deferred and do not feature in the 2011 EDD business plan. However, it is vital that as many of the benefits of the PPP are realized within the Jersey Tourism operation. To this end, I have appointed a Tourism Marketing Panel which, in the course of 2011, will evolve into a non-executive "Shadow Board" to bring vital private sector input into the 2011 marketing programme.

The rural economy will retain high priority in EDD's 2011 business plan. Within the year the revised

Rural Enterprise Strategy (RES) will be implemented. The RES places greater emphasis on driving higher value in Jersey's rural sector whilst maintaining levels of subsidy which allow Jersey farmers and producers to remain competitive in UK and other markets. 2010 saw the new Jersey Dairy facility in Trinity begin production. Thanks to the tireless work of the JMMB and its members, Jersey's dairy farmers, the dairy industry is now in far better shape and is set to increase the drive to export high quality products to the UK. EDD will continue to support both in-Island and export activity through the "Think Twice Buy Local" campaign, Genuine Jersey and Jersey Enterprise export development funding.

The Enterprise and Business Development Strategy, delivered by Jersey Enterprise will continue to be a key element in achieving our growth targets. The strategy has three aims:

Increasing the rate of business growth and the number of start-ups and growth through a dedicated team of business advisors. Jersey Enterprise provides funds to Jersey Business Venture to provide certain services in this area. However, in 2011 I hope the two organizations can move to a closer integration of their activities and move towards the development of a single service for enterprise and business development in Jersey

Developing international trade development and inward investment across all sectors with additional focus on emerging sectors such as renewable energy (RE) where a group led by the Connetable of Grouville has provided an excellent foundation for the development of tidal stream RE in the Island's waters to meet our longer term need for security of supply and sustainability. EDD will be working closely with Connetable Murphy's group and the new Energy Policy being developed by P&E to exploit the potential development of wind and tidal stream RE during 2011.

Working with the Skills Executive to encourage commitment and investment into work related skills training.

Jersey's financial services sector is the major contributor to the Island's tax and employment base. What many do not appreciate is the diverse nature of our financial services sector. Built on the three pillars of banking, trust and fund administration, the industry is fully committed to continued market and product diversification. The EDD 2011 budget through increased funding for Jersey Finance Limited and the domestic legislative programme remains fully committed to the further development of the sector. Working with Jersey Finance and the Jersey Financial Services Commission we will seek to further enhance and build the reputation of our financial services industry to counter some of the negative reporting regarding off-shore centres and ensure a market leading position through significantly increased investment in promotion, product and service innovation. This activity will drive new **business** to the Island's existing industry but, in 2011, further emphasis will be placed on attracting new **businesses** to further diversify the employment and tax base. More funds have been allocated to attract entrants across all finance industry sectors from new markets with the emphasis remaining on high quality, high value, and low footprint business.

With a new Chairman and a new Chief Executive shared with the Guernsey Office of Utility & Regulation (OUR) the JCRA is entering a new era of its activity. Competition is the healthy way of ensuring that efficiency improvements continue and that the pressure to keep prices and costs down remains strong whilst effective regulation is the key to genuine consumer advantage. Economic Development will continue to support the JCRA to further develop its effectiveness in both utility regulation and competition law. Consumer interests will also be enhanced through the creation of a financial services ombudsman and the reform of the Jersey Consumer Council who will be acting under a new mandate, subject to States approval.

2010 was an extremely challenging year and my expectation is that 2011 will be no less challenging. I would like to thank the team at EDD for their efforts and I look forward to a successful 2011.

Senator Alan Maclean
Minister for Economic Development

Economic Development

AIM:

The aim of the Economic Development Department is:

To encourage and facilitate economy wide productivity improvements in the medium-term which will lead to sustainable economic growth with low levels of inflation coupled with economic diversification and the creation of job opportunities.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: During the period of economic downturn, by utilising funds from the Stabilisation Fund, reduce the impact on Jersey's economy and provide the platform for sustainable long term economic growth, at or above target. In doing so, delivering tax receipts that fund public services and a more diverse economy that will provide employment opportunities for local people whilst managing inflationary pressures within the economy.

Success criteria:

- (i) Minimise decline in GVA during the period of economic downturn in the island as a function of global economic conditions;
- (ii) Lay the foundations for the return to sustainable economic growth;
- (iii) New strategies to support economic sustainability and a return to growth, including but not limited to e-commerce, intellectual property, rural economic strategy, tourism strategy and a Business Enterprise Development strategy fully implemented;
- (iv) Maximise employment and minimise unemployment for local people through an increase in job opportunities, skills development or inclusion activities in both existing and new sectors;
- (v) Higher efficiency and profitability in all sectors of the economy;
- (vi) Less reliance on government subsidy within the rural economy;
- (vii) Increased diversification of the economic and tax base through higher value added activity;
- (viii) Broader skills base in the island meeting business needs;
- (ix) In conjunction with the Population Office, Regulation of Undertakings Law applied;
- (x) Inflation kept close to target of 2.5%.

Strategic Plan Priority: 1, 2, 4, 8, 10, 12 and 16

Objective 2: Attract and help to develop new enterprises and companies with high value-added potential.

Success criteria:

- (i) Increased number of business start-ups with high value-added potential;
- (ii) Increased business success defined by % of start ups still trading after three years;
- (iii) Increased number of high value-added businesses and individuals migrating to the Island.

Strategic Plan Priority: 1, 2 and 4

Objective 3: A co-ordinated approach to developing the skills required to support the economy.

Success criteria:

- (i) EDD to play it's full role in the success of the Skills Executive in particular the delivery of the demand capture function.

Strategic Plan Priority: 1, 2, 4, 8 and 12

Objective 4: A Financial Services Industry with an international reputation for excellence and integrity.

Success criteria:

- (i) Short-term sustainability and medium term real growth in the financial sector;

- (ii) Compliance with existing and evolving international financial standards to which Jersey is subscribed;
- (iii) Increased productivity in the finance industry;
- (iv) Stable or growing employment in financial services.

Strategic Plan Priority: 1, 2, 4, 10 and 12

Objective 5: A vibrant visitor economy which adds value to Island life.

Success criteria:

- (i) Increased productivity in the tourism sector;
- (ii) Increased capital expenditure in the tourism sector to align the Jersey product to current market demand;
- (iii) Increased number of visitors to the island and increased on-island visitor spend.

Strategic Plan Priority: 1, 2, 4, 10, 12, 13, 15 and 16

Objective 6: A diverse working countryside.

Success criteria:

- (i) Higher productivity from the rural economy ;
- (ii) Greater diversity and enterprise in the rural economy;
- (iii) Less reliance on government subsidy within the rural economy;
- (iv) Sustainable and internationally competitive rural economy, including the dairy and potato sectors.
- (v) Increased proportion of local produce finding its way into retail food supply chain

Strategic Plan Priority: 1, 2, 4, 10, 13 and 15

Objective 7: A regulatory environment in which business can prosper.

Success criteria:

- (i) A strong consumer voice;
- (ii) Competition and consumer choice in all sectors;
- (iii) Appropriate levels of consumer choice and protection;
- (iv) Reduced processing time for the regulatory applications;
- (v) Fit for purpose regulatory regimes for postal services and telecommunications in Jersey.

Strategic Plan Priority: 1 and 2

Objective 8: A comprehensive external transport strategy which benefits both business and residents.

Success criteria:

- (i) Regular, reliable, efficient and sustainable air and sea services provided;
- (ii) Development of new routes and extension of capacity where possible to existing routes;
- (iii) Competitive passenger charges;
- (iv) Reduce or maintain low freight charges;
- (v) Increased passenger traffic across a broader transport network;
- (vi) Improve freight services.

Strategic Plan Priority: 1, 2 and 10

Objective 9: An Airport that meets the economic and social needs of the Island, the expectations of passengers and the expectations of airlines.

Success criteria:

- (i) Optimise revenue generation to address operating costs and future capital liabilities;
- (ii) Increased annual passenger numbers;
- (iii) Existing routes retained and UK/European route network expanded;
- (iv) Increased commercial revenues;
- (v) Improve freight services;
- (vi) No significant pollution problems;
- (vii) Positive and influential contribution to the development of a transport strategy.

Strategic Plan Priority: 1, 2, 10 and 13

Objective 10: A modern port that meets the economic and social needs of the Island, the expectations of passengers and the expectations of carriers.

Success criteria:

- (i) A more efficient port that optimises revenue generation to address operating costs and future capital liabilities;
- (ii) Increased growth in annual passenger numbers;
- (iii) Existing routes retained and expanded;
- (iv) Improve freight services;
- (v) Effective Coastguard service;
- (vi) Increased economic contribution from Jersey's marine leisure sector;
- (vii) Positive and influential contribution to the development of a transport strategy.

Strategic Plan Priority: 1, 2, 10 and 13

Objective 11: Staff and resources managed so as to improve 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;
- (iv) Explicit link between budget prioritisation process and Strategic Plan Objectives demonstrated;
- (v) Staff developed to help them achieve their full potential.

Strategic Plan Priority: 1 and 4

Economic Development

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
		DEL	AME			
£		£	£	£	£	
1,859,300	Enterprise and Business Development	2,108,700	-	(185,000)	1,923,700	12.0
	Marketing					
710,600	Joint Marketing	1,852,300	-	(357,700)	1,494,600	3.0
4,014,200	Destination Marketing and Communication	3,586,800	-	(158,000)	3,428,800	13.0
695,400	Events	632,500	-	-	632,500	2.5
125,000	Research and Statistics	125,000	-	-	125,000	-
410,300	Visitor Services	604,900	-	(250,000)	354,900	7.5
5,955,500		6,801,500		(765,700)	6,035,800	
	Policy and Regulation					
464,500	Competition Law	300,400	-	-	300,400	-
538,300	Consumer Affairs / Trading Standards	571,400	-	(14,600)	556,800	5.9
2,251,500	Finance Sector	3,014,100	-	-	3,014,100	2.5
226,700	Gambling Legislation and Control	119,000	-	-	119,000	-
431,000	Regulation of Undertakings	462,500	-	(10,000)	452,500	6.0
248,600	Rural Sector	361,000	-	-	361,000	3.5
890,800	Policy Development	1,146,400	-	(498,000)	648,400	9.7
5,051,400		5,974,800		(522,600)	5,452,200	
	Rural Support					
1,028,300	Single Area Payment	967,700	-	-	967,700	0.4
632,900	Quality Milk Payment	536,900	-	-	536,900	0.1
203,500	Dairy Service Support Payment	240,900	-	-	240,900	0.1
181,500	Provision of School Milk	-	-	-	-	-
342,600	Rural Initiative	348,500	-	-	348,500	0.7
148,300	General Support	146,000	-	(2,000)	144,000	1.4
2,537,100		2,240,000		(2,000)	2,238,000	
	Skills					
476,600	Training and Workforce Development	429,200	-	-	429,200	2.0
15,879,900	Net Revenue Expenditure	17,554,200	-	(1,475,300)	16,078,900	70.3
	Non Cash					
93,970	Depreciation	-	13,773	-	-	

Economic Development

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Enterprise and Business Development		1,859,300	1,923,700	64,400	
		1,859,300	1,923,700	64,400	
Maximise business opportunities for Jersey companies from a combination of in-island collaboration and off-island opportunities.	1(i), (ii), (iii), (v), (vii)				Growth in funding for the Incubator, Innovation Initiatives, and growth to exploit opportunities arising from renewable energy, e-gaming and Intellectual Property legislation
Align with business community, organisations and companies to better present a Jersey business proposition.	1(ii), (iii), (iv), (v), (vii)				
Integrate and maximise opportunities from working with Jersey based and international intermediaries.	1(ii), (iii), (iv), (v), (vii)				
Deliver high quality business support products and services to Jersey companies and entrepreneurs, leading to future business and economic growth.	1(i), (ii), (iii), (v), (vii)				
Develop stronger, more effective links with the Jersey business community, to maximise opportunities for local residents.	1(i), (ii), (iii), (v), (vii)				
Establish and promote the 'Enterprise Agenda' in-island encouraging the establishment of future successful growth of companies.	1(i), (ii), (iii), (v), (vii)				
Promote the Jersey Royal potato brand.	6(i),(ii),(iii),(iv)				
Develop and implement a marketing plan for Genuine Jersey products.	6(i),(ii),(iii),(iv)				
Diversification of the Jersey economy through capitalising on new legislation or through the sustainable exploitation of natural resources	1(i), (ii), (iii), (iv), (v), (vi), (vii), 2(iii),				
Marketing		5,955,500	6,035,800	80,300	
Joint Marketing					
Encourage industry support and investment in Jersey by creating joint marketing initiatives.	5(ii)	710,600	1,494,600	784,000	Reprioritisation of expenditure from within Destination Marketing budget
Destination Marketing and Communication					
Develop and implement a marketing and communications strategy across all market sectors.	5(ii)	4,014,200	3,428,800	(585,400)	Reprioritisation of expenditure away from Route Development and some overseas markets
Develop Jersey's potential as a conference and incentive destination.	5(ii)				
Events					
Fund and manage a series of events to encourage visits to Jersey and enhance visitor enjoyment.	5(ii)	695,400	632,500	(62,900)	Phased reduction in grant funding provided for major island events
Research and Statistics					
Ensure that robust research (and compilation of statistics) is carried out in order to inform the department and the industry on future planning.	5	125,000	125,000	-	
Visitor Services					
Operate information and sales outlets to ensure that potential and actual visitors are directed to relevant segments of the Jersey market and to maximise revenue.	5(ii)	410,300	354,900	(55,400)	Operating revised opening hours at Visitor Services reception
Policy and Regulation		5,051,400	5,452,200	400,800	
Competition Law					
Promote competition and consumer interests through economic regulation and competition law.	7(ii),(iii)	464,500	300,400	(164,100)	Reduced funding for JCRA reflecting the increased in-house capacity to deliver regulatory services
Consumer Affairs / Trading Standards					
Support a safe and fair trading environment by the enforcement of consumer protection laws.	7(i),(ii),(iii)	538,300	556,800	18,500	
Provide a free confidential consumer advisory service and, where necessary assist in resolving disputes over goods and services.	7(i),(ii),(iii)				
Manage the Partnership Agreement with the Jersey Consumer Council.	7(i),(ii),(iii)				

Economic Development

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Finance Sector					
Provide funding for Jersey Finance Limited, as per the partnership agreement with the Department.	1(ii), 4(i),(ii), (iii),(iv)	2,251,500	3,014,100	762,600	Additional support to Jersey Finance Limited and develop new legislation capable of diversifying or growing the island sector Costs of increased regulation by JFSC of anti-money laundering in line with IMF recommendations Increased to fund demand in finance industry legislation.
Provide funding to Jersey Financial Service Commission for the Anti-Money Laundering unit to extend its activities to non-financial services entities					
To support the finance industry, particularly through developing new legislation for the benefit of the industry.					
Gambling Legislation and Control Regulation of sector, issuing of licences.	1(i), 1(ii), 1(iii), 1(iv), 2(i), 7(ii), 7(iii)	226,700	119,000	(107,700)	Reduced grant to the Gambling Commission
Regulation of Undertakings To control the carrying on of undertakings and to regulate further development by licensing businesses To issue licences within 15 working days of receipt under normal conditions.	1(ii), 7(iii) 1(ii), 7(iii)	431,000	452,500	21,500	
Rural Sector Strategic development for the Rural sector as a whole including the key sectors of Agriculture. Implementation of the Rural Economy Strategy.	1(iv),(v), 6(i),(ii),(iii), (iv)	248,600	361,000	112,400	Reprioritisation of resources for supporting Rural Sector
Policy Development Ombudsman Consider and evaluate various policy proposals.	7(i), 7(ii), 7(iii). 1(i), (ii), (iv), (vi), (ix), 4(i), (iii), 7(ii), 8(i).	890,800	648,400	(242,400)	Provision of new Financial Services Ombudsman service in line with States decision. Service reductions including Intellectual property, Beach Lifeguard Service and remove funding for TV subtitling.
Rural Support		2,537,100	2,238,000	(299,100)	
Single Area Payment Part of Rural Economy Strategy.	6(i),(ii), (iii),(iv)	1,028,300	967,700	(60,600)	Reduction in amount of land eligible for grant support
Quality Milk Payment Part of Rural Economy Strategy.	6(i),(ii), (iii),(iv)	632,900	536,900	(96,000)	Reduction in grant required owing to sector restructuring
Dairy Service Support Payment Payment to Royal Jersey Agricultural and Horticultural Society for historical dairy services.	6(i),(ii), (iii),(iv)	203,500	240,900	37,400	Increase in grant for provision of increased levels of outsourced services
Provision of School Milk To provide milk, free at point of delivery, to all primary school children in Jersey	6(i),(ii), (iii),(iv)	181,500	-	(181,500)	Removal of grant to Dairy, consistent with the States decision to continue to provide funding until new dairy facility operational
Rural Initiative Grant based scheme to encourage enterprise and growth in the rural economy.	6(i),(ii), (iii),(iv)	342,600	348,500	5,900	
General Support Miscellaneous support such as administration of Agricultural Loans, BSE compensation payments and UK produce export officers.	6(i),(ii), (iii),(iv)	148,300	144,000	(4,300)	
Skills		476,600	429,200	(47,400)	
Training and Workforce Development Ongoing support for training, skills and workforce development in line with Skills Executive & Skills Jersey Business Plan and targets.	1(iv), 1(viii), 3(i)	476,600	429,200	(47,400)	Reduction in funding for undergraduate internship scheme

Economic Development

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Overheads					
					A saving of £204,000 has been made for the overheads which has been included in the allocations to each service area.
Total		15,879,900	16,078,900	199,000	

Economic Development

Reconciliation of Net Revenue Expenditure

	2011
	£
Prior year Net Revenue Expenditure	15,879,900
2010 Effect of January Pay Increase	14,100
Revised Net Revenue Expenditure	15,894,000
Commitments in Base	
Tourism Marketing PPP	(250,000)
Overseas Aid Contribution	(23,000)
Additional Expenditure	
Provision for Annual Pay Awards	77,800
Non-staff Inflation	299,300
2011 CSR Process	
*Savings	
Competition Law - reduction in grant	(100,000)
Overheads - Efficiency Savings	(204,000)
Reduction in funding for Route Development, destination marketing and PR	(175,000)
Reduction in grants to events	(138,000)
Reduced opening hours in Jersey Tourism Visitor Services reception.	(36,000)
Remove funding for TV sub-titling service, reduce funding for the Beach	
Lifeguard service, intellectual property and service reductions	(295,000)
Reduce the Gambling Commission grant	(100,000)
Reduce Grants and Area payments	(118,000)
Legal Fees for the dissolution of JMMB	(116,000)
Cease funding to subsidise the provision of School Milk	(183,000)
Terminate employment of a UK representative	(44,000)
*Growth	
Growth in funding for the Incubator and Innovation Initiatives, renewable energy, e-gaming and Intellectual Property legislation, reduction in Jersey Enterprise grants	313,000
Funding for the Financial Ombudsman	100,000
Additional support to JFL, grant to fund the States share of the JFSC for Anti-Money Laundering unit.	750,000
Adjustments - add back savings	
Tourism Marketing PPP	250,000
Overseas Aid	23,000
Departmental Transfers	
La Collette Rental Income transfer to Jersey Property Holdings	256,300
La Collette Maintenance transfer to Transport and Technical Services	(102,500)
Capital to Revenue Transfers	-
Net Revenue Expenditure	16,078,900

***Note:** Growth of £1,163,000 reflects the commitment to fund recurring expenditure from the Economic Stimulus funding, essential financial services and investment to capitalise on potential diversification and growth in the Jersey economy. Due to significant growth, a cut in revenue expenditure of £1,509,000 is required to achieve the £346,000 CSR target for 2011.

Education, Sport and Culture

(as lodged 12.07.10)

Education, Sport and Culture

Minister's Introduction

Over the last 12 months the Island has been faced with a number of major challenges, not least of which has been the economic downturn. Education, Sport and Culture has responded to this challenge by working closely with Economic Development and Social Security, together with the Skills Board, and a range of initiatives have been introduced to support those seeking work. Further initiatives will be developed during 2011 which will include the 'Advance to Work' schemes, new professional and vocational training opportunities, and a unified careers and employment service.

The changing economy has inevitably had an impact on public finances, and as a result major reviews are being undertaken to identify ways in which Education, Sport and Culture can operate more efficiently and effectively, make best use of resources, and provide a high quality of service to the public. This programme is now well-advanced, and the findings and recommendations of the reviews will help to guide the development of the service to meet the challenges of the future.

As part of the Comprehensive Spending Review, Education, Sport and Culture has proposed a range of spending reductions for 2011 which should help to reduce the overall level of States' expenditure without unduly compromising our key services.

Jersey is fortunate in having a strong education system which gives students the opportunity to maximise their potential and achieve success across a wide range of academic, vocational and sporting activities. We aim to further improve the Island's education system during 2011 by targeting support for vulnerable children and families, providing access to vocational training for 14-16 year olds, and introducing measures to raise standards in literacy and numeracy.

Social inclusion is once again a high priority for our service in the year ahead. Our aim is to increase participation across the range of learning, sport, and cultural activities for both young and old. Every section of the Department will play a role in this connection, including schools, the Youth Service, the Library, and leisure centres. As a member of the Children's Policy Group I will work closely with Health and Social Services and Home Affairs to develop and implement the Island's first Children and Young Persons Plan.

Our Culture and Heritage is important, and in recent months public attention has focused on the Jersey Heritage Trust. The Trust has a vital role to play in conserving our unique culture and heritage, and we will continue to support its work and all other cultural organisations. In the area of Sport, we will continue to work closely with our partners to ensure that everyone can enjoy a wide range of sporting activities at any level. Hosting the Island Games in 2015 will bring tremendous benefits to the community as a whole and provide the opportunity to develop sporting excellence.

**Deputy James Reed,
Minister for Education, Sport and Culture**

Education, Sport and Culture

AIM:

The mission of the Department for Education, Sport and Culture is to:

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.

Our aims are to:

- **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

Objective 1: To work with the Skills Executive to ensure that vocational education is available to support the Island community through the economic downturn and in the longer term

Success Criteria

- (i) Schemes further developed to meet the vocational and motivational needs of young jobseekers;
- (ii) Research findings utilised to help train job seekers for vacant posts identified by employers;
- (iii) Recommendations concerning vocational education in the 2010 review of secondary and tertiary education taken into account and implemented where appropriate;
- (iv) Skills development supported among job seekers and those who are most vulnerable in the workplace;
- (v) Development of vocational and professional learning opportunities to the highest level in all our major areas of economic activity ensured through the University Centre for Jersey;
- (vi) Unified careers and employment service established through close cooperation with the Economic Development and Social Security departments to meet the needs of all age ranges;
- (vii) Recommendations arising from the 2010 review of higher education funding considered in the context of any changes in the United Kingdom funding arrangements;
- (viii) Broad and balanced educational curriculum meets the needs of all learners and provides for a wide range of career opportunities.

Strategic Plan Priority: 1, 2, 8 and 12

Objective 2: To continue to raise standards and improve key outcomes for children and young people

Success Criteria:

- (i) Professional partnership arrangements, including performance frameworks, improve the effectiveness of schools and colleges;
- (ii) Literacy and numeracy progress for all children and young people is appropriate and evidenced through internal and external moderation;
- (iii) GCSE and A Level results continue to compare favourably with benchmark authorities;
- (iv) Robust performance indicators are used to identify areas for development of the service;
- (v) ICT strategy implemented to meet agreed targets;
- (vi) Funding, support and quality assurance arrangements for nursery education are monitored to ensure objectives are achieved;
- (vii) Vocational pilot options for 14-16 year olds reviewed;

- (viii) Assess and implement, where appropriate, the recommendations arising from the 2011 reviews of the curriculum, structure and funding of primary and secondary education;
- (ix) A comprehensive programme for leadership at all levels improves school self-evaluation and increases effectiveness.

Strategic Plan Priority: 12

Objective 3: To encourage widespread participation in lifelong learning, sport, leisure and cultural activities

Success Criteria:

- (i) Organising Committee for 2015 Island Games established and terms of reference agreed;
- (ii) Individuals and teams successfully compete in regional, national and international competitions;
- (iii) Increased participation and attendance in sport, leisure and cultural activities;
- (iv) Continue to encourage and support the pursuit of excellence in cultural, leisure and sport activities;
- (v) Report and recommendations on the long-term future of Fort Regent produced by the Fort Regent Steering Group;
- (vi) Local clubs and associations supported to increase participation
- (vii) Opportunities for lifelong learning maintained and developed through a range of services and activities.

Strategic Plan Priority: 6, 7, 11 and 12

Objective 4: To develop programmes and initiatives designed to promote social inclusion and equal opportunity

Success Criteria:

- (i) Support arrangements in place to help people secure appropriate employment;
- (ii) Curriculum development provides educational experiences that reduce disaffection;
- (iii) Support structures in place for individuals who do not speak English as a first language;
- (iv) Youth Strategy developed to ensure young people are able to engage and participate in a wide range of relevant opportunities;
- (v) Recommendations from the 2010 review of support arrangements for students with additional needs considered and implemented where appropriate;
- (vi) Framework developed to give young people a voice on issues that affect them;
- (vii) Increased opportunities for participation in community development programmes.

Strategic Plan Priority: 1, 7, 8 and 9

Objective 5: To provide targeted support to meet the needs of vulnerable children and families

Success Criteria:

- (i) Early intervention programme consolidated to ensure the needs of vulnerable children and families are identified as early as possible;
- (ii) School-based support for parents further developed in partnership with the Parenting Service;
- (iii) Tracking system maintained to monitor outcomes for children who require additional support;
- (iv) Children and Young People's Plan developed with partner agencies;
- (v) Youth outreach work targeted to promote engagement with vulnerable and disaffected young people.

Strategic Plan Priority: 7, 8 and 9

Objective 6: To promote the benefits of a healthy and active lifestyle

Success Criteria:

- (i) Health outcomes for client groups improved through joint work with Health Promotion and other agencies;
- (ii) Partnership with Health and Social Services Physiotherapy Department developed to facilitate joint work in sports centres;
- (iii) Exercise Referral Scheme supported and maintained to meet demand;
- (iv) Healthy Schools programme maintained and developed;
- (v) Safer Routes to School plan consolidated as part of Transport strategy;
- (vi) Arrangements in place to improve the quality of food in secondary schools.

Strategic Plan Priority: 6, 9 and 11

Objective 7: To promote our unique culture and identity

Success Criteria:

- (i) Culture and tourism activity promoted through joint working with Economic Development;
- (ii) A more integrated approach to the arts, cultural and heritage developed in cooperation with stakeholder organisations;
- (iii) Promotion of the Island's heritage, culture and arts maintained and developed via partnership agreements with JHT and other bodies;
- (iv) Implement recommendations arising from the review of the Cultural Strategy;
- (v) All States departments encouraged to consider the impact on heritage and opportunities for the development of the arts as part of their daily business;
- (vi) Increased awareness of our historical and cultural heritage through the school and youth work curriculum.

Strategic Plan Priority: 15 and 16

Objective 8: To manage staff and resources to improve performance and provide value for money

Success Criteria:

- (i) Financial forecasting system in place;
- (ii) Prioritisation across the department ensures corporate objectives are resourced and achievable;
- (iii) Effective financial and manpower planning, monitoring and reporting evident across all sections of the department;
- (iv) Monitor and manage the impact on services of any changes arising from the Comprehensive Spending Review;
- (v) Internal control systems reviewed continuously to ensure adherence to financial directions and human resources policy;
- (vi) HR and Finance training provided on an ongoing basis for all service managers and budget holders;
- (vii) Joint review of property portfolio completed with Property Holdings to assess ESC current and future property requirements;
- (viii) Structure established to promote procurement best practice and achieve efficiency savings through coordinated purchasing arrangements;
- (ix) Recommendations of 2010 review of ESC management structure considered and implemented where appropriate;
- (x) Annual review of demographics completed and implications for future services identified.

Strategic Plan Priority: 3 and 4

Education, Sport and Culture

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure	2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE	
	DEL	AME				
£	£	£	£	£		
Schools and Colleges						
	Non Fee-Paying Provided Schools					
3,562,000	Pre-School Education	3,728,000	-	(45,200)	3,682,800	47.7
23,277,300	Primary Education	23,700,100	-	(232,400)	23,467,700	428.4
23,525,800	Secondary Education	24,420,000	-	(352,800)	24,067,200	389.1
	Fee-Paying Schools					
5,676,200	Provided Schools	14,690,400	-	(9,004,400)	5,686,000	209.1
4,848,100	Non-Provided Schools	5,133,500	-	-	5,133,500	-
7,969,900	Special Educational Needs and Special Schools	8,150,600	-	(87,600)	8,063,000	145.3
738,700	Instrumental Music Service	896,200	-	(138,500)	757,700	13.4
	Culture and Lifelong Learning					
8,870,000	Further, Vocational and Tertiary Education	11,385,200	-	(2,558,200)	8,827,000	160.9
1,688,600	Public Libraries	1,780,100	-	(62,800)	1,717,300	29.7
1,495,200	Youth Service	1,994,800	-	(517,300)	1,477,500	34.7
8,458,500	Higher Education (Student Finance)	8,675,900	-	-	8,675,900	4.7
671,600	Careers Jersey	689,200	-	-	689,200	27.9
	Child Care Support					
199,700	Day Care Services	199,000	-	-	199,000	3.6
172,000	Jersey Child Care Trust	176,400	-	-	176,400	-
2,085,900	Heritage (Grant to the JHT)	2,495,700	-	-	2,495,700	-
1,715,200	Culture (including the Grant to the JAT)	1,797,900	-	-	1,797,900	1.4
	Sport and Leisure					
2,077,500	Sports Centres	4,854,600	-	(2,926,200)	1,928,400	71.4
1,355,600	Playing Fields and Schools Sports	2,091,600	-	(726,800)	1,364,800	8.8
594,900	Sport Development	703,800	-	(94,900)	608,900	15.4
316,000	Grants and Advisory Council	328,900	-	-	328,900	-
217,800	Playschemes and Outdoor Education	365,000	-	(157,400)	207,600	3.2
-	Minor Capital Expenditure	100,000	-	-	100,000	-
-	Less : Savings to be identified following outcome of major reviews	(774,700)	-	(520,300)	(1,295,000)	-
99,516,500	Net Revenue Expenditure	117,582,200	-	(17,424,800)	100,157,400	1,594.7
Non Cash						
202,800	Depreciation	-	176,300	-	176,300	

Education, Sport and Culture

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Schools and Colleges					
Pre School Education Provide care and education to pre-school children at States and Private Nursery provisions.	2,4,5,7,8	3,562,000	3,682,800	120,800	
Primary Education (Non Fee Paying) Provide compulsory education from reception to year 6 in primary non fee paying schools.	2,4,5,6,7,8	23,277,300	23,467,700	190,400	Includes savings of £60,000 - Cease Primary PE Initiative; part share of £298,000 savings due to Schools and Colleges team redefinition of core business; part share of £33,000 savings due to cessation of annual grant to Durrell
Secondary Education (Non Fee Paying) Provide compulsory education from Year 7 to year 11 in secondary non fee paying schools and post 16 at Hautlieu. Implement revised programme of Citizenship within the curriculum.	1,2,4,5,6,7,8	23,525,800	24,067,200	541,400	Includes part share of £298,000 savings due to Schools and Colleges team redefinition of core business; part share of £33,000 savings due to cessation of annual grant to Durrell
FP Education (Provided Schools) Provide fee paying education for pupils at States run schools.	1,2,6,7,8	5,676,200	5,686,000	9,800	Includes reduction in respect of property occupancy charge re CAG recommendations; part share of £298,000 savings due to Schools and Colleges team redefinition of core business
FP Education (Non -Provided Schools) Facilitate fee paying education for pupils dependent on religious choice or ability to pay.	1,2,4,6,7,8	4,848,100	5,133,500	285,400	
Special Educational Needs and Special Schools Provide educational support for children with special educational needs.	2,4,5,7,8	7,969,900	8,063,000	93,100	Includes reduction in respect of re-organisation of Primary SEBD provision and Psychology service restructure
Instrumental Music Service Provide tuition in a wide range of musical instruments including preparation for the Royal School of Music examinations. Maintain Island orchestras and classroom support.	3,8	738,700	757,700	19,000	
Culture and Lifelong Learning					
Further, Vocational, and Tertiary Education (Including Highlands College) Provide further and vocational education in the Island. Provide opportunities for learning for residents of all ages. Introduce vocational options for 14-16 year olds at Highlands	1,2,4,8	8,870,000	8,827,000	(43,000)	Includes reduction of £210,000 following management re-structuring
Public Libraries Cater for the educational, cultural, recreational and information needs of all members of the community.	8	1,688,600	1,717,300	28,700	
Youth Service Support and develop work with young people in their leisure time through a network of organisations	4,5,7,8	1,495,200	1,477,500	(17,700)	Includes reduction of £50,000 net as a result of re-structuring senior management team

Education, Sport and Culture

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Higher Education (Student Finance) Provide grants for further and higher education (UK and home) and education allowances.	8	8,458,500	8,675,900	217,400	
Careers Jersey Provision of career advice and guidance, employer liaison and employment of the disabled	1,8	671,600	689,200	17,600	
Day Care Services Regulate and monitor all day care providers.	8	199,700	199,000	(700)	
Jersey Child Care Trust Provide support for the development of high quality childcare.	2,8	172,000	176,400	4,400	
Heritage Provide grant to the Jersey Heritage Trust.	7,8	2,085,900	2,495,700	409,800	Additional £350,000 agreed as growth by Council of Ministers to part fund structural deficit in the Trust's accounts
Culture Provide support for cultural development including grants to various Arts organisations.	7,8	1,715,200	1,797,900	82,700	
Sport and Leisure					
Sports Centres Provide and maintain high quality indoor and outdoor sports centres and opportunities for participation.	3,6,8	2,077,500	1,928,400	(149,100)	Includes part share of £37,000 savings due to Technical Team restructure
Playing Fields and School Sports Maintain playing fields and sports facilities at Haute Vallee, Langford, FB Fields and other sports sites.	3,6,8	1,355,600	1,364,800	9,200	Includes part share of £37,000 savings due to Technical Team restructure
Sports Development Increase participation and provide opportunities to improve at all levels of sport and recreation.	3,6,8	594,900	608,900	14,000	Includes savings of £60,000 - Cease Primary PE Initiative
Grants and Advisory Council Provide miscellaneous sports grants to support individuals and organisations.	3,8	316,000	328,900	12,900	
Playschemes and Outdoor Education Organise holiday activities and outdoor programmes.	3,8	217,800	207,600	(10,200)	
Minor Capital Expenditure Equipment replacement and enhancement (transferred from Capital programme)	3,8	-	100,000	100,000	Transfer of budget from Capital to Revenue to reflect the nature of the spend in this area
CSR Savings					
Savings to be identified following the outcome of the major reviews		-	(1,295,000)	(1,295,000)	Savings to be identified following the outcome of the major reviews being undertaken in the Education, Sport and Culture department
Total		99,516,500	100,157,400	640,900	

Unless otherwise stated, budget changes represent the cost of staff and non-staff inflation and / or pupil number adjustments

Education, Sport and Culture

Reconciliation of Net Revenue Expenditure

	2011 Total £
Prior year Net Revenue Expenditure	99,516,500
2010 Effect of January Pay Increase	308,300
Revised Net Revenue Expenditure	99,824,800
Commitments in Base	
Full Year Effect of Council of Ministers revision to 2009 Business Plan	104,500
Overseas Aid Contribution	(144,200)
Higher Education - Fairer system for all	(290,000)
Sport and Leisure Division savings	(40,000)
CAG recommendation - Reduce Fee Paying Provided Schools budget	(80,000)
Additional Expenditure	
Provision for Annual Pay Awards	1,717,900
Non-Staff Inflation	348,200
2011 CSR Process	
User Pays	-
Savings	
Cease Primary PE Initiative	(120,000)
Introduce Property Occupancy charge for Fee Paying Provided Schools	(80,000)
Restructure Special Educational Needs Service and Emotional / Behavioural Support	(165,000)
Re-define core business for Schools and Colleges support team	(298,000)
Cease annual grant to Durrell	(33,000)
Review management structure at Highlands College	(210,000)
Youth Service management team restructuring	(50,000)
Review management structure in Sport and Leisure division technical team	(37,000)
Savings to be identified following major reviews	(1,295,000)
Growth	
Jersey Heritage Trust additional grant	350,000
Adjustments - add back savings	
Overseas Aid Contribution	144,200
Higher Education - Fairer system for all	290,000
Sport and Leisure division savings	40,000
CAG recommendation - Reduce Fee Paying Provided Schools budget	80,000
Departmental Transfers	-
Capital to Revenue Transfer	
Minor Capital Expenditure transferred to Sport and Leisure division revenue	100,000
Net Revenue Expenditure	100,157,400

Health and Social Services

(as lodged 12.07.10)

Health and Social Services

Minister's Introduction

The coming year and beyond will be full of challenges as we strive to ensure services are appropriate, fit for purpose and value for money whilst maintaining expenditure within the approved limits. In order to develop more sustainable services, greater emphasis must be given to preventative measures in order to minimise the numbers of individuals entering into a life time of chronic disease.

Comprehensive Spending Review

Work is underway in identifying those areas where we can be more efficient and offer greater value for money. Implementing the approved schemes will be a priority for the department in 2011 as will the continued planning and communication for the longer term initiatives. Whilst every aspect of service must be considered for savings, patient and client safety will not be compromised in the process.

Embedding a new structure for HSSD

I am looking forward to realising the benefits of the new management structure currently being developed by the Chief Executive Officer. A management improvement plan will be produced by the end of 2010 that will enforce lines of accountability and deliver an efficient structure to manage the broad range of activities delivered by the Department.

The main areas of operation for Health and Social Services are:

Public Health Services; which works within the sub departments of Health Protection, Health Promotion and Health Intelligence. Public Health is concerned with a wide range of initiatives including, but not restricted to, the regulation of certain island services which have an effect on the health of the public; the management of screening and immunisation programmes and the gathering and analysis of local data to assess health trends within the island.

Social Services; which supports adults and children with varying degrees of vulnerability to live within the community. The Children's Service includes a Child Protection Service, Special Needs Service for those with profound disabilities and a fostering and adoption service.

The General Hospital, where the diagnosis, treatment and monitoring of an extensive range of surgical and medical conditions is undertaken. Within this remit there is a facility for the rehabilitation of patients to allow them to return home or to a home setting at the earliest opportunity.

Mental Health Services; which assesses treats and monitors individuals with a variety of mental health problems and disabilities including those with drug and alcohol dependency. There is in addition a separate Child and Adolescent Mental Health Service (CAMHS). The department is actively involved in supporting vulnerable individuals to maintain independence in the community.

Ambulance and Patient Transport Service; which is of course responsible for attending to emergency calls but also undertakes the massive operation of moving patients and clients around the island to and from our various in patient, out patient and day care centre facilities.

Other key projects and issues for the Department in 2011 are as follows:

Primary care initiatives

By working closely with Social Security Department and the Primary Care Body in reviewing and amending the Health Insurance Law, we will promote the transfer of appropriate services into the primary care arena. This will include the management of chronic diseases such as diabetes and asthma. Robust care pathways will need to be developed for those who can be safely managed within the community to ensure only those actually needing hospital based care are admitted.

Williamson Implementation Plan

This far reaching project to modernise children's services has commenced with the first round of independent inspection of island wide children's services by the Social Work Inspection Agency earmarked for 2011. The development of the island's first Children's and Young People's Plan is underway and is anticipated to be lodged within the States at the end of 2010.

The Sustainable Hospital

With clinicians and the senior management team we will develop an updated strategic vision that outlines future choices for the island. This important project will include work around the General Hospital and how it will look in the future.

The ageing demographic

Health and Social Services, like all other States departments must remain mindful of the ageing demographic. Within the department, services such as dementia care, stroke care and rehabilitation as well as surgery for cataracts and hip replacement for example, will come under significant and growing pressure. Plans must be made to secure resources for these and related services.

Suicides in Jersey

Suicide is a tragic event having impact on close family and friends as well as touching the community at large. The numbers of suicides in Jersey are unacceptably high year on year. The department is committed to implementing a number of the wide reaching recommendations made independently to help resolve this very concerning issue.

There is much to do. My Assistant Ministers and I are confident that staff within Health & Social Services have the imagination, commitment and innovation to meet the challenges ahead.

Deputy A Pryke
Minister for Health & Social Services

Health and Social Services

AIM:

Improve the health and social well being of the population of Jersey through the provision of high quality services.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: Redesign of the health and social care system to deliver improved integration of health and social care for the island

Success criteria:

- (i) Implementation of the Health for Life Strategy according to agreed milestones;
- (ii) Re modelling of secondary services in accordance with “towards 2015”, to ensure safe, sustainable hospital services complimented by appropriate community services;
- (iii) Movement of services from secondary to primary care;
- (iv) In conjunction with the Social Security Department, develop mechanisms for the funding of Long Term Care;
- (v) Progress the amendment to the Health Insurance Law to allow increased patient and client management within the primary sector.

Strategic Plan Priority: 11

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

Success criteria:

- (i) Increased life expectancy at birth in Jersey for men from 77.9 to 78.6 years and maintain that for women at above 83.5 years;
- (ii) Reduced mortality rates:
 - From heart disease, stroke and related diseases for people under 75 to be maintained below 85 per 100,000 ;
 - From cancer in people under 75 to be maintained below 113 per 100,000 ;
- (iii) To implement a co-coordinated action plan to reduce suicide for 2011-2016;
- (iv) Continued reduction in the number of hospital acquired infections;
- (v) Reduce the prevalence of smoking in adults to 10% and to 5% for under 16 year olds;
- (vi) Reduce the incidence of overweight and obesity to below 20% in children and below 35% in adults;
- (vii) Reduce the per capita consumption of pure alcohol per year to 10 litres;
- (viii) Achieve 70% of adults and 50% of children meeting the recommendations for regular physical activity;
- (ix) Reduce the proportion of the population self reporting anxiety and depression to below 10%;
- (x) Maintenance of childhood primary and booster immunisations coverage rates for:
 - Diphtheria, tetanus, whooping cough, Haemophilus influenzae type b, polio, pneumococcal disease and meningococcal group C disease at or above 95% measles, mumps and rubella at or above 90%;
- (xi) 75% of category A calls to the Ambulance Service to be responded to within 8 minutes.

Strategic Plan Priority: 11

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

Success criteria:

- (i) Improved consumer experience of health and social services as measured by independently validated surveys; outcomes to match or exceed comparable UK data.

Strategic Plan Priority: 11

Objective 4: Staff and resources managed so as to improve efficiency and provide improved value for money in accordance with the Comprehensive Spending Review.

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 UK and other jurisdictions where appropriate;
- (iii) Explicit link between budget prioritisation process and Strategic Plan Objectives demonstrated;
- (iv) Approve action plans of outcomes of the in depth review of expenditure to be undertaken as part of the Comprehensive Spending Review.
- (v) Staff developed to help them achieve their full potential:
 - Numbers of staff recorded as having received a formal annual appraisal to rise to 80%;
- (vi) Implementation of the Integrated Care Record Strategy:
 - Replacement of current legacy systems

Strategic Plan Priority: 4, 11

Objective 5: Further development of the governance agenda with a clear emphasis on patient and client safety

Success criteria:

5.1 All Services

- (i) Demonstration of implementation and progress towards the Verita recommendations;
- (ii) Development and implementation of a Risk Management Strategy for HSSD;
- (iii) Continued development of an open culture;
- (iv) Strengthening the process for incident reviews to ensure a timely and focussed response with clear recommendations and accountable actions;
- (v) Appropriate staffing levels to support safe and effective care;
- (vi) Development of Quality Accounts;
- (vii) Introduction of care bundles across acute settings

Strategic Plan Priority: 11

5.2 Children's Services

- (i) Implementation of the Williamson Plan;
- (ii) Approval and recognition of the Children's Plan;
- (iii) Stability of placements for children under the care of the department;
- (iv) Increased proportion of family placements for children in care;
- (v) Minimised number of children registered during the year on the Child Protection Register who had been previously registered;

- (vi) Minimised number of children de-registered who had been on the Register for longer than two years;
- (vii) In conjunction with Chief Minister Department, undertake policy and legislation initiatives to progress compliance with the United Nations Convention for the Rights of the Child.

Strategic Plan Priority: 8, 9

5.3 Adult Services

- (i) Increased percentage of adult social work service users receiving a statement of their needs; from 87% to 94%;
- (ii) Increased Adult Social Work service users receiving a formal review as a percentage of those receiving a service maintaining the rate at above 70%;
- (iii) Reduced number of patients aged 65 or over whose transfer from the hospital back to their home or community setting is delayed for non medical reasons. Current rate (Dec 2009) is 41 per 100,000 and target is 30 per 100, 000

Strategic Plan Priority: 8, 9, 11

5.4 Mental Health Services

- (i) A range of services provided - including traumatic stress counselling services - to enable victims and alleged victims of abuse to lead more empowered lives;
- (ii) Development of a Dementia Strategy

Strategic Plan Priority: 6, 8, 9, 11

Health and Social Services

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure	2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
	DEL	AME			
£	£	£	£	£	
Public Health Services					
223,600	Public Health Medicine	147,400	(7,400)	140,000	11.0
1,417,800	Clinical Public Health Services	1,681,900	(143,800)	1,538,100	9.6
1,150,300	Health Protection	1,455,600	(342,600)	1,113,000	19.3
1,217,500	Health Improvement	1,191,300	(56,400)	1,134,900	13.0
Medical Services					
10,166,400	Medical Specialties	13,308,800	(1,681,000)	11,627,800	82.4
4,385,700	Paediatrics	3,639,800	(229,900)	3,409,900	47.6
2,197,500	Renal Services	1,893,200	(149,400)	1,743,800	26.7
1,592,100	Outpatient Services	1,667,000	(93,400)	1,573,600	40.2
8,936,900	Medical Wards	9,634,900	(560,400)	9,074,500	178.6
4,168,700	Accident and Emergency	4,229,700	(185,500)	4,044,200	59.0
3,218,300	Assessment and Rehabilitation for Older People	4,267,700	(334,800)	3,932,900	40.6
12,381,900	Continuing Care for Older People	10,698,500	(3,421,500)	7,277,000	137.8
8,616,800	Pathology	9,663,100	(1,129,400)	8,533,700	95.2
1,931,100	Pharmacy	2,133,700	(273,900)	1,859,800	39.0
4,259,500	Therapy Services	5,003,500	(450,600)	4,552,900	77.2
Surgical Services					
18,674,600	Surgical Specialties	19,854,200	(1,027,500)	18,826,700	174.3
7,352,800	Obstetrics and Gynaecology	8,664,700	(642,000)	8,022,700	126.9
7,205,300	Theatres	10,216,900	(1,787,000)	8,429,900	171.6
9,745,500	Surgical Wards	10,701,400	(660,000)	10,041,400	216.6
447,500	Private Patients Wards	2,406,400	(2,331,100)	75,300	50.1
3,548,300	Physiotherapy	3,693,300	(209,200)	3,484,100	58.9
3,609,500	Radiology and Diagnostic Imaging	5,196,400	(1,029,100)	4,167,300	68.2
Mental Health Services					
1,600,000	Alcohol and Drugs Service	1,893,600	(83,100)	1,810,500	17.5
10,114,300	Adult Mental Health Service	10,415,500	(732,200)	9,683,300	147.2
1,184,600	Child and Adolescent Mental Health Services	1,286,300	(51,900)	1,234,400	17.9
6,065,400	Elderly Mental Illness Services	7,671,100	(1,587,200)	6,083,900	147.4
Social Services					
12,974,500	Children's Services	13,878,700	(590,500)	13,288,200	208.7
4,365,200	Adult Social Services	5,749,200	(254,000)	5,495,200	35.1
11,019,100	Special Needs Services	11,662,600	(720,100)	10,942,500	194.1
Ambulance Services					
4,457,400	Ambulance	3,934,300	(231,800)	3,702,500	63.9
649,600	Patient Transport	846,800	(51,600)	795,200	18.1
168,877,700	Net Revenue Expenditure	188,687,500	(21,048,300)	167,639,200	2,593.8
Non Cash					
2,357,353	Depreciation		2,392,000	2,392,000	

Health and Social Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Public Health Services					
Objectives: To improve health outcomes by reducing the incidence of mortality, disease and injury in the population.	1,2,3,4 and 5				
Public Health Medicine		223,600	140,000	(83,600)	
		The Public Health Medicine budget has decreased by £83,600 from the 2010 business planning process as a result of changes in priorities between business planning 2010 and budget setting 2010 amounting to a £53,800 decrease, CSR savings in both the Public Health overhead and Property Services budgets have resulted in a decrease in overhead of £28,100, and other decreases on the budget total £1,700.			
Clinical Public Health		1,417,800	1,538,100	120,300	
		The Clinical Public Health budget has increased by £120,300 from the 2010 business planning process as a result of changes in overhead allocation on the Family Nursing & Homecare (FNHC) Service Level Agreement (SLA) which are based on the budgeted service analysis, representing an apportionment methodology change and increasing the budget by £134,700. Other decreases on the budget amount to £14,400.			
Health Protection		1,150,300	1,113,000	(37,300)	
		The Health Protection budget has decreased by £37,300 from the 2010 business planning process as a result of specific CSR savings amounting to £66,000 (-2FTE), an allocation of CSR savings for which detailed schemes are yet to be established amounting to £12,100, and changes in priorities between business planning 2010 and budget setting 2010 amounting to £53,700 increase in budget. Other decreases on the budget amount to £12,900.			
Health Improvement		1,217,500	1,134,900	(82,600)	
		The Health Improvement budget has decreased by £82,600 from the 2010 business planning process as a result of changes in priorities between business planning 2010 and budget setting 2010 amounting to a decrease of £21,600, a decrease in overhead of £41,200 resulting from CSR savings in both the Public Health overhead and Property Services budgets, and an allocation of Health Insurance Fund rebate of costs for which schemes are yet to be established amounting to £25,700. Other increases on the budget total £5,900.			
Total Public Health Services		4,009,200	3,926,000	(83,200)	
Medical Services					
Objectives: To provide prompt diagnosis, effective treatment and rehabilitation for medical patients.	1, 2, 3, 4 and 5				
Medical Specialities		10,166,400	11,627,800	1,461,400	
		The Medical Specialities budget has increased by £1,461,400 from the 2010 business planning process as a result of inflation of £231,500, growth funding of £141,600 allocated to resolve middle grade doctor pay disparities, changes in priorities between business planning 2010 and budget setting 2010 amounting to an increase of £662,000, changes in the apportionment methodology of UK contracts resulting in an increased allocation of overhead of £913,300, and other budget increases of £13,300. The direct budget has been decreased by an identified user pays initiative to charge patients for diabetic supplies amounting to £170,000 and an allocation of Health Insurance Fund rebate of costs in base and CSR savings for which detailed schemes are yet to be established have reduced the budget by £330,300.			
Paediatrics		4,385,700	3,409,900	(975,800)	
		The Paediatrics budget has decreased by £975,800 from the 2010 business planning process as a result of changes in the apportionment methodology of UK contracts resulting in a decreased allocation of overhead of £935,000. Other budget decreases amount to £40,800.			
Renal Services		2,197,500	1,743,800	(453,700)	
		The Renal Services budget has decreased by £453,700 from the 2010 business planning process as a result of changes in priorities between business planning 2010 and budget setting 2010 giving rise to a decrease in budget of £644,300. Commitment in base funding of £211,600 has been allocated to the budget to resolve medical pay incremental drift, increase nurse establishment (2FTE) and fund growth in supplies. Other budget decreases amount to £21,000.			
Outpatient Services		1,592,100	1,573,600	(18,500)	
		The Outpatient Services budget has decreased by £18,500 from the 2010 business planning process as a result of unmet efficiencies being incorporated in the medicine overhead budget giving rise to a decrease in overhead apportionment amounting to £50,400, additionally an allocation of Health Insurance Fund rebate of costs in base for which detailed schemes are yet to be established have reduced the budget by £31,500. Changes in priorities between business planning 2010 and budget setting 2010 give rise to an increase in budget of £53,300 and other changes in budget have increased the budget by £10,100.			

Health and Social Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Medical Wards		8,936,900	9,074,500	137,600	
		The Medical Wards budget has increased by £137,600 from the 2010 business planning process as a result of inflation of £118,100, commitment in base funding of £75,000 allocated to the budget to invest in a Bio Medical Scientist (1FTE), changes in priorities between business planning 2010 and budget setting 2010 amounting to an increase of £66,800, and other budget increases amount to £17,400. An allocation of Health Insurance Fund rebate of costs in base for which detailed schemes are yet to be established have reduced the budget by £139,700.			
Accident & Emergency		4,168,700	4,044,200	(124,500)	
		The Accident & Emergency budget has decreased by £124,500 from the 2010 business planning process as a result of unmet efficiencies being incorporated in the medicine overhead budget giving rise to a decrease in overhead apportionment amounting to £59,300, identified CSR savings initiatives for the division amounting to £6,000 (-0.1FTE) and an allocation of Health Insurance Fund rebate of costs in base and CSR savings for which detailed schemes are yet to be established have reduced the budget by £119,400. Additionally, changes in priorities between business planning 2010 and budget setting 2010 give rise to a decrease in budget of £370,800. Inflation has increased the direct Accident & Emergency budget by £69,100 and £354,400 growth funding has been allocated to the budget to resolve middle grade doctor pay disparities and to increase the establishment in middle grade doctors (2FTE), other budget increases amount to £7,500.			
Assessment & Rehabilitation for Older People		3,218,300	3,932,900	714,600	
		The Assessment & Rehabilitation for Older people budget has increased by £714,600 from the 2010 business planning process as a result of changes in overhead allocation on the FNHC SLA which are based on the budgeted service analysis, representing an apportionment methodology change and increasing the budget by £785,100. Other changes amount to a decrease on the budget of £70,500.			
Continuing Care for Older People		12,381,900	7,277,000	(5,104,900)	
		The Continuing Care for Older people budget has decreased by £5,104,900 from the 2010 business planning process as a result of changes in overhead allocation on the FNHC SLA which are based on the budgeted service analysis, representing an apportionment methodology change and decreasing the budget by £3,492,300. Changes in priorities between business planning 2010 and budget setting 2010 give rise to a decrease in budget of £1,610,900 due to income rising in the budget as a result of the aging community, and the transfer of the boarding out budget to Social Security in 2010. Other changes amount to a decrease on the budget of £1,700.			
Pathology		8,616,800	8,533,700	(83,100)	
		The Pathology budget has decreased by £83,100 from the 2010 business planning process as a result of unmet efficiencies being incorporated in the medicine overhead budget giving rise to a decrease in overhead apportionment amounting to £223,400, additionally an allocation of Health Insurance Fund rebate of costs in base for which detailed schemes are yet to be established have reduced the budget by £650,000. Changes in priorities between business planning 2010 and budget setting 2010 have increased the budget by £540,500 and commitment in base funding of £254,500 has been allocated to the budget to resolve medical pay incremental drift, fund growth in lab supplies and send away testing. Other budget decreases amount to £4,700.			
Pharmacy		1,931,100	1,859,800	(71,300)	
		The Pharmacy budget has decreased by £71,300 from the 2010 business planning process as a result of unmet efficiencies being incorporated in the medicine overhead budget giving rise to a decrease in overhead apportionment amounting to £61,800, additionally an allocation of Health Insurance Fund rebate of costs in base and CSR initiatives for which detailed schemes are yet to be established have reduced the budget by £236,700. Changes in priorities between business planning 2010 and budget setting 2010 have increased the budget by £192,000 and inflation has increased the budget by £35,200.			
Therapy Services		4,259,500	4,552,900	293,400	
		The Therapy Services budget has increased by £293,400 from the 2010 business planning process as a result of changes in priorities between business planning 2010 and budget setting 2010 increasing the budget by £472,100, inflation increasing the budget by £79,600, and changes in overhead allocation on the FNHC SLA which are based on the budgeted service analysis, representing an apportionment methodology change and increasing the budget by £32,400. Allocation of Health Insurance Fund rebate of costs in base and CSR initiatives for which detailed schemes are yet to be established have reduced the budget by £159,600 and an identified user pays initiative for supplies to patients in the community amounting to £131,100 has decreased the budget.			
Total Medical Services		61,854,900	57,630,100	(4,224,800)	

Health and Social Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Surgical Services					
Objectives: To provide prompt diagnosis, effective treatment and rehabilitation for surgical patients.	1,2,3,4 and 5				
Surgical Specialities		18,674,600	18,826,700	152,100	
		The Surgical Specialities budget has increased by £152,000 from the 2010 business planning process as a result of commitment in base funding of £904,500 being allocated towards improving endoscopy services (10.8FTE), covering the increased cost of medical defence insurance, upgrading ENT staff to Associate Specialists and, £581,800 growth funding being allocated to the budget to resolve middle grade doctor pay disparities. The direct budget has been decreased by an identified user pays initiative increasing charges on existing user pays services amounting to £8,000, an allocation of CSR savings for which detailed schemes are yet to be established have reduced the budget by £169,500 and other budget decreases amount to £90,800. Changes in the apportionment methodology of UK contracts, whereby allocations are based upon budgeted service activity of the provider, has resulted in a decreased allocation of overhead of £1,066,000.			
Obstetrics and Gynaecology		7,352,800	8,022,700	669,900	
		The Obs and Gynae budget has increased by £669,900 from the 2010 business planning process as a result of £350,000 growth funding being allocated to the budget for additional senior medical establishment (3.2FTE), changes in the apportionment methodology of UK contracts, whereby allocations are based upon budgeted service activity of the provider, resulting in an increased allocation of overhead of £735,700 and other changes in budget increasing the budget by £40,400. An allocation of Health Insurance Fund rebate of costs in base for which detailed schemes are yet to be established have reduced the budget by £114,200, and changes in priorities between business planning 2010 and budget setting 2010 have decreased the budget by £342,000.			
Theatres		7,205,300	8,429,900	1,224,600	
		The Theatres budget has increased by £1,224,600 from the 2010 business planning process as a result of movement of budgets between other surgical service areas between business planning 2010 and budget setting 2010 increasing the budget by £1,359,400. Other budget changes have decreased the budget by £134,800.			
Surgical Wards		9,745,500	10,041,400	295,900	
		The Surgical Wards budget has increased by £295,900 from the 2010 business planning process as a result of pay awards increasing the budget by £150,700, changes in priorities between business planning 2010 and budget setting 2010 increasing the budget by £619,400. The budget has been decreased by identified CSR savings initiatives for the division amounting to £5,000, an allocation of Health Insurance Fund rebate of costs in base and CSR savings for which detailed schemes are yet to be established having reduced the budget by £307,700 and a reduction in the overheads as a result of efficiencies and savings has decreased the overhead apportionment on the budget by £161,500.			
Private Patients Wards		447,500	75,300	(372,200)	
		The Private Patients budget has decreased by £372,200 from the 2010 business planning process as a result of changes in priorities between business planning 2010 and budget setting 2010 decreasing the budget by £385,000. Other budget changes have reduced the total budget by £12,800			
Physiotherapy		3,548,300	3,484,100	(64,200)	
		The Physiotherapy budget has decreased by £64,200 from the 2010 business planning process as a result of an allocation of CSR savings for which detailed schemes are yet to be established having reduced the budget by £189,000, a reduction in the overheads as a result of efficiencies and savings decreasing the overhead apportionment on the budget by £59,600, and other budget changes reducing the total budget by £13,100. Changes in priorities between business planning 2010 and budget setting 2010 increasing the budget by £197,500.			
Radiology and Diagnostic Imaging		3,609,500	4,167,300	557,800	
		The Radiology and Diagnostic Imaging budget has increased by £557,800 from the 2010 business planning process as a result of changes in priorities between business planning 2010 and budget setting 2010 increasing the budget by £364,600, and changes in the apportionment methodology of UK contracts, whereby allocations are based upon budgeted service activity of the provider, has resulted in an increased allocation of overhead of £227,200. Other budget changes have decreased the budget by £34,000.			
Total Surgical Services		50,583,500	53,047,400	2,463,900	

Health and Social Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Mental Health Services					
Objectives: To provide accessible and high quality services based in the community whenever possible; and ensuring quality inpatient treatment and continuing care facilities for patients who require it.	1,2,3,4 and 5				
Alcohol and Drugs Service		1,600,000	1,810,500	210,500	
		The Alcohol and Drugs Service budget has increased by £210,500 from the 2010 business planning process as a result of changes in priorities between business planning 2010 and budget setting 2010 increasing the budget by £291,900. The direct budget has been decreased by identified CSR savings initiatives for the division amounting to £55,000 (-1FTE) and an allocation of additional CSR savings for which detailed schemes are yet to be established have reduced the budget by £26,400.			
Adult Mental Health Service		10,114,300	9,683,300	(431,000)	
		The Adult Mental Health Service budget has decreased by £431,000 from the 2010 business planning process as a result of identified CSR savings initiatives for the division amounting to £45,000 (-0.5 FTE), an allocation of additional CSR savings for which detailed schemes are yet to be established have reduced the budget by £98,800, and changes in the apportionment methodology of UK contracts, whereby allocations are based upon budgeted service activity of the provider, resulting in a decreased allocation of overhead of £851,700. Commitment in base funding of £157,200 has been allocated to increasing activity in off Island placements and to resolve medical pay incremental drift, changes in priorities between business planning 2010 and budget setting 2010 increasing the budget by £371,900, and other budget increases total £35,400.			
Child and Adolescent Mental Health Services		1,184,600	1,234,400	49,800	
		The Child & Adolescent Mental Health Service budget has increased by £49,800 from the 2010 business planning process as a result of inflation increasing the budget by £79,600, changes in priorities between business planning 2010 and budget setting 2010 increasing the budget by £47,600 and other budget changes have increased the budget by £10,000. The direct budget has been decreased by identified CSR savings initiatives for the division amounting to £55,000 (-1FTE) and an allocation of Health Insurance Fund rebate of costs in base and other CSR savings for which detailed schemes are yet to be established have reduced the budget by £32,400.			
Elderly Mental Illness Services		6,065,400	6,083,900	18,500	
		The Elderly Mental Illness Services budget has increased by £18,500 from the 2010 business planning process as a result of pay awards inflation of £127,100, and other increases in budget of £14,500. The direct budget has been decreased by identified CSR savings initiatives for the division amounting to £20,000 and an allocation of Health Insurance Fund rebate of costs in base and for which detailed schemes are yet to be established have reduced the budget by £103,100.			
Total Mental Health Services		18,964,300	18,812,100	(152,200)	
Social Services					
Objectives: To promote the independence of adults needing health and social care enabling them to live as safe, full and as normal a life as possible, in their own home wherever feasible. To maximise the social development of children within the most appropriate environment to meet their needs.	1,2,3,4 and 5				
Children's Services		12,974,500	13,288,200	313,700	
		The Children's Services budget has increased by £313,700 from the 2010 business planning process as a result of pay awards increasing the direct Children's Services budget by £154,400, and year 2 growth in relation to Williamson implementation, within commitments in base funding, has increased the budget by £200,000. Other changes have decreased the budget by £40,700.			

Health and Social Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Adults Social Services		4,365,200	5,495,200	1,130,000	
		The Adults Social Services budget has increased by £1,130,000 from the 2010 business planning process as a result of changes in priorities between business planning 2010 and budget setting 2010 increasing the budget by £695,800, commitment in base funding of £250,000 has been allocated to the budget for increasing growth in community care packages & residential placements for the under 65's, and changes in overhead allocation on the FNHC SLA which are based on the budgeted service analysis, representing an apportionment methodology change and increasing the budget by £298,500 . Other changes have decreased the budget by £114,300.			
Special Needs Services		11,019,100	10,942,500	(76,600)	
		The Special Needs Services budget has decreased by £76,600 from the 2010 business planning process as a result of identified CSR savings initiatives for the division amounting to £15,000 and an allocation of Health Insurance Fund rebate of costs in base and CSR savings for which detailed schemes are yet to be established have reduced the budget by £386,400. Inflation has increased the direct Special Needs Services budget by £170,700, changes in priorities between business planning 2010 and budget setting 2010 have increased the budget by £133,700 and other budget increases amount to £20,400.			
Total Social Services		28,358,800	29,725,900	1,367,100	
Ambulance Services					
Objectives: To provide an Ambulance Service and related activities that are recognised as being in the best interest of the patients and community we serve.	2,3,4 and 5				
Ambulance		4,457,400	3,702,500	(754,900)	
		The Ambulance budget has decreased by £754,900 from the 2010 business planning process as a result of identified CSR savings initiatives for the division amounting to £56,000, an allocation of other CSR savings for which detailed schemes are yet to be established reducing the budget by £29,000, changes in priorities between business planning 2010 and budget setting 2010 decreasing the budget by £544,800, and efficiencies in Ambulance overhead reducing the overhead allocation by £135,600. Other budget changes have increased the Ambulance budget by £10,500.			
Patient Transport		649,600	795,200	145,600	
		The Patient Transport budget has increased by £145,600 from the 2010 business planning process as a result of changes in priorities between business planning 2010 and budget setting 2010 increasing the budget by £84,400 and changes in the apportionment bases affecting the allocation of Ambulance overhead resulting in increased overhead of £67,700. Other changes have decreased the budget by £6,500.			
Total Ambulance Services		5,107,000	4,497,700	(609,300)	
Total		168,877,700	167,639,200	(1,238,500)	

Health and Social Services

Reconciliation of Net Revenue Expenditure

	2011
	£
Prior year Net Revenue Expenditure	168,877,700
2010 Effect of January Pay Increase	453,900
Revised Net Revenue Expenditure	169,331,600
Commitments in Base	
Increased Capacity in Wards	1,380,200
ICR Programme	1,200,000
Endoscopy Services	775,000
Williamson Funding	200,000
Reduction in HCAE recurrent funding	(480,000)
Savings identified in 2010 Business Plan	(300,000)
Additional Expenditure	
Provision for Annual Pay Awards	2,577,100
Non-staff Inflation	995,400
2011 CSR Process	
User Pays:	
Review laundry and beverage charges	(35,000)
Review TOP charges	(8,000)
Savings:	
Procurement Project Savings	(750,000)
Organisation Wide Management restructure	(400,000)
Estates Management	(352,000)
Prescribing efficiencies	(188,000)
Facilities Management - in house sewing room & catering efficiencies	(175,000)
Reduction in Pysiotherapy services	(153,000)
Eficiencies in Service Level Agreements	(140,000)
Restructure Public Health Administration	(80,000)
Pharmacy skill mix & review out of hours service	(74,000)
Ambulance overtime ,admin, & radio maintenance efficiencies	(56,000)
Restructure counselling services in Alcohol & Drugs Service	(55,000)
Restructure Child & Adolescent Mental Health	(55,000)
Restructure of Health Protection	(51,000)
Medical devices & equipment management	(50,000)
Redesign OT services in Adult Mental Health	(45,000)
Workforce planning & administration	(34,000)
Improve Theatre skill mix and cease non essential procedures	(33,000)
NICE prescribing guidelines in Elderley Mental Illness	(20,000)
Restructure Pathology mgt & equipment efficiency	(18,000)
Reassess needs of Special Needs clients	(15,000)
Cremation Service Efficiencies	(15,000)
Redesign Sports Injury Clinic In A&E	(6,000)
Surgical Wards procurement of supplies	(5,000)
Growth:	
Middle grade doctors terms & conditions	1,000,000
Senior medical staff	600,000
Adjustments - add back savings identified in 2010 Business Plan	300,000
Additional Funding Sources - as proposed in P125/2010	
Contribution from HIF to fund essential growth	(4,900,000)
Previously allocated CSR savings	(930,000)
Previously allocated CSR user pays	(301,100)
Departmental Transfers	
Boarding Out Budget transfer to Social Security	(996,000)
Capital to Revenue Transfers	-
Net Revenue Expenditure	167,639,200

Home Affairs

(as lodged 12.07.10)

Home Affairs

Minister's Introduction

The main areas of operation for the Home Affairs Department are:

- Home Affairs Executive
- States of Jersey Police
- Fire and Rescue Service
- Customs and Immigration Service
- Jersey Prison Service
- Building a Safer Society
- Jersey Field Squadron
- Superintendent Registrar

The Department continues to be committed to the delivery of core services in an efficient and effective manner. The Department is fully engaged in the Comprehensive Spending Review (CSR) process and has reviewed service provision for 2011 rather than engaging in a pro rata savings reduction across all service areas. As a result CSR savings will not be required from the Fire and Rescue Service or Superintendent Registrar in 2011.

The key projects and issues for the Department in 2011 are as follows:

Home Affairs Executive

The UK's new Government recently announced that their Vetting and Barring scheme is to be halted, *"and will be redesigned along "common sense" lines"*. The UK government has decided to maintain those aspects of the scheme which are already in place, but not to introduce further elements. Terms of reference for the remodelling process are still to be finalised and will be announced in due course. The implication for Jersey is that no further progress can be made with Phase 2 until the UK position is clarified.

States of Jersey Police

Policing is one of the most important public services and is fundamental to the safety and wellbeing of our community. The States of Jersey Police are constantly working to make our community safer and to secure the confidence of the public in our ability to deal successfully with all aspects of policing the Island, from anti-social behaviour through to international financial crime. The levels of safety and security we currently enjoy in our Island, with a continuing reduction in the level of recorded crime, reflect the progress made by the Service in meeting these challenges.

The priority for 2011 and beyond is to maintain this progress and provide the capacity and capability required to deliver the policing services our community needs. This may require some priorities to be reviewed to take account of the CSR.

Fire and Rescue Service

The main areas of operation for the States of Jersey Fire and Rescue Service are Emergency Response, Fire Protection and Community Prevention.

The only realistic way of reducing fire related injuries is to increase education and awareness activity so that people can help themselves and take practical and effective measures to protect themselves and their families from fire. Unfortunately, with such pressure on resources and a need to support operational crewing levels as well as divert energies to securing funding streams through commercially run workplace fire safety training, it has not been possible to increase this area of the Service. During 2011 the Service will be seeking alternative ways of delivering community fire safety.

Customs and Immigration Service

The UK's new Government have indicated existing procedures and projects concerning Immigration and Nationality will be subject to review. These include the following that could have a direct consequence to the Service and the Island:

- the second biometric passport project may now be subject to cost savings;
- Immigration embarkation controls may be introduced for travellers leaving the Common Travel Area;
- changes to Immigration legislation, planned by the previous Government, may now be revised.

The Service will closely monitor these issues as it is not yet clear how any potential cuts and changes will impact upon the Island.

Jersey Prison Service

Almost 95% of the objectives in the Performance Improvement Plan have now been achieved. Most of what remains to be delivered would require further major capital investment - the next phase of the long-term capital Master plan includes a new visitor facility and staff training, dining and rest facilities.

The drafting of a Repatriation of Offenders Law, enabling prisoners to serve their sentence in their home country where appropriate, is one of my priorities. There is law drafting time allocated in the 2010 programme with a view to implementation in 2011.

Other service areas will continue to meet the Department's objectives during 2011.

Senator B Le Marquand
Minister for Home Affairs

Home Affairs

AIM:

A safe, just and equitable society, thus improving people's quality of life.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: To 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.
- (ii) The maintenance of an adequate and efficient Fire & Rescue Service for the Island as prescribed by the Fire Service (Jersey) Law 1959
- (iii) The maintenance of an adequate and efficient Customs & Excise Service for the Island as prescribed by the Customs & Excise (Jersey) Law, 1999
- (iv) The maintenance of an adequate and efficient Prison Service for the Island as prescribed by the Prison (Jersey) Law, 1957

Strategic Plan Priority: 2, 3 and 4

Objective 2: To protect the public and keep our community safe by providing:

- (a) a Police Service which will work in partnership to:
 - uphold the law firmly and fairly
 - prevent crime
 - pursue and bring to justice those who break the law
 - keep the Queen's Peace
 - protect, help and reassure the community
 - implement a Policing Plan designed to address key policing priorities to protect and maintain community safety in 2011
- (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 movement of prohibited or restricted goods;
 - prevent loss of government revenue from evasion of the Customs and Excise duties and Goods and Services Tax;
 - honour the Island's external Customs, Immigration, Passport and Nationality obligations and, wherever practical, meeting the principals of free movement for people and goods.
- (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.

Success criteria:

- (i) Delivery of the performance targets set out in the States of Jersey Police Annual Policing Plan for 2011
- (ii) Delivery of the performance targets set out in the States of Jersey Fire Service Annual Business Plan for 2011
- (iii) Delivery of the performance targets set out in the States of Jersey Customs & Excise Annual Business Plan for 2011

- (iv) Delivery of the performance targets set out in the Her Majesty's Prison La Moye Annual Business Plan for 2011
- (v) Delivery of the performance targets set out in Building a Safer Society (2) 2010 - 2015

Strategic Plan Priority: 7

Objective 3: To ensure 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) Implement Strategic Priority 7 action plan.

Strategic Plan Priority: 7

Objective 4: To maintain Jersey's Defence contribution to the United Kingdom

Success criteria:

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

Strategic Plan Priority: 7

Objective 5: To maintain and preserve a register of all births, marriages, adoptions and deaths in Jersey

Success criteria:

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

Strategic Plan Priority: 7

Objective 6: To ensure that staff and resources are 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.

Strategic Plan Priority: 3 and 4.

Home Affairs

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
		DEL	AME			
£		£	£	£	£	
	Home Affairs					
73,500	Explosives Officer / Explosives Licensing	75,300	-	-	75,300	-
86,500	Statutory and Legislative Provisions	88,200	-	-	88,200	1.0
98,000	Vetting and Barring Office	99,700	-	-	99,700	3.0
125,000	Communications Data (Police and Customs)	125,000	-	-	125,000	-
-	Criminal Injuries Compensation Scheme	300,000	-	-	300,000	-
	Police					
11,188,600	Response and Reassurance Policing	11,285,900	-	(3,600)	11,282,300	162.1
4,044,000	Specialist Crime Investigation	4,466,800	-	(1,100)	4,465,700	63.3
1,286,600	Manage Offenders through Custody	1,352,600	-	(500)	1,352,100	12.0
1,816,600	Supporting the Criminal Justice System	1,986,900	-	(57,600)	1,929,300	33.5
1,594,000	Manage Intelligence	1,624,700	-	(500)	1,624,200	30.8
1,542,300	Financial Crime Investigation	2,131,500	-	(600)	2,130,900	29.4
1,458,400	National Security Policing	1,524,100	-	(600)	1,523,500	20.3
	Fire and Rescue					
4,153,500	Emergency Response	4,418,700	-	(18,700)	4,400,000	67.5
417,500	Fire Protection	388,900	-	(15,600)	373,300	7.0
252,800	Community Prevention	233,200	-	(11,700)	221,500	4.0
	Customs and Immigration					
875,600	Revenue Collection	980,800	-	-	980,800	13.0
4,240,900	Enforcement	4,523,100	-	(10,000)	4,513,100	55.9
304,500	External Obligations	1,180,600	-	(1,057,200)	123,400	13.6
	HM Prison					
7,306,800	Residential Accommodation	7,665,000	-	-	7,665,000	114.1
1,154,400	Prisoner Activity	1,461,400	-	(324,000)	1,137,400	19.5
2,245,900	Operations and Administration	2,256,500	-	(110,000)	2,146,500	42.5
481,000	Building a Safer Society	477,200	-	-	477,200	2.5
	Jersey Field Squadron					
1,083,200	UK Defence	1,054,000	-	-	1,054,000	4.5
40,000	Uniformed Youth Organisations	40,000	-	-	40,000	-
47,300	IMLO and Careers Office	48,000	-	-	48,000	1.0
150,200	Superintendent Registrar	251,300	-	(95,000)	156,300	3.5
46,067,100	Net Revenue Expenditure	50,039,400	-	(1,706,700)	48,332,700	704.0
	Non Cash					
552,100	Depreciation	-	642,600	-	642,600	

Home Affairs

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Home Affairs					
Explosives Officer / Explosives Licensing Bomb disposal and explosives licensing contracted out.	1	73,500	75,300	1,800	
Statutory and Legislative Provisions Police Complaints Authority and new Legislation	1	86,500	88,200	1,700	CSR Saving - removal of Discrimination Legislation budget to be included in 2011 cash limit. The States resolved to implement Discrimination Legislation before the shortfall in States finances was known about. The Law could be completed, lodged and even debated, but the States could decide not to bring it into force until funds are available at a later date.
Vetting and Barring Office Joint initiative to be established with the Education, Sport and Culture and Health and Social Services Departments to enable access to the UK Criminal Records Bureau.	3	98,000	99,700	1,700	
Communications Data (Police and Customs) Revenue costs associated with the Regulation of Investigatory Powers (Jersey) Law.	2	125,000	125,000	-	
Criminal Injuries Compensation Scheme	1	-	300,000	300,000	CSR Growth - funding for the Scheme.
Police					
Response and Reassurance Policing This service area covers a broad range of essential policing activity and is provided over a 24-hour period, 365 days a year. The main functions are: Maintain as high a uniformed police presence as possible in areas and at times where they will be most effective Receive and respond to calls for assistance from the public Investigate crime and detect offenders and provide a range of other services including missing person enquiries and sudden death investigation Provide public liaison, information and advice. Record details of offences and offenders on police systems.	2(a)	11,188,600	11,282,300	93,700	CSR Growth - funding to fill essential staff vacancies and for Court and Case Costs. CSR Savings - reduction of staff posts, Police overtime and indirect costs (closure of Police facility and non staff costs). The budget has been redistributed to meet operational requirements.

Home Affairs

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Specialist Crime Investigation To provide specialist detective and forensic investigation services, with particular emphasis on serious and serial offences and crimes requiring specialist knowledge and training such as child protection.	2(a)	4,044,000	4,465,700	421,700	CSR Growth - funding for Court and Case Costs. CSR Savings - reduction of indirect costs (closure of Police facility and non staff costs). The budget has been redistributed to meet operational requirements.
Manage Offenders through Custody Provide an independent check that a detained persons' rights have been observed at the time of arrest, provide for their welfare whilst in detention and facilitate in accordance with their human rights.	2(a)	1,286,600	1,352,100	65,500	CSR Savings - reduction of indirect costs (closure of Police facility and non staff costs). The budget has been redistributed to meet operational requirements.
Supporting the Criminal Justice System Process case files from the point of charge or report to court or parish hall enquiry, arrange disclosure of evidence, warn witnesses, notify victims of court dates and results and process prosecution information on national and local police systems Maintain records in respect of offences committed in Jersey, liaise with UK and international criminal record agencies and carry out vetting and security checks on behalf of other agencies.	2(a)	1,816,600	1,929,300	112,700	CSR Growth - funding provided for Court and Case Costs. CSR Savings - reduction of indirect costs (closure of Police facility and non staff costs). The budget has been redistributed to meet operational requirements.
Manage Intelligence Develop sources of intelligence and collate and analyse information to inform operational policing and ensure compliance with Regulation of Investigatory Powers legislation.	2(a)	1,594,000	1,624,200	30,200	CSR Savings - reduction of indirect costs (closure of Police facility and non staff costs). The budget has been redistributed to meet operational requirements.
Financial Crime Investigation Enforce local legislation and comply with internationally agreed standards designed to prevent laundering of money associated with crime, drugs and terrorism.	2(a)	1,542,300	2,130,900	588,600	CSR Growth - funding for additional staff for the JFCU to achieve IMF compliance. CSR Savings - reduction of indirect costs (closure of Police facility and non staff costs). The budget has been redistributed to meet operational requirements.

Home Affairs

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
National Security Policing Protect Jersey's security and fulfil international security obligations with particular emphasis on monitoring movements in and out of the United Kingdom to identify the activity of persons of interest to the local and international intelligence community.	2(a)	1,458,400	1,523,500	65,100	CSR Savings - reduction of indirect costs (closure of Police facility and non staff costs). The budget has been redistributed to meet operational requirements.
Fire and Rescue					
Emergency Response Provides an effective 24/7 emergency response to a wide range of fires and other emergency incidents including road traffic collisions, inshore sea rescues and off-shore maritime incidents, cliff/height rescues, animal rescues, hazardous material/ environmental pollution incidents. Also responsible for tactical planning and fleet management.	2(b)	4,153,500	4,400,000	246,500	CSR Growth - funding to fill essential staff vacancies. Resources have been moved to reflect changing priorities and budget restrictions.
Fire Protection Technical Fire Safety Managers provide fire safety and engineering advice and carry out inspections/ enforcement under various fire related legislation. This ensures that buildings are designed and maintained as fire safe so that people are protected in premises should a fire occur.	2(b)	417,500	373,300	(44,200)	CSR User Pays - increase in charges for fire certification. The Unit has been restructured to accommodate service needs.
Community Prevention Involves delivering community safety education and awareness to the public to prevent fire and other emergency incidents occurring in the first place. Home Fire Safety Checks are used to specifically reduce fire risks in dwellings. Working in partnership with Jersey Council for Safety and Health at Work to deliver Fire Safety Awareness Courses to local employees and managers.	3	252,800	221,500	(31,300)	CSR Growth - funding to fill essential staff vacancies. The Unit has been restructured to accommodate service needs.
Customs and Immigration					
Revenue Collection Maintain the efficient and effective collection and management of the Customs and Excise revenues.	2(c)	875,600	980,800	105,200	CSR Saving - staff changes.
Enforcement Detect, deter and investigate the smuggling of prohibited, restricted and dutiable goods. Maintain effective immigration controls on behalf of the Island and the UK.	2(c)	4,240,900	4,513,100	272,200	CSR Growth - funding to fill essential staff vacancies and for Court and Case Costs. CSR Saving - staff reduction.
External Obligations Safeguard the Island's constitutional position and reputation by ensuring compliance with international requirements. Manage allocation of Passports, British Citizenship applications and legalisation of documents.	2(c)	304,500	123,400	(181,100)	CSR Saving - staff reduction. New income stream from May 2010 .
HM Prison					
Residential Accommodation Provide accommodation, facilities and care for prisoners.	2(d)	7,306,800	7,665,000	358,200	CSR Saving - reduction in staff, overtime and non staff costs.
Prisoner Activity Prisoner regimes.	2(d)	1,154,400	1,137,400	(17,000)	

Home Affairs

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Operations and Administration Provide operational and administrative support.	2(d)	2,245,900	2,146,500	(99,400)	CSR Saving - reduction in staff, overtime and non staff costs.
Building a Safer Society					
Provides a multi-agency, multi project approach to reducing the harm associated with criminal and anti-social behaviour.	3	481,000	477,200	(3,800)	CSR Saving - reduction in the amount of financial support to projects.
Jersey Field Squadron					
UK Defence A trained unit capable of contributing to the UK Defence Policy.	4	1,083,200	1,054,000	(29,200)	CSR Saving - reduction in operating costs.
Uniformed Youth Organisations Provide grants to CCT, ATC and Sea Cadets.	4	40,000	40,000	-	
IMLO and Careers Office Provide IMLO with office space which is also utilised by UK service recruiting agents.	4	47,300	48,000	700	
Superintendent Registrar					
Performance of marriage ceremonies. Registration of all births, deaths and marriages in the Island. Provide family history research facilities.	1	150,200	156,300	6,100	
Total		46,067,100	48,332,700	2,265,600	

Home Affairs

Reconciliation of Net Revenue Expenditure

	2011
	£
Prior Year Net Revenue Expenditure	46,067,100
2010 Effect of January Pay Increase	137,600
Revised Net Revenue Expenditure	46,204,700
Commitments in Base	
Overseas Aid Contribution	(66,700)
Discrimination Legislation	100,000
Additional Expenditure	
Provision for Annual Pay Awards	764,000
Non-Staff Inflation	198,000
2011 CSR Process	
User Pays	
Increase charges for fire certification	(5,000)
Savings	
Discrimination Legislation	(100,000)
Police - reduction in staff posts	(221,000)
Reduction of Police overtime	(93,000)
Police - closure of facility and reduction in non-staff costs	(167,000)
Customs and Immigration - reduction in staff and staff changes	(138,000)
Prison - reduction in staff and overtime	(125,000)
Prison - reduction in non-staff expenditure	(40,000)
BaSS - reduction in the amount of financial support to projects	(15,000)
Jersey Field Squadron - reduction in operating costs	(55,000)
Growth	
Filling of essential vacancies	365,000
Resources for Joint Financial Crimes Unit (JFCU) to achieve IMF compliance *	510,000
Previously Funded from the Criminal Offences Confiscation Fund (COCF)	
Criminal Injuries Compensation Scheme (CICS)	300,000
Court and Case Costs	850,000
Adjustments - add back savings	
Overseas Aid Contribution	66,700
Net Revenue Expenditure	48,332,700

* To be funded from increased Company Fees

Housing

(as lodged 12.07.10)

Housing

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 key projects and issues for the Department in 2011 are as follows:

1. Setting out the manner in which social housing in Jersey will be provided in the future

The Review of Social Housing undertaken by Professor Christine Whitehead from the Centre for Housing and Planning Research at the University of Cambridge was an independent, in depth study of social housing provision in the Island. In her report published in 2009 and consulted upon during the first half of 2010 Professor Whitehead identifies the existing method of delivering social housing is unsustainable. It is she says the States system of housing provision which is not fit for purpose, rather than the Housing Department itself which operates with significantly less resources than would be normal elsewhere.

Professor Whitehead has suggested that if a modern 21st Century social housing sector is what we as an Island desire then change and very significant change at that, is required.

Of the options presented by Professor Whitehead it is clear that we can maximise the impact of our social housing provision by moving to a situation where the States is very much the facilitator and regulator of all social housing provision and in doing so places the present Housing Department, with all of its inherent experience and highly skilled staff, at arms length from the States where it can concentrate more fully on providing the housing service to those who most need that assistance. This arms length body will have the ability to access private finance as a means of developing new affordable homes to meet existing and any future demand for homes.

The role of regulation is something which should stay with the States and developing a suitable framework is fundamental to having a successful social housing sector.

The unsustainable nature of the Housing Department's financing whereby it is under funded by £7.5 million per annum whilst having a commitment to make a return of £23 million per annum to the Treasury must be addressed and work is already in hand with Treasury to find a solution. Of course one significant way of bridging this gap will be through the development of new homes which once private development funding has been repaid will be unencumbered income generating assets. This growth in the States owned social housing stock will certainly allow the much needed realignment of the housing stock to take place whilst also providing for some growth in the sector which will help to address the needs of those who presently do not meet the rather stringent allocations criteria.

2. Greater clarity about the level of need for affordable homes

The Housing Department leads on States Strategic Plan priority 14 'Adequately House the Population' and will in delivering on this vitally important objective work increasingly closely with colleagues at the Planning Department, Treasury & Resources, Population Office and the Law Officers' Department.

It has been identified that one barrier to good land use policy is the lack of regular and robust data on housing needs. Our social housing providers the various Trusts, Parishes and the Housing Department itself all operate separate waiting lists and separate allocations criteria, which creates significant difficulties in accurately defining housing need.

The Strategic Plan makes it clear that a single access point for all affordable housing must be developed to ensure that access to accommodation across providers is allocated to those most in need and used to best effect. Developing this 'Gateway' will be a key activity in 2011.

3. Continued upgrading of the existing stock

Significant inroads have been made into the maintenance backlog of the existing States owned social rented stock. I am extremely proud of what has been achieved in that area since 2007. Much of this work could not have been undertaken without a relatively small number of sales the vast majority of which have been to tenants themselves. As we identify alternative means of funding, particularly for new housing stock, our reliance on sales as a funding stream will diminish. However, it is likely that a small number of sales per annum will be highly desirable and necessary if we are continue with the refurbishment programme and follow up on commitments to increase our level of homeownership.

A detailed and costed forward capital programme has been designed to bring the stock up to the decent homes standard. In 2010 we achieved a significant milestone in starting the development of phase 2 of the Le Squez regeneration scheme which will, once complete, achieve Code 3 Sustainable Homes certification. Sustainability principles will be a feature of all Department led housing schemes going forward.

4. An excellent partnership between the Department and its tenants

The Department has for many years led initiatives aimed at engaging with and consulting tenants so that they increasingly have a say in the decisions which affect them.

As the Department progresses towards arms length status there is a real opportunity for tenants and in particular their Tenants Forum to play a key role in that transition and in the long term management of the new organisation.

I am exceptionally proud of everything that we have achieved at Housing in the past few years under the leadership of my predecessor Senator Terry Le Main. The dedication of the highly skilled, committed and motivated staff and my Assistant Minister, Connetable Graeme Butcher, is at the root of that success. This next 12 months will perhaps see the most significant changes in social housing policy and management we have ever seen, the challenges will be significant, however, I believe that the opportunities to make our long term social housing provision sustainable are too good to miss. In doing so we will protect the provision of homes for generations to come and ensure that those in our society who need assistance with their housing are properly catered for.

Deputy Sean Power
Minister for Housing

Housing

AIM:

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

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: Management of the Department's stock, as a key component of an overarching asset management strategy

Success criteria:

- (i) The stock managed so that;
 - plans remain on track for all States owned social rented properties to meet defined minimum standards for social housing by 2016
 - the Department is able to increase and retain sufficient of its income to ensure that it is able to maintain, and refurbish the States owned social rented stock, well into the future
 - the housing portfolio (property types and numbers) is realigned, and where appropriate increased, to meet the changing needs of the community, particularly in relation to homes designed to meet the needs of an ageing population
 - a comprehensive planned maintenance programme is in place to ensure that statutory obligations are met and the useful life of the stock is maximised
 - continuous improvement in the management of health and safety is demonstrated
 - opportunities continue to be provided for social rented tenants to become home owners, as appropriate
- (ii) Mechanisms are introduced in collaboration with Treasury & Resources to allow borrowing to facilitate the development of new affordable homes

Strategic Plan Priority: 9, 14

Objective 2: Demand for affordable housing is assessed to inform decisions on land usage

Success criteria:

- (i) The Affordable Housing Gateway managed and further developed;
 - as the single access point for all affordable housing applications
 - with outputs monitored and reported regularly to the Planning Department and Population Office as part of a joint approach to meeting housing needs
 - allocations policy widened to make access to social housing more equitable

Strategic Plan Priority: 14

Objective 3: Implementation of the decision of the States regarding the future provision of social housing

Success criteria:

- (i) The States decisions on the debate into the future provision of social housing are implemented so that:-
 - social housing policy, population and planning policy are integrated
 - the future status and organisational structure of the present Housing Department and its staff is defined
 - a robust and sustainable financial framework for the department is put in place
 - proposals brought forward for the development of regulation applicable to all social housing providers
 - proposals brought forward for the development of a framework for a new social housing rent structure

- a strong working relationship is developed between all social housing landlords to provide a platform for:
 - the Affordable Housing Gateway to be adopted as the single point of access for the allocation of social housing;
 - funding surpluses accrued by Housing Trusts to be utilised for the future provision of affordable housing in the island

Strategic Plan Priority: 3, 14

Objective 4: Excellent partnership between the Department and its customers

Success criteria:

- (i) Actively engage and consult with tenants so that they are increasingly involved in making decisions which affect them
- (ii) Further development of the Tenants Forum through the election of its members by all States tenants
- (iii) Improve and enhance services by seeking out and acting upon customer feedback

Strategic Plan Priority: 8, 9

Objective 5: Staff and resources managed so as to improve performance and provide value for money.

Success criteria:

- (i) Financial balance achieved and total budget and spend profile consistent with forecast
- (ii) Value for money actively pursued, driving efficiency through the setting of individual and team performance targets which will be reviewed regularly by the continuation of performance management processes for all
- (iii) Continuous improvement achieved through Business Process Redesign (BPR) to ensure that processes are efficient, display value for money and deliver tangible benefit
- (iv) Achieve the savings required by the Comprehensive Spending Review
- (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 Priority: 3

Housing

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
		DEL	AME			
£		£	£	£	£	
	Estate Services					
4,406,200	Planned Maintenance	7,822,300	-	(35,000)	7,787,300	11.7
1,041,600	Operations	3,371,100	-	(2,487,300)	883,800	0.0
1,321,300	Voids Refurbishment	1,318,200	-	-	1,318,200	1.2
2,151,000	Response Repairs	2,175,600	-	-	2,175,600	5.9
	Tenant Services					
457,900	Assisted Living	487,300	-	(5,000)	482,300	4.7
237,200	Tenant Participation	217,400	-	-	217,400	2.3
775,700	Sales & Lettings	759,500	-	-	759,500	8.2
	Finance Services					
(33,677,700)	Financial Management, Rent and Fee Collection	1,103,400	-	(35,656,000)	(34,552,600)	13.4
(23,286,800)	Net Revenue Expenditure	17,254,800	-	(38,183,300)	(20,928,500)	47.4
	<u>Non Cash</u>					
8,477,000	Depreciation	-	9,782,561	-	9,782,561	

Housing

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Estate Services					
Planned Maintenance - Provision of a property maintenance programme to sustain the longevity of the Housing stock in addition to meeting the current needs of tenants. The programme includes areas such as planned and cyclical maintenance, as well as grounds maintenance and cleaning of the estates.	1	4,406,200	7,787,300	3,381,100	A change in reporting structure has removed the 'Response Repairs' budget from this area, in addition to the £76k CSR direct saving on heating systems maintenance and £41k overhead saving as part of the CSR. However, a capital to revenue transfer of £2.37m and increases in planned maintenance programmes in accordance with the Department's strategy have resulted in an increase in this budget.
Operations - Efficient and effective provision of key Tenant services including: provision of utilities, rates, insurance and car parking.	1	1,041,600	883,800	(157,800)	The addition of Ann Court parking facility and a more effective use of parking capacity has increased parking rental income which has been partially offset by increases in utility, rates and insurance costs. A saving of £35k has been identified as part of the CSR process for TV support services following the digital switchover.
Voids Refurbishment - The management and refurbishment of vacant properties to maintain the standard of accommodation available.	1	1,321,300	1,318,200	(3,100)	The overhead allocation to void refurbishments has reduced overall as part of the CSR.
Response Repairs - Emergency and reactive repairs to Housing properties.	1	2,151,000	2,175,600	24,600	This area is now being reported independently from Planned Maintenance. The small increase in budget is due to the net effect of the transfer of two staff from the Customer Services Centre and a £20k reduction in allocated overheads saved as part of the CSR. The Department is seeking to minimise expenditure in this area in order to divert funds into planned maintenance.
Tenant Services					
Assisted Living - Coordination of the Supported Housing Group and the direct provision of assisted living services, including management of the Cottage Homes. The provision of medical adaptations for States Tenants.	1	457,900	482,300	24,400	Net 5.3% increase. Income from recharges has been reduced in line with expected results in 2010. Costs have risen in line with pay award and inflationary increases, set against an apportioned overhead saving of £16k from the CSR.
Tenant Participation - Engaging Tenants in the management of their homes.	4	237,200	217,400	(19,800)	8.3% decrease. 2011 will see a reduction in the prizes and sponsorship budget for tenant forums as a direct CSR saving (£10k) and a reduction in the printing budget. Allocated overheads have also reduced by £8k as part of the CSR.

Sales & Letting - Management of the States rental waiting and transfer lists and allocation of void units to ensure equitable treatment for all. Dedicated team to manage and promote the sale of properties under the Social Housing Property Plan.	1,2	775,700	759,500	(16,200)	2.1% decrease. The 2010 budget has been re-stated to reflect a change in structure with 'Voids Refurbishment' now reported separately. The net effect of pay awards and additional funding for legal costs set against the removal of one-off costs associated with preparing properties on estates for sale and an allocated reduction in overheads as part of the CSR (£29k) has led to an overall reduction in the cost of sales.
Finance Services					
Financial Management, Rent and Fee Collection - Management of the rent and fee collection process to ensure that income is maximised across the department thus enabling monies to be reinvested in the maintenance programme. In addition, dealing with complaints of anti-social behaviour and other tenancy enforcement activities.	5	(33,677,700)	(34,552,600)	(874,900)	2.6% increase in net revenue. A rental review in 2010 is not forecast although an increase in October 2011 will yield additional revenue in the final quarter. New housing stock will be available for rent in 2011 as capital projects at Salisbury Crescent and Le Squez are completed. There is a saving in overhead costs of £47k as part of the CSR.
Total		(23,286,800)	(20,928,500)	2,358,300	

Housing

Reconciliation of Net Revenue Expenditure

	2011
	£
Prior year Net Revenue Expenditure	(23,286,800)
2010 Effect of January Pay Increase	10,100
Revised Net Revenue Expenditure	(23,276,700)
Commitments in Base	
Overseas Aid Contribution	(33,700)
Savings from 2010 Business Plan	(50,000)
Additional Expenditure	
Provision for Annual Pay Awards	55,000
Non-staff Inflation	216,200
Rent Increase	(871,900)
2011 CSR Process	
User Pays	-
Savings	-
Reduction in the servicing costs of wet heating systems following the roll-out of electric heating programme	(76,000)
Reduction in service contract costs following roll-out of digital TV infrastructure	(35,000)
Reduction in spend on tenant engagement programmes	(10,000)
Staff rationalisation, reduction of training and temporary staff provision, reduction in general overheads	(100,000)
Reduction in licence fees and maintenance costs for IS systems	(65,000)
Growth	-
Adjustments - add back savings	-
Overseas Aid Contribution	33,700
Savings from 2010 Business Plan	50,000
Departmental Transfers	
Income Support Housing Component Rent freeze from Social Security Department	871,900
Invoice Processing Budget to Treasury and Resources Department	(6,000)
Capital to Revenue Transfers	
Social Housing Programme - Maintenance Backlog	2,369,000
Net Revenue Expenditure	(20,928,500)

Planning and Environment

(as lodged 12.07.10)

Planning and Environment

Minister's Introduction

The Planning and Environment Department includes two core areas of activity – the Planning and Building Services Division and the Environment Division – both supported by a core corporate activities function. In 2011 the following services will be delivered:

Planning and Building Services Division

The **Development Control** function will focus on delivering a customer facing planning application process including the enforcement of planning controls. **Building Control Section** will ensure compliance with improving building standards including improvements in energy efficiency. The **Policy Projects and the Historic Built Environment Team** will look to complete the Island Plan Review process as well as promoting supplementary planning guidance to support the Plan. The Team will also continue the review of the heritage assets of the Island.

Environment Division

On land the **Environmental Management and the Rural Economy (EMRE)** will continue to support the rural economy and environment through the Rural Economy Strategy, Biodiversity Strategy and Countryside Renewal Scheme. Specialist advice will be complimented with the management of 600 hectares of land championing conservation of habitats and species. At sea the **Fisheries and Marine Resources Team** will regulate and support commercial and leisure fishing over the 800 square miles of Jersey Waters and look to implement the Inter Coastal Zone Management Strategy.

Environmental Protection will build on the success of recent years of the waste and water environment regulation and inspections of the agricultural industry. **Environmental Policy and Awareness** will look to promote environmental policy initiatives both within and outside the States in response to the challenges of climate change along with continuing promotion of the ECO-ACTIVE programme. The **Meteorology Service** will respond to the 2010 review of its functions and the **States Veterinary Service** will continue to ensure high standards of animal health and welfare.

Corporate

Corporate functions will seek to ensure maximum efficiency in the use of departmental resources and appropriate control frameworks are in place for the functions of the Department.

Senator F.E. Cohen
Minister for Planning and Environment

Planning and Environment

AIM:

The Planning and Environment Department's role is to 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

Objective 1: Protect and enhance the natural and built environment

Success criteria:

- (i) Introduce and implement an integrated energy policy in order to secure an affordable and sustainable energy supply. Develop further the potential of sustainable energy resources such as tidal power and off-shore wind power

Strategic Plan Priority: 3, 13

- (ii) Work towards a low carbon economy including:
- developing an Energy Policy to set energy and carbon reduction targets, including targets relating to States' activities
 - developing a code for sustainable homes
 - promoting a Carbon Offset scheme
 - developing best practice relating to reduction of greenhouse gas emissions from agriculture

Strategic Plan Priority: 10, 13

- (iii) Implement or contribute to the delivery of initiatives that reduce waste, energy use, pollution and the effects of climate change including:
- ongoing delivery of Energy Efficiency Programme and Jersey Energy Trust*
 - supporting development of an Air Quality Strategy*
 - supporting development of a sustainable transport policy*
 - develop a Climate Change Adaptation and Mitigation strategy

Strategic Plan Priority: 1, 13

- (iv) Deliver an effective environmental legislative protection regime for the Island including: waste management regulation; protection of our water resources; regulation of dumping and building at sea, fisheries and agricultural sector regulation.

Strategic Plan Priority: 13

- (v) Ensure the unique character of the Island's built and natural environment is maintained and enhanced including:
- protecting the historic built environment including reviewing heritage assets and where appropriate introducing new schemes of protection
 - development, implementation and monitoring of planning policy framework, including Island Plan and associated supplementary guidance
 - promoting high standards of architecture
 - securing delivery of art in the built environment

- ongoing delivery of Coastal Zone Management Strategy including the introduction of Ramsar Management Plans
- support bio-diversity including monitoring of key habitats and encouraging the involvement of stakeholder groups in implementing the Bio-diversity Action Plans.

Strategic Plan Priority: 13, 16

- (vi) Support delivery of environmental education to all sectors of the community through the ECO-ACTIVE campaign.

Strategic Plan Priority: 13

*subject to securing funding

Objective 2: Support a strong, environmentally sustainable economy

Success criteria:

- (i) Invest in environmental policies that have the potential for long-term cost savings including:
- investment in local energy efficiency services *
 - explore opportunities for micro-generation of energy and bio-fuels

Strategic Plan Priority: 2

- (ii) Support diverse, modern and adaptable industries including:
- Rural Economy Strategy to support a vibrant, working countryside
 - States Vet Service and Fisheries Management to support viable livestock farming, fishing and aquaculture industries that adhere to European Standards
 - provision of essential Channel Islands wide meteorological services to airport, harbours, local industry and the public
 - improve the development control service to deliver faster decisions and increased permitted development rights
 - development control service to support local industries where appropriate
 - Island Plan to identify appropriate land to support diverse economy

Strategic Plan Priority: 2

- (iii) Deliver regulatory services that support industry best practice and create public confidence including:
- Waste management, exports and licensing
 - Planning and building control
 - Heritage protection and management
 - Fisheries protection
 - States Vet Service
 - Water resources (inc. European Bathing Water Directive and Water Framework Directive)
 - Pest and disease control

Strategic Plan Priority: 13

- (iv) Island Plan to facilitate and support long-term sustainable economic growth that does not diminish our natural capital including identifying appropriate land for affordable housing, tourism; commercial and industrial uses

Strategic Plan Priority: 2, 13, 14

- (v) Devise policies to mitigate the effect of an increased population on the natural and built environment including:
 - Island Plan to identify sufficient development sites without further rezoning of green areas and whilst protecting the historic environment
 - Supplementary planning guidance and development control policy to make innovative use of urban areas through regeneration
 - Develop and implement an Energy policy and establish a Climate Change Adaptation and Mitigation strategy

Strategic Plan Priority: 5, 13

*subject to securing funding

Objective 3: Deliver policies and services that respond to public need and which protect the environment

Success criteria:

- (i) Ensure Island Plan secures provision of affordable housing on large developments and ensure that unit mix and tenure types meet prevailing demand

Strategic Plan Priority: 13, 14

- (ii) Protect society from the impact of plant and animal diseases and ensure high standards of animal health and welfare including delivery of notifiable animal diseases contingency plans and associated vaccination programmes

Strategic Plan Priority: 5, 7

- (iii) Use planning and building policies to protect the public and supporting their wellbeing including:
 - supporting assessment of risks and hazards relating to infrastructure and other development
 - maintaining health and safety standards for building users
 - ensuring access for people with disabilities
 - supporting “Designing out crime”
 - ensuring the design of the built environment facilitates health lifestyles
 - ensuring public rights of way and access to the countryside

Strategic Plan Priority: 7, 11

- (iv) Support maintenance and development of the Island’s infrastructure including:
 - planning policy that ensures the provision of relevant associated infrastructure needs arising from new development
 - legislation and regulation to ensure operators deliver best practice and spend on appropriate mitigation and prevention works

Strategic Plan Priority: 10

Objective 4: Manage resources and deliver effective, efficient services

Success criteria:

- (i) Deliver departmental IT strategy which results in business efficiency including:
 - maximising use of web based services
 - reviewing management of Jersey Map and geo-spatial information
 - maximising integration and use of existing business systems in improving business performance

Strategic Plan Priority: 3

- (ii) Deliver services in accordance with Department's Customer Charter

Strategic Plan Priority: 3

- (iii) Provide and review options for future provision of a local weather services to meet the needs of the Channel Islands communities and customers

Strategic Plan Priority: 4

- (iv) Management costs optimised to ensure maximum resources are directed to essential services and strategic plan priorities

Strategic Plan Priority: 3

- (v) Examine appropriate implementation of user pays principle and review fees on an annual basis to ensure user pays levels are achieved

Strategic Plan Priority: 3

- (vi) Staff developed and managed to help them achieve their full potential

Strategic Plan Priority: 3

- (vii) Ensure all appropriate control frameworks are in place for example business continuity and risk management

Strategic Plan Priority: 3

Planning and Environment

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
		DEL	AME			
£		£	£	£	£	
1,517,100	Planning and Building Division	4,132,300	-	(2,651,000)	1,481,300	55.2
5,307,300	Environmental Division	6,260,300	-	(992,500)	5,267,800	64.1
6,824,400	Net Revenue Expenditure	10,392,600	-	(3,643,500)	6,749,100	119.3

Non Cash

190,000	Depreciation	-	135,000	-	135,000
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Planning and Environment

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Planning and Building Division					
<p>To determine planning applications that ensure effective, innovative and intelligent use of land having regard to all material considerations and primarily, the Island Plan. To set and enforce standards for building work to secure the health and safety of building users, promote energy efficiency and make life easier for disabled people. To maintain, monitor and review the Island's land use planning policy framework, provided by the Island Plan and supporting guidance, to ensure that development in the Island is sustainable having regard to economic, social and environmental objectives. To effectively regulate and promote the sustainable conservation and management of the Island's historic built environment. To provide and develop the Island's definitive geographic information system and its application, maintenance and management, to meet the needs of both the public and private sectors.</p>	<p>1 (v), 2 (ii), (iii), (iv), (v) 3 (i), (iii), (iv) 4 (i) (ii) (iv) (v) (vi) (vii)</p>	1,517,100	1,481,300	(35,800)	<p>Net Revenue Expenditure for Planning and Building is expected to decrease by £35,800 in 2011 as a result of increased income partially offset by an increase in costs.</p> <p>Following increases of 15% and 5% in 2010 for application and building control fees respectively, fee income growth in 2011 will be achieved through increased customer activity.</p> <p>Cost increases will be mitigated by the first round of CSR savings of 2%, which total £87,000 and include an allocation of £25,000 for corporate overheads. CSR initiatives comprise: a reduction in consultancy, the restructuring of file storage and the removal of the staff relocation budget.</p>
Environmental Division					
<p>Protect and improve the environment. Support a strong and environmentally sustainable Island economy which includes a diverse and adaptable countryside. Protect and improve the environment. Devise policies which effectively protect the environment and promote sustainable use of natural resources. Protect and improve the environment. Deliver an effective environmental protection regime for the Island. Support a diverse, modern and adaptable fishing industry. Ensure high standards of animal health and animal welfare. To provide accurate, timely, reliable and, where appropriate, specialised weather services to meet the needs of the Channel Islands communities.</p>	<p>1 (i), (ii), (iii), (iv), (vi) 2 (i), (ii), (iii), (v) 3 (ii) 4 (i) (ii) (iii) (iv) (v) (vi) (vii)</p>	5,307,300	5,267,800	(39,500)	<p>The decrease in Net Revenue Expenditure for Environment of £39,500 in 2011 will be achieved through CSR savings.</p> <p>Income will benefit from the introduction of a new charge for Granville Bay licences, as part of the User Pays initiative, which will produce income of £5,000 in 2011.</p> <p>Gross Revenue Expenditure is expected to reduce in 2011 as a result of CSR savings of £121,000 relating to a 5% reduction in energy efficiency grants, the replacement of a current vacancy with a part time alternative, a delay in recruitment and a reduction in equipment maintenance at Meteorology pending a review of the service.</p>
Total		6,824,400	6,749,100	(75,300)	

Planning and Environment

Reconciliation of Net Revenue Expenditure

	2011
	£
Prior year Net Revenue Expenditure	6,824,400
2010 Effect of January Pay Increase	24,500
Revised Net Revenue Expenditure	6,848,900
Commitments in the Base	
Overseas Aid Contribution	(10,000)
Original Environment Initiatives Proposals	500,000
Adjustment in Environment Initiatives to level of proposed taxes	(525,000)
Savings from 2010 Business Plan	(100,000)
Additional Expenditure	
Provision for Annual Pay Awards	136,300
Non-staff Inflation	1,900
2011 CSR Process	
User Pays	
Introduce charge for Granville Bay licences	(5,000)
Savings	
Restructuring file storage and management / removal of staff relocation budget	(50,000)
General efficiencies across the department	(21,000)
Replace current vacancy with part time alternative	(30,000)
5% Reduction energy efficient grants	(54,000)
Delay in recruitment and reduction of equipment maintenance until outcomes of Met service review are complete	(28,000)
Efficiencies from review of IT and building maintenance contracts	(25,000)
Adjustments - add back savings	
Overseas Aid Contribution	10,000
Savings from 2010 Business Plan	100,000
Departmental Transfers	-
Capital to Revenue Transfers	-
Net Revenue Expenditure	6,749,100

Social Security

(as amended 17.09.10)

Social Security

Minister's Introduction

The Social Security Department helps people to achieve and maintain financial independence and provides benefits to protect those least able to support themselves. The Department does this by:

- Providing contributory schemes to enable people to save for pensions in retirement and income during illness;
- Administering Income Support as the Island's financial safety net;
- Helping employers and employees to work well together for their mutual benefit and economy of the Island; and
- Planning for an ageing population.

The key initiatives and issues for the Department in 2011 are:

1. Income Support

The full review of the Income Support scheme will be completed during 2011 in conjunction with an analysis of the results of the Income Distribution Survey undertaken by the Statistics Unit.

2. Skills and Supported Work

In partnership with the Skills Executive the Department will play a full role in the development and enhancement of opportunities for all of the Island community to participate in the workforce.

3. Ageing Population

The Department will continue to develop proposals for possible changes to pension provision within the Social Insurance Scheme to guarantee the long-term sustainability of the Social Security Fund. Consideration will be given to changes to pension age, the level of contributions made and the level of pensions paid.

4. Long-term Care Scheme

Public consultation has been undertaken and work will continue throughout 2011 towards the implementation of a scheme to fund long-term care more equitably, given the challenges posed by a growing proportion of older people in the population and a fall in the number of people of working age. Proposals will be submitted for consideration by the States.

5. Employment Reform

2011 will see the statutory insolvency scheme implemented and further to the recommendations of the Employment Forum, legislation developed for the first stage of maternity and parental leave, flexible working and family-friendly legislation.

Proposals will also be implemented following the revision of Health and Safety legislation affecting the construction industry.

Deputy I. Gorst
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

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

Success criteria:

- (i) Maintain and administer existing contributory benefits;
- (ii) Maintain and administer the Income Support scheme and other tax funded benefits;
- (iii) Complete the review of Income Support, in conjunction with an analysis of the results of the Income Distribution Survey;
- (iv) Maintain and develop systems of support to help individuals returning to or remaining in work;
- (v) Develop proposals for possible changes to the Social Insurance Scheme, including the system of funding for social insurance;
- (vi) Contribute to the development of the Health & Social Services Healthcare Strategy, including an affordable and sustainable approach to primary healthcare;
- (vii) Play a full role in the development of the Skills Executive.

Strategic Plan Priority: 1, 4, 8, 9 and 11

Objective 2: Help employers and employees to work well together for their mutual benefit and the economy of the Island

Success criteria:

- (i) Promote good employment practice and good employee relations;
- (ii) Implement the statutory insolvency scheme and publish relevant guidance;
- (iii) Continue to develop legislation for the first stage of maternity and parental leave, flexible working and family-friendly legislation;
- (iv) Implement the proposals for the revision of Health & Safety legislation affecting the construction industry.

Strategic Plan Priority: 1 and 8

Objective 3: Plan for an ageing population

Success criteria:

- (i) Continue to develop proposals for possible changes to pension provision within the Social Insurance Scheme;
- (ii) Work towards the implementation of a long-term care funding scheme.

Strategic Plan Priority: 2, 4, 6 and 9

Objective 4: Deliver benefits and high quality services, now and in the future.

Success criteria:

- (i) Implement agreed Comprehensive Spending Review savings;
- (ii) Take active steps to deter and detect fraud and abuse within the benefits system;
- (iii) Maintain an efficient and cost effective benefit administration;
- (iv) Be a customer focused organisation;
- (v) Contribute to the planning and implementation of a name and address register.

Strategic Plan Priority: 3, 5, 6 and 8

Social Security

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
		DEL	AME			
£		£	£	£	£	
67,277,600	States Contribution to Social Security Fund	-	66,616,000	-	66,616,000	-
479,200	Health and Safety at Work	484,200	-	-	484,200	5.8
2,755,500	Employment Services	2,645,000	-	(5,500)	2,639,500	13.4
566,200	Employment Relations	559,700	-	(100)	559,600	1.2
2,754,900	Invalid Care Allowance	2,594,200	-	-	2,594,200	0.6
229,100	Child Care Support	58,500	-	-	58,500	0.2
134,400	Dental Benefit Scheme	137,800	-	-	137,800	0.1
107,800	Social Fund	53,500	-	-	53,500	0.2
534,600	Jersey 65+ Health Plan	399,500	-	-	399,500	0.2
18,000	Non Contributory Death Grants	17,000	-	-	17,000	0.1
1,848,300	Christmas Bonus	1,483,368	-	-	1,483,368	0.4
254,400	TV Licence 75+	259,500	-	-	259,500	0.4
810,000	GST Bonus Scheme	310,000	-	-	310,000	-
93,828,700	Income Support	-	99,455,700	-	99,455,700	36.2
-	Social Security & Health Funds payroll	3,329,300	-	(3,329,300)	-	-
171,598,700	Net Revenue Expenditure	12,331,568	166,071,700	(3,334,900)	175,068,368	58.8

Non Cash

-	Depreciation	-	-	-	-	-
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Social Security

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Supplementation					
States Supplementation to Social Security Fund	1(i)(vi)	67,277,600	66,616,000	(661,600)	Estimates are based upon economic data as opposed to certainty calculations of prior year.
Employment Services					
Health and Safety at work	3(i)	479,200	484,200	5,000	Freeze inflationary uplift on Jersey Council for Health and Safety Grant (£1k).
Employment Services (including Jersey Employment Trust)	1(v), 2(i)(ii)(iii) & 4(iii)	2,755,500	2,639,500	(116,000)	Restructuring of JET management with savings in salaries (£17k).
Employment Relations	3(i)	566,200	559,600	(6,600)	Reduction in JACS discretionary spend (£6k) and reduced annual uplift for Employment Tribunal (£3k).
Benefits					
Invalid Care Allowance	1(ii)	2,754,900	2,594,200	(160,700)	Reductions in numbers based on experience in previous year
Child Care Support Scheme	1(ii)	229,100	58,500	(170,600)	Reduction of £179k to reflect a realistic level of expenditure as experienced in previous years, whilst recognising this is a new scheme that needs time to meet the anticipated increase in demand.
Dental Benefit Scheme	1(ii)	134,400	137,800	3,400	
Social Fund	1(ii)	107,800	53,500	(54,300)	Reduction of £54k to reflect the average spend over the last five years.
Jersey 65+ Health Plan	1(ii)	534,600	399,500	(135,100)	Revision to budget based on actual trends
Non Contributory Death Grants	1(ii)	18,000	17,000	(1,000)	Revision to budget based on actual trends
Christmas Bonus	1(ii)	1,848,300	1,483,368	(364,932)	Reduction in the qualifying conditions amounting £439k in total in respect of: (a) entitlement for non residents. (b) Jersey residents who are not in receipt of Jersey Old Age Pension who currently receive the bonus as a result of age and residency. (c) removal of qualifying benefits in respect of Survivors Allowance, Survivors Pension, 100% Long Term Incapacity Allowance, Incapacity Pension, Invalid Care Allowance and Invalidity Benefit. (d) entitlement for people aged between 60 and 64 years old. Further reduction of £6,632 as per BP Amendment 6 to fix 2011 bonus at £78.00.
TV Licence 75+	1(ii)	254,400	259,500	5,100	
GST Bonus Scheme	1(ii)	810,000	310,000	(500,000)	Withdrawal of the GST bonus as a result of the regulations expiring on 23 July 2011 resulting in a budget reduction of £638,200. Additional funding of £138,000 as per BP Amendment 5 for maintaining GST Bonus at current level.
Income Support					
Income Support	1(ii)	93,828,700	99,455,700	5,627,000	Increases in Income Support which include £3.2million is for benefit uprating, £1.65 million for demographic and cost pressures upon residential care, £1.0 million transfer of the Boarding out budget from Health and Social Services and £1.0million allocated to Increase Social Inclusion and Reduce Social Deprivation in the Island. Reductions in Income Support include continuing the phased withdrawal of transitional protection amounting to £2.4million, savings of £0.645 million for freezing the rent and accommodation component, restricting increases in Residential Care fees, and fraud intervention.
Funds Payroll					
Social Security Fund		2,697,039	2,729,731	32,692	Staff costs of the Social Security Department include those who work for the Social Security Fund.
Health Insurance Fund		567,961	599,569	31,608	Staff costs of the Social Security Department include those who work for the Health Insurance Fund.
Sales of Services Social Security Department		(3,265,000)	(3,329,300)	(64,300)	Staff costs of the Social Security Department are reflected gross with a charge made to the Social Security and Health Insurance Funds for work done and are included within Sales of Goods and Services in the Operating Cost Statement.
Total		171,598,700	175,068,368	3,469,668	

Note: The above figures include an allocation of £12,000 for the CSR saving of corporate overheads

Social Security

Reconciliation of Net Revenue Expenditure

	2011
	£
Prior year Net Revenue Expenditure	171,598,700
2010 Effect of January Pay Increase	7,500
Revised Net Revenue Expenditure	171,606,200
Commitments in Base	
Income Support Transitional Protection for Claimants	(2,449,896)
Income Support Winter Fuel Allowance	4,896
Income Support Growth in Residential Care Costs	1,650,000
Other Inflation Adjustments	(80,200)
Automatic Stabiliser Fund for Income Support Benefits	2,200,000
Management of Benefit Fraud	(500,000)
Increase Social Inclusion & Reduce Social Deprivation	1,000,000
Additional Expenditure	
Provision for Annual Pay Awards	58,300
Non-staff Inflation	86,000
Net provision for Benefits and Supplementation	2,731,800
2011 CSR Process	
User Pays	-
Savings	
Freeze inflationary uplift on Jersey Council for Health and Safety Grant	(1,000)
Restructuring of JET management with saving in salaries	(17,000)
Reduction in JACS discretionary spend and reduced annual uplift for Employment	(9,000)
Removal of GST Bonus budget (current take-up £300k) - Amendment below	(638,200)
Restrict Residential Care Fee Uplift to 2.8%	(167,000)
Reduce Recently Arrived Discount Scheme budget	(179,000)
Reduce the housing adaptations budget by 50%	(54,000)
Removal of Christmas Bonus for various groups - Amendment below	(439,000)
Employ 3 Interventions Officers to reduce fraudulent payments (net saving)	(250,000)
Freeze rents and accommodation component of income support for net saving	(228,000)
Corporate efficiency savings	(12,000)
Growth	-
Adjustments	
Add back prior year savings of Benefit Fraud	500,000
Departmental Transfers	
Boarding out Budget (Benefit) from Health and Social Services	965,650
Boarding out Budget (Staff) from Health and Social Services	30,350
Income Support - Freeze Housing component to Housing	(871,900)
Capital to Revenue Transfers	-
Amendments to Lodged Business Plan	
Amendment 5 - GST Bonus - reduction in saving of 2011 CSR Process (SS-S4)	138,000
Amendment 6 - Christmas Bonus fixed at £78.00 for 2011	(6,632)
Net Revenue Expenditure	175,068,368

**Transport and Technical
Services**
(as lodged 12.07.10)

Transport and Technical Services

Minister's Introduction

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

- Waste Management
- Transport
- Municipal Services

The key projects and issues for the Department in 2011 are as follows:

1. Waste Management

2011 is a big year for waste management. The new Energy from Waste Plant at La Collette will take over processing the Island's waste from the old incinerator at Bellozanne. It will be a time of great change for the Department, the staff in particular. It will certainly be a change for the better. Keeping the old incinerator operational over the last few years has been quite a challenge and a drain on resources. The new plant will be much more efficient. It will generate more electricity and it will be far less polluting.

Recycling is still a key component in how we manage our waste. We need to further increase the amount we recycle, so TTS will continue with its commitment to raising awareness and educating the public in the need to recycle. The Department is also keen to maintain and, where possible, improve facilities and it will encourage more parishes to provide kerbside collections of recyclables. Budgets are tight, however, and as the amount of recycling increases so do the costs. The markets for recyclables also fluctuate. It will therefore be a challenge to manage resources.

Implementation of the Liquid Waste Strategy will start in 2011, subject to receiving States approval. This strategy will involve a major work programme for the Department for the next couple of decades, but is essential to ensure the integrity of our management of liquid waste for the Island.

The La Collette inert waste site only has a few years left before it is full. In early 2011, we will be evaluating the options and reviewing new locations for inert waste. Funding will be needed for the new site and the mechanism for obtaining the necessary income to resource it will be resolved.

2. Transport

Subject to the approval of the States, the Sustainable Transport Policy will be implemented with the main aim of reducing peak hour traffic levels to and from St Helier by 15%. To achieve this target we will be trying to shift public behaviour from predominant car travel to walking, cycling and public transport, at least some of the time. To accommodate this change we will be improving the infrastructure provision in terms of the bus service and pedestrian and cycling facilities.

3. Municipal Services

The main project for 2011 in Municipal Services will be the building of the town park which will start early in the year and should be complete by the autumn.

The Department will also be implementing the savings agreed in the Comprehensive Spending Review for 2011 and preparing for more challenging 2012 and 2013 budget cuts. TTS has undertaken cuts in the past and finding and making cuts is increasingly difficult and requires longer timescales for implementation.

Connétable Mike Jackson
Minister for Transport and Technical Services

Transport and Technical Services

AIM:

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

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

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: Improvement in solid waste management and recycling processes

Success criteria:

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

Strategic Plan Priority: 10 and 13.

Objective 2: Suitable site identified for the Island's inert waste following completion of filling at La Collette

Success criteria:

- (i) Sites identified by Q1 2011
- (ii) Principals of new charge agreed by Q1 2011

Strategic Plan Priority: 10.

Objective 3: Liquid waste treated and disposed of in a manner that minimises the impact on the environment

Success criteria:

- (i) Approval of Liquid Waste Strategy gained and the implementation plan prepared by Q2 2011.
- (ii) Construction of new Sludge Treatment Facilities maintained according to programme;
- (iii) Identify long term sustainable funding route for liquid waste to ensure proper support for the provision of the service;
- (iv) Reduce the amount of waste treatment required by undertaking as many surface water separation projects as budgets will allow;
- (v) Effluent quality maintained or improved;
- (vi) Energy Audit undertaken for Liquid Waste system to optimise energy usage.

Strategic Plan Priority: 10 and 13.

Objective 4: The highway network maintained to maximise the lifespan of highways and associated infrastructure

Success criteria:

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

Strategic Plan Priority: 10.

Objective 5: Sustainable on-Island transport for Jersey

Success criteria:

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

States Strategic Priority: 13.

Objective 6: 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 Priority: 10.

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 Priority: 13.

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.

Strategic Plan Priority: 7.

Objective 9: The States and industry supported through the provision of specialist services for the benefit of the Island

Success criteria:

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

Strategic Plan Priority: 2 and 10.

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.

Strategic Plan Priority: 2.

Transport and Technical Services

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
		DEL £	AME £			
13,474,900	Waste Management	24,574,700	-	(10,072,400)	14,502,300	269.8
9,101,200	Municipal Services	12,971,700	-	(4,004,100)	8,967,600	255.2
5,033,500	Transport	9,487,500	-	(4,525,800)	4,961,700	25.5
27,609,600	Net Revenue Expenditure	47,033,900	-	(18,602,300)	28,431,600	550.5

Non Cash

13,814,400	Depreciation	-	10,435,000	-	10,435,000
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Transport and Technical Services

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Waste Management					
Treat and dispose of liquid waste to minimise the impact on the environment. Dispose of residual solid waste and ensure continued operation, including power generation, of the current Energy from Waste Plant until the replacement is operational. Provide effective recycling and processing for the Island's solid waste. Ensure the integrity of the infrastructure to move waste water and effluent. Provide cleaning, municipal and engineering maintenance to Jersey Harbours.	1, 2, 3, 9	13,474,900	14,502,300	1,027,400	<p>Net Revenue Expenditure for Waste Management is expected to increase by £1,027,400 in 2011 primarily as a result of a transfer from capital for £750,000 in respect of the Inert Waste Disposal Site infill. Income will also benefit from an increase in charges for the Knackers Yard, as part of the User Pays initiative, which will produce additional income of £36,000 in 2011.</p> <p>Income will rise as a result of increased contributions from all service areas. Expenditure will benefit from CSR savings of £228,300 (including an allocation for corporate overheads of £18,300) as a result of the initial 2% review. Areas targeted include the restructure of the waste management general site maintenance section and the drainage infrastructure team together with a reduction in overtime and overheads across the waste directorate.</p>
Municipal Services					
Maintain the highway network and infrastructure to maximise the lifespan of the asset. Maintain the integrity and upkeep the Island's sea defences, ancient monuments and footpaths. Maintain cleanliness of roads, beaches, promenades, footpaths and toilets. Maintain parks, gardens, open spaces and sports grounds to as high a standard as budgets will allow.	4, 6, 7	9,101,200	8,967,600	(133,600)	<p>Net Revenue Expenditure for Municipal Services will reduce by £133,600 in 2011 due to the combination of a rise in income and CSR savings identified in the sum of £441,800 (including an allocation of £8,800 for corporate overheads).</p> <p>CSR savings will be provided by the re-engineering of Parks and Gardens and the reorganisation of Highway maintenance. Further savings will be made from a reduction in overtime and reduced plant and vehicle hire.</p>
Transport					
Provide island-wide transport systems and policy which meet the needs of the community. Ensure all road users are safe and comply with legislation.	5, 8	5,033,500	4,961,700	(71,800)	<p>Transport will provide a net reduction on its 2010 budget of £71,800 as a result of a 2.5% increase in income across both service areas and a CSR saving of £184,900 (including an allocation of £2,900 for corporate overheads) in relation to efficiency savings from the Jersey Bus Network Review, the reorganisation of the DVS management structure and a comprehensive review of processes, overtime and equipment purchases.</p>
Total		27,609,600	28,431,600	822,000	

Transport and Technical Services

Reconciliation of Net Revenue Expenditure

	2011
	£
Prior year Net Revenue Expenditure	27,609,600
2010 Effect of January Pay Increase	72,300
Revised Net Revenue Expenditure	27,681,900
Commitments in Base	
Original Environmental Initiatives Proposals	748,000
Town Park Costs	340,600
Bellozanne Infrastructure Maintenance	200,000
Overseas Aid Contribution	(36,500)
Public Services Efficiencies	(200,000)
Adjustment in Environment Initiatives to level of proposed taxes	(765,000)
Additional Expenditure	
Provision for Annual Pay Awards	402,100
Non-staff Inflation	189,500
2011 CSR Process	
User Pays	
Increase in charges for Knackers Yard	(36,000)
Savings	
Reduction in overtime across the waste directorate	(44,000)
Reorganising service in Highways maintenance	(79,000)
Restructure drainage infrastructure team	(105,000)
Reduction in overheads and restructuring of the waste management general site maintenance section	(61,000)
Restructuring and review of processes and overtime coupled with reduced equipment purchase	(75,000)
Re-engineering of Parks and Gardens, review of overtime, reduced plant and vehicle hire	(279,000)
Connex efficiency savings in line with Jersey Bus Network Review 2010	(150,000)
DVS: Reorganisation of management structure	(32,000)
Reorganisation of administration services and decommissioning of legacy IT systems	(30,000)
Growth	-
Adjustments - add back savings	
Overseas Aid Contribution	36,500
Public Services Efficiencies	200,000
Departmental Transfers	
La Collette Fuel Farm Maintenance transfer from Economic Development	102,500
Capital to Revenue Transfers	
Bellozanne EFW Maintenance	(347,000)
Infrastructure Rolling Vote	20,000
Inert Waste Disposal Site Infill	750,000
Net Revenue Expenditure	28,431,600

Treasury and Resources

(as amended 17.09.10)

Treasury and Resources

Minister's Introduction

The Treasury and Resources Department takes the lead for all taxation policy, for planning States income and expenditure, for ensuring the most efficient and effective use of all States assets including investments and property, and for the allocation and monitoring of public sector manpower.

The Department consists of:

Treasury Division

- Treasury functions
- Taxes Office (previously the Income Tax Department)

Resources Division

- Property Holdings
- Information Services
- Human Resources
- Corporate Procurement

In 2010 the corporate support facilities of Human Resources, Information Services and Customer Services have been brought together with Corporate Purchasing, Property Services and Corporate Systems in a new Resources directorate under the leadership of the new Deputy Chief Executive, and this directorate is now a part of the Treasury and Resources department.

The creation of the Resources department provides a vehicle to drive significant cross-cutting efficiencies through close collaborative working of the key providers of resources to all States departments.

Treasury

Implementation of the States' Strategic Plan 2009 – 2014 began in 2010. The Department will be contributing to a number of its priorities. It will lead on Priority 4, 'ensure sustainable public finances', and play a key role in Priority 3 'reforming the public service to improve efficiency,' and Priority 1 'supporting the Island community through the economic downturn'.

Following a major review and restructure (enabled by a growth bid as part of the CSR process) Treasury will be focusing its efforts in 2011 on the following priorities:

- Improving financial reporting and forecasting.
- Revising current financial directions to improve their relevance and make compliance simpler.
- Investigating how the States financial system (JD Edwards) can be better utilised.
- Supporting changes to procurement by improving financial processes.
- Addressing risks and inefficiencies caused by the current lack of integrated business processes across the HR and Payroll systems

The Treasury will also be seeking to improve the management of investments in the States owned utility companies

Taxes Office

In 2011 the Taxes Office will continue to service and assess their 75,000 personal and corporate taxpayers, which generated £554 million in 2009.

The Taxes Office is in its fifth year of successfully implementing the requirements of the European Union Savings Directive Bilateral Agreements, which collected £36 million for distribution to member countries in 2009. These Bilateral Agreements include a provision for 25% of the retention tax to be retained by the Island, and in 2009 this raised some £9 million revenue for the States.

In addition to ensuring delivery of "business as usual", the Taxes Office will progress the following key initiatives during 2011, to ensure the effective administration and implementation of several tax initiatives:

- Tax Information Exchange Agreements (TIEA): as of the end of June 2010, these have been signed with 15 countries world-wide, including Australia, France, Germany, Norway, Sweden, the United States of America and the United Kingdom. This is a major work stream for the Comptroller and is essential to ensuring that Jersey's international reputation as a co-operative and tax transparent jurisdiction is maintained.
- '20 means 20': the phased abolition of tax allowances for those on higher incomes, will continue.
- '0/10%' corporate tax regime: the Taxes Office will continue to work with professionals and other interested parties to explain the new provisions.
- The Taxes Office will work towards the introduction of online filing, due to be implemented on 1 January 2012.

In 2011, additional resources are being invested in the Investigations section to support the enforcement of the payment of taxes, offset by a reduction in expenditure in support areas. This investment is expected to lead to increased tax revenues.

Property Holdings

Property Holdings continues to progress and build upon the initiatives which commenced in 2009 and that contribute to its prime objectives, which are:

- To provide fit for purpose and affordable accommodation for all States Departments. Property which is safe, legally compliant and both functionally and environmentally supportive of each Department it houses, thereby indirectly supporting the delivery of improved services to the Public;
- To ensure that in all its transactions it seeks to maintain, and where possible enhance the value of the Public assets it manages; to minimise property operating costs; and
- To deliver a commercial return on all property disposals.

Over the last two years Property Holdings has completed both valuation and condition surveys of the States property portfolio, and has installed a fully integrated property management system to establish a robust data base from which to make informed decisions for future change.

Analysis of the estate has clearly demonstrated that Property Holdings is structurally under funded that has resulted in a significant backlog of deferred maintenance work. Funding of £3.3 million from the Fiscal Stimulus programme, together with a further £4 million allocation in 2010 has enabled Property Holdings to commence work on the most urgent items. Further funding of £3 million in 2011 will extend this work across more of the portfolio.

2010 saw an increase of £750,000 in Property Holdings base maintenance budget. Further growth of £1.25 million is allocated in 2011, net of CSR efficiency savings.

Whilst these are valuable contributions to address essential items of maintenance it is not sufficient to prevent the identified £80 million backlog maintenance requirement from rising further. A serious commitment is required to downsize the estate and reallocate annual maintenance funds to prevent a further accumulation of deferred works. This is in line with the need to reduce general property operating costs, improve asset utilisation and release value through disposal.

JPH is working with occupying departments to develop a Portfolio Plan to achieve best usage for all States' property assets. Ongoing work streams that will continue into 2011 include:

- Office rationalisation;
- Review of the Health and Education estates, which form two thirds of the States' overall property portfolio.
- Utilising the States' purchasing power to achieve economies of scale where appropriate including the exploitation of cross departmental opportunities;
- Outsourcing transactional activities where the cost is less than retaining the service in house;
- Introduction of spatial standards alongside a charging mechanism.

Information Services

The main areas of operation for the Information Services Department are:

- Developing corporate information and technology strategies;
- Maintaining corporate IT infrastructure;
- Supporting departmental business improvements and requirements.

Investment in Information Services will continue to underpin delivery of services to the citizen, improve efficiency and support new initiatives. This States wide professional service group will continue to place emphasis on customer service, quality standards, project management and the provision of a modern IS infrastructure with the appropriate involvement of commercial partners.

Key projects for 2011 include:

- Refreshment and renewal of the States network, servers and desktop devices to ensure that the States has the IS infrastructure required to deliver its services
- Implementation of key web services such as citizen authentication and a secure payment gateway to enable further development of online services
- Development of a shared database of basic demographic data to enable efficient use of corporate data across the States

GAAP Accounting Issues

Included within the ISD revenue budget is a transfer of £500,000 from capital to fund the acquisition of renewal/replacement items that do not fall within the definition of capital assets, e.g. PC replacement, Infrastructure renewals. These items are essential to maintain the IS service and is an annual funding stream to undertake phased replacements and renewals.

A transfer of a similar nature for £4.5 million was approved in the 2010 base budget. The transfer of the remaining £500,000 will mean that future IS revenue budgets are fully GAAP compliant.

The remaining IS capital vote will fund projects, which are already in the planning pipeline and will be spent during 2011.

Corporate IS Spend

In broad terms the States of Jersey spends £17 million per annum on IT running costs. This is simply to maintain systems and applications already in existence and does not include development project costs of which approximately £15 million will be spent in 2010.

Spending profile

To enable "best value" decisions to be taken from the point of view of the States' wider priorities rather than on a Department by Department basis, the Director of IS must have oversight of the total IS functional spend across the States. The overall spend profile will also be used to benchmark the States corporately against UK government comparators. This does not necessarily mean consolidating the overall IS function expenditure further.

A profile of the total States' IT spend for the next 5 years in detailed below:

Total States IT Spend 2011 to 2015							
Year	2010	2011	2012	2013	2014	2015	Average
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Departmental IS Running Costs	6,444	6,444	6,444	6,444	6,444	6,444	6,444
Corporate IS Running Costs	9,052	9,489	9,489	9,489	9,489	9,489	9,489
Infrastructure Maintenance Projects	1,552	535	530	520	532	520	698
Total Baseline Running Costs	17,048	16,468	16,463	16,453	16,465	16,453	16,558
Corporate Development Projects	556	1,117	372	200	150	150	424
Department Development Projects	13,908	0	0	0	0	0	2,318
Total States IS Spend	31,512	17,585	16,835	16,653	16,615	16,603	19,301

Known departmental project costs have been included in 2010 and these equate to approximately £14 million. Such costs are not yet known from 2011 onwards but it would be reasonable to assume at least some level of expenditure in future years resulting from 'Invest To Save' initiatives.

Human Resources and Organisational Development

The focus for the function in 2011 will be to support the implementation of the Comprehensive Spending Review. HR and OD will work closely with the Corporate Management Board to identify and put in place the conditions to support successful organisational change. A key element of this work will be to engage with our workforce, involve them in developing the initiatives that will affect them and identify how these can best be implemented. Particular efforts will be made to manage the impact of any job losses through vacancy control; redeployment; retraining and supporting people leaving the organisation through redundancy if that option becomes unavoidable. In addition support, advice and training will be given to managers to enable them to implement change successfully and to embed new approaches. Staff will be helped to adapt to new ways of working through training and other development initiatives. The overall aim is to sustain morale, motivation and performance and maintain good employment relations through uncertain times.

HR will continue to work on the Terms and Conditions Review developing specific projects that will deliver modern, simpler, and rationalised pay / grading/ allowances and other terms and conditions of employment.

To contribute to the CSR aim of ensuring services are fit for purpose and affordable, the function will need to look at the range and levels of services it delivers and the associated costs and seek more efficient ways of working to streamline and reduce administration and focus our effort on the areas that add most value; specifically in enabling managers and staff to fully contribute to the achievement of SoJ objectives. Examples include building on last year's improvements to absence management to maximise attendance at work and streamlining the recruitment process.

Corporate Procurement

Corporate Procurement will continue to provide professional procurement advice to all States' departments, with the objective of delivering improved, cost-effective and efficient public services for the people of Jersey.

In 2011 the Department will continue to focus on implementing a procurement strategy and plan, which include the following key activities:

- Single corporate procurement function: implement effective strategies, policies and procedures to support a corporate approach
- Cash and efficiency savings: embed category management approach and focus on large corporate initiatives that will deliver maximum benefit to the States
- Procurement skills: educate to improve procurement skills at operational level.
- E-procurement solution and supplier portal: support the implementation of these systems across departments.
- Supplier management: promulgate best practice and work with Economic Development to develop the capacity of local suppliers.
- Planning and performance management: implement criteria in respect of States' procurement activities.

To achieve its objectives, Corporate Procurement will require extra investment from the Restructuring Provision.

Senator P.F.C. Ozouf
Minister for Treasury and Resources

Treasury and Resources

AIM:

The aim of the Treasury and Resources Department is to 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

Treasury

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;
- (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 including the production of the annual Business Plan and the Strategic Plan for approval by the States;
- (iii) In appropriate years, develop, implement and take the lead in the Comprehensive Spending Review process to identify savings targets and work with departments to achieve these targets;
- (iv) Develop and gain approval of a Fiscal Policy delivering:
 - balanced budgets over the economic cycle
 - a fiscal stimuli programme as necessary
 - measures to maintain low levels of inflation
 - sustainable taxes and charges
- (v) Implementation of Generally Accepted Accounting Principles (GAAP) based budgets.

Strategic Plan Priority: 1, 4 and 11

Objective 2: 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 and States funds;
- (v) Development of an active shareholder role in respect of States owned companies, delivering improved governance and financial performance from companies, subject to funding;
- (vi) Effective monitoring, management and reporting on States investments;
- (vii) Maintenance and development of the Public Finances Law and associated governance arrangements.

Strategic Plan Priority: 3 and 4

Objective 3: 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) Implementation of Generally Accepted Accounting Principles (GAAP) based accounts including a full list of grants in the annual accounts and publication to the States of grant receiving organisations accounts;
- (iv) Maintain and develop the core financial accounting system;
- (v) Pay States suppliers in accordance with agreed terms, conditions and policies;
- (vi) Pay States employees in accordance with agreed terms and conditions;
- (vii) An effective cashiering and accounts receivable service for the collection of States income charged for the provision of goods and services;
- (viii) Provision of services to support the administration of PECRS and Teachers pension schemes;
- (ix) Effective and efficient provision of a range of processing and back-office support services.

Strategic Plan Priority: 4

Objective 4: 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.

Strategic Plan Priority: 3

Objective 5: Efficient and Effective Tax Administration and Collection

Success criteria:

- (i) Assessment, collection and enforcement of income tax and goods and services tax;
- (ii) Administration and enforcement of both sets of Jersey's international tax agreements.

Strategic Plan Priority: 2 and 4

Objective 6: Effective governance of fiscal stimulus funds

Success criteria:

- (i) Fiscal stimulus projects delivered in accordance with the terms of reference.

Strategic Plan Priority: 1 and 2

Objective 7: Effective audit and risk management

Success criteria:

- (i) Delivery of audit programme to assess the control environment and support continual improvement;
- (ii) Delivery of effective risk management framework.

Strategic Plan Priority: 3 and 4

Resources

Jersey Property Holdings

Objective 1: 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 Priority: 3, 4 and 14

Objective 2: Addressing 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 introduction of remedial works in a phased and prioritised programme plan;
- (ii) The instigation of a series 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 Priority: 10 and 13

Objective 3: Development and maintenance of a five year rolling Portfolio Plan

Success criteria:

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

Strategic Plan Priority: 3 and 10

Objective 4: Continued development of the Jersey Property Holdings organisation

Success criteria:

- (i) The introduction of a "charging mechanism" to recover the full cost of property from occupying Departments, including a notional rent for freehold and all leasehold premises;
- (ii) The installation of a single comprehensive Integrated Property System to replace the existing three separate systems;
- (iii) The introduction of new financial directions, policies and procedures to clarify all internal and external operating procedures for property transactions and utilisation;
- (iv) The completion of Health and Safety and supplier management training for all appropriate personnel;
- (v) The development of service level agreements for all property users in conjunction with lease agreements, including customer satisfaction indices.

Strategic Plan Priority: 3 and 4

Procurement

Objective 5: 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 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 Priority: 3 and 4

Information Services

Objective 6: Improved and cost-effective delivery of public services and information through the States website.

Success criteria:

- (i) Implementation of a citizen authentication process to allow secure online services;
- (ii) The potential for all States forms to be available online;
- (iii) Delivery of 2-3 new online services, such as planning applications;
- (iv) Implementation of secure payment gateway for online transactions.

Strategic Plan Priority: 3 and 4

Objective 7: Effective governance of all IS-enabled programme and projects to ensure delivery of business benefits.

Success criteria:

- (i) All IS-enabled projects comply with the programme office framework including an approved business case with a clear benefits realisation plan.

Strategic Plan Priority: 3 and 4

Objective 8: An IS infrastructure that supports the delivery of public services.

Success criteria:

- (i) An agreed programme, with associated funding, for the refreshment and renewal of the States network, servers and desktop devices.

Strategic Plan Priority: 3 and 10

Objective 9: Efficient management of corporate information.

Success criteria:

- (i) An agreed strategy for corporate systems;
- (ii) Development of a shared database of basic demographic data;

- (iii) An agreed management framework for the States Land and Property Index.

Strategic Plan Priority: 3

Human Resources

Objective 10: An effective and efficient public sector fit for the purpose of delivering the States Strategic Plan.

Success criteria:

- (i) Development and implementation of an agreed organisational development programme to support States departments to meet savings targets whilst ensuring government provides core services and opportunities to work with the private sector are maximised;
- (ii) A fit for purpose Human Resources function which supports the welfare and development of the public sector workforce with a particular emphasis on maximising opportunities for local people;
- (iii) Arrangements for succession planning in the public sector agreed with the Appointments Commission;
- (iv) An overall review of terms and conditions for public sector staff;
- (v) Public sector pension obligations properly monitored and accounted for;
- (vi) Support and manage the impacts of CSR on the workforce e.g. redundancies, vacancy management, retraining and redeployment and supporting any necessary re-skilling to meet redesigned services or service delivery methods;
- (vii) Maintaining morale, motivation, performance and good industrial relations of the workforce throughout the implementation of the CSR.

Strategic Plan Priority: 1, 3, 12, 15 and 16

Treasury and Resources

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure Restated	2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE	
	DEL £	AME £	£	£		
Treasury Division						
States Treasury						
788,400	Directorate	711,100	-	711,100	10.0	
670,700	Treasury Operations	1,162,500	-	681,100	14.2	
1,564,300	Accounting Services	2,619,800	-	1,728,700	51.5	
153,600	Financial Planning	417,200	-	417,200	5.0	
380,700	Financial Performance	678,200	-	678,200	9.0	
502,500	Internal Audit	521,900	-	504,500	2.0	
345,300	Corporate Group	477,400	-	450,500	7.0	
Taxes Office						
3,175,900	Personal Tax Assessing	3,181,800	-	3,181,800	54.0	
896,000	Business and Company Assessing	899,900	-	899,900	13.5	
258,500	Policy Development	253,500	-	253,500	2.7	
137,000	International Tax Treaties	138,500	-	138,500	1.0	
386,400	Investigations and Compliance	445,500	-	445,500	6.8	
620,400	Tax Collection and Arrears	744,500	-	622,500	14.7	
511,800	Goods and Services Tax	515,100	-	515,100	6.8	
10,391,500	Sub-total: Treasury Division	12,766,900	-	(1,538,800)	11,228,100	198.2
Resources Division						
Property Holdings						
183,400	Architects	1,418,000	-	(1,043,200)	374,800	19.5
456,700	Strategy	653,400	-	(212,100)	441,300	7.3
7,376,400	Property Services and Maintenance	11,513,300	-	(4,123,300)	7,390,000	20.9
Information Services						
1,707,200	Corporate Projects	861,300	-	(119,700)	741,600	5.4
3,850,800	Infrastructure	4,981,400	-	(309,200)	4,672,200	36.1
2,235,200	Business Support Groups	2,973,300	-	(108,400)	2,864,900	36.2
1,258,500	Enterprise Support Group (Systems)	1,215,200	-	(5,300)	1,209,900	15.0
Human Resources						
2,279,300	HR Business Partnering	2,505,900	-	(173,200)	2,332,700	36.4
582,000	HR Business Support	729,900	-	(18,600)	711,300	13.4
504,900	HR Learning and Development	353,600	-	(2,400)	351,200	3.0
430,000	Employee Relations	433,700	-	(2,400)	431,300	4.0
517,300	Pensions (Other)	525,100	-	-	525,100	
PECRS Pre-1987 Debt						
3,609,200	PECRS Pre-1987 Debt	3,755,100	-	-	3,755,100	
Customer Service						
277,400	Customer Service Centre	284,100	-	-	284,100	8.2
Corporate Procurement						
512,600	Procurement	556,400	-	(44,600)	511,800	8.0
Corporate Resources - States-wide Savings						
(480,000)	States-wide savings to be achieved by Corporate Resource	(492,000)	-	-	(492,000)	
25,300,900	Sub-total: Resources Division	32,267,700	-	(6,162,400)	26,105,300	213.5
Non-Departmental						
2,735,200	Insurance	2,717,300	-	(10,800)	2,706,500	
Contingencies						
	Provision for Central Reserves	1,862,000	7,000,000	-	8,862,000	
	Restructuring Costs	6,000,000	-	-	6,000,000	
38,427,600	Sub Total Treasury and Resources	55,613,900	7,000,000	(7,712,000)	54,901,900	411.6
Non Cash						
Depreciation						
924,400	Treasury	-	-	-	-	
880,700	Income Tax	-	1,120,000	-	1,120,000	
11,827,900	Property Holdings	-	11,748,219	-	11,748,219	
	ISD	-	518,902	-	518,902	
13,633,000	Total	-	13,387,121	-	13,387,121	

Treasury and Resources

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate (Restated) £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Treasury Division					
Treasury					
Directorate Provide leadership and direction for the Treasury department, and act as the key liaison with politicians and the public on Treasury matters.	6(i)	788,400	711,100	(77,300)	This saving is a result of the removal of funding for the Director of Finance Role, offset by 2011 growth (totalling £550k across the department) approved as part of the CSR process to fund the restructuring of the Treasury.
Treasury Operations Develop, implement and maintain treasury strategy and policies. Secure the maximum return from the safe investment of all public funds. Develop an active shareholder role in respect of States owned companies.	2(i,ii,iv,v,vi,vii), 3(viii, ix)	670,700	681,100	10,400	
Accounting Services Provide central accounting and shared service financial processing functions for the States of Jersey, including payroll, transaction processing, credit control and cashing services. Produce the Statutory Annual Report and Accounts, and liaise with auditors Update and maintain the financial control framework.	2(iii), 3(i,ii,iii,v,vi,vii,ix)	1,564,300	1,728,700	164,400	This movement is primarily 2011 growth (totalling £550k across the department) approved as part of the CSR process to fund the Treasury restructure (£199k), offset by savings identified as part of the CSR process (£48k)
Financial Planning Develop, implement and maintain a financial planning framework. Prepare and produce States Annual Budget and Annual Business Plan. Facilitate revenue and capital resource allocation.	1(i,iii,iv,v)	153,600	417,200	263,600	This movement relates to the restructure of the Treasury department and includes CSR growth (totalling £550k across the department) and the transfer of an existing post from the Chief Minister's department.
Financial Performance Prepare consolidated budgets, forecasts and monthly actual financial performance reports for the States of Jersey. Provide decision support financial information to the Treasury & Resources Minister, other ministers and other States elected members. Provide financial training for all States budget holders and act as principal user liaison with IS Dept for all financial systems.	1(ii,v), 4(i,ii,iii,iv)	380,700	678,200	297,500	This movement is due to CSR growth (totalling £550k across the department) relating to the new Treasury structure.
Internal Audit Provide independent objective assurance and consulting services designed to add value and improve the organisation's operations. Helps the organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and corporate governance process.	7(i,ii)	502,500	504,500	2,000	A CSR saving of £10k has meant that the real budget for Internal Audit has been cut.
Corporate Group Provide financial management and accounting services to the Chief Ministers, Treasury and Resources, Economic Development and Non Ministerial Departments.		345,300	450,500	105,200	This growth relates to the transfer of one post from the Enterprise Support Group to the Corporate Group, and other changes to the structure of the group.

Treasury and Resources

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate (Restated) £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Taxes Office					
Personal Tax Assessing Assess and collect tax revenues from over 72,000 personal taxpayers.	5(i)	3,175,900	3,181,800	5,900	Increases due to inflation and pay awards are offset by a CSR related reduction in the budgeted expenditure of the support services (an allocation of £117k).
Business and Company Assessing Assess and collect tax revenues from over 3,000 corporate taxpayers.	5(i)	896,000	899,900	3,900	Increases due to inflation and pay awards are offset by a CSR related reduction in the budgeted expenditure of the support services (an allocation of £117k).
Policy Development Progress the implementation of the States Fiscal Strategy.	1(i)	258,500	253,500	(5,000)	Increases due to inflation and pay awards are offset by a CSR related reduction in the budgeted expenditure of the support services (an allocation of £117k).
International Tax Treaties Efficient and effective administration of TIEA with OECD countries.	5(ii)	137,000	138,500	1,500	Increases due to inflation and pay awards are offset by a CSR related reduction in the budgeted expenditure of the support services (an allocation of £117k).
Investigations and Compliance Continue compliance activities in areas such as tax evasion, attempts to convert income into capital and the claiming of expenses in business accounts.	5(i)	386,400	445,500	59,100	The increase is primarily due to an additional investigation officer (£57k), part of the CSR plan to generate additional tax revenues.
Tax Collection and Arrears.	5(i)	620,400	622,500	2,100	Increases due to inflation and pay awards are offset by a CSR related reduction in the budgeted expenditure of the support services (an allocation of £117k).
Goods and Services Tax Administer, and ensure compliance with, the Goods and Services Tax laws, and collect GST revenues.	5(i)	511,800	515,100	3,300	Increases due to inflation and pay awards are offset by a CSR related reduction in the budgeted expenditure of the support services (an allocation of £117k).
Resources Division		25,300,900	26,105,300	804,400	
Property Holdings					
Architects Architecture, building and engineering services		183,400	374,800	191,400	The increase reflects a forecast decrease in Design income due to a decrease in the future States capital programme, offset by a saving of £120k as part of the CSR process.
Strategy Property strategy and capital management	1, 2, 3, 4	456,700	441,300	(15,400)	The reduction in 2011 is the net impact of not filling a post that becomes vacant during the year.
Property Services and Maintenance Property management and advice plus maintenance of the estate.	1, 3	7,376,400	7,390,000	13,600	The annual allocation for backlog maintenance of £ million in 2011 is £1 million lower than the equivalent for 2010. This has been offset by a growth allocation in the base maintenance budget. A CSR saving of £244k has also been made.
Information Services		9,051,700	9,488,600	436,900	
Corporate Projects	6, 7, 9	1,707,200	741,600	(965,600)	These variances reflect the inclusion of a capital to revenue transfer of £500k relating to Minor Capital, and CSR savings of £204k.
Infrastructure Provide a robust, well-managed States networking and communications infrastructure. Ensure security of States information and systems;	8	3,850,800	4,672,200	821,400	

Treasury and Resources

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate (Restated) £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Business Support Groups Provide robust, well-managed corporate and departmental computing platforms and equipment, Provide technical advice and guidance.		2,235,200	2,864,900	629,700	
Enterprise Support Group Provide, maintain and develop States resource management and control systems. Advise Departments on all financial, HR, payroll, assets and procurement systems.	Treasury: 3(iv)	1,258,500	1,209,900	(48,600)	This reduction relates to the transfer of a post to the Corporate group, and other changes within the section.
Human Resources		7,922,700	8,106,700	184,000	
HR Business Partnering Develop, implement, monitor and evaluate human resource policies, practices and procedures; Provide a comprehensive HR advisory service to departments.	10	2,279,300	2,332,700	53,400	Resources within Human Resources have been reallocated to better meet service requirements. In addition, a total of £65k of savings identified under CSR have been applied.
HR Business Support Provide centralised HR administration services for the States.	10	582,000	711,300	129,300	
HR Learning and Development Develop and implement corporate training and development programmes to facilitate learning and development	10	504,900	351,200	(153,700)	
Employee Relations Negotiate and implement of States Employment Board's annual pay policy for public sector workers; Provide specialist support and advice to the employer on employee relations.	10	430,000	431,300	1,300	
Pensions (other) Administration of PECRS and other Pension Schemes	10	517,300	525,100	7,800	
PECRS Pre-1987 Debt Costs of pre-1987 Liability.	10	3,609,200	3,755,100	145,900	This growth is to meet the increased liability expected.
Customer Service		277,400	284,100	6,700	
Customer Service Centre Make it easier for the public to access services through a Customer Access Centre; Provide an effective, measurable service for dealing with public feedback and complaints.		277,400	284,100	6,700	
Corporate Procurement		512,600	511,800	(800)	
Procurement Development of Procurement Strategy	5	512,600	511,800	(800)	This equates to a real cut, due to the CSR saving of £13k.
Corporate Resources		(480,000)	(492,000)	(12,000)	
States-wide Savings		(480,000)	(492,000)	(12,000)	
Non-Departmental		2,735,200	2,706,500	(28,700)	
Insurance	Treasury : 3(ii)	2,735,200	2,706,500	(28,700)	This equates to a real cut, due to the CSR saving of £97k
Contingency		-	14,862,000	14,862,000	
Provision for Central Reserves		-	8,862,000	8,862,000	Additional funding of £138,000 transferred to Social Security as per BP Amendment 5 for maintaining GST Bonus at current level.
Restructuring Costs		-	6,000,000	6,000,000	
Treasury and Resources Department		38,427,600	54,901,900	16,474,300	

Treasury and Resources

Reconciliation of Net Revenue Expenditure

	2011 £
Prior year Net Revenue Expenditure	22,914,300
2010 Effect of January Pay Increase	44,900
Revised Net Revenue Expenditure	22,959,200
Commitments in Base	
Overseas Aid Contribution	(27,400)
Property Maintenance	1,250,000
Lost revenue - Town Park	341,500
Additional Staff Costs Income Tax	(10,000)
Additional Expenditure	
Provision for Annual Pay Awards	248,900
Non-staff Inflation	286,900
2011 CSR Process	
Contingencies	
Provision for Central Reserves	9,000,000
Restructuring Costs	6,000,000
Savings	
Treasury - Bank Charges and reduced staff for bank reconciliations	(27,000)
Treasury - Reduction in consultancy/temp support and training	(21,000)
Treasury - Reduce number of Audit days by 17 per annum	(10,000)
Treasury - Reduction in payment into the States self-insurance Fund	(97,000)
Taxes Office - Reduction in seasonal and administrative staff and postal services	(117,000)
JPH - Restructure architects	(120,000)
JPH - defer costs of 2011 building maintenance	(244,000)
Procurement - Reduce staff CIP qualification programme	(13,000)
Growth	
Restructuring the finance function	550,000
Taxes Office - Additional tax investigator to generate additional tax revenues *	57,000
Adjustments - add back savings	
Overseas Aid Contribution	27,400
Departmental Transfers	
Resources Directorate and Strategic Planning FTE from Chief Ministers	16,255,700
Invoice Processing Budget from Housing	6,000
La Collette Fuel Farm Rental Income from Economic Development	(256,300)
Capital to Revenue Transfers	
Property Holdings: backlog maintenance programme	(1,000,000)
Amendments to Lodged Business Plan	
Amendment 5 - GST Bonus - reduction in saving of 2011 CSR Process (SS-S4)	(138,000)
Net Revenue Expenditure	54,901,900

* Proposed additional tax revenues of £250,000

**Non-Ministerial States
Funded Bodies**
(as lodged 12.07.10)

Non Ministerial States Funded Bodies

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 or 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 Business Plan with a disclosure from the Council stating why a variation is recommended.

No such disagreements are included in this Business Plan. The Non Ministerial Bodies were offered budgets inline 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 include consideration of these pressures in subsequent reviews of the financial framework.

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. New procedures have been put in place to monitor expenditure in this area which will enable notice to be given at an early stage if expenditure appears likely to exceed the budgetary allowances.

Bailiff's Chamber

AIM:

To provide administrative support to the Bailiff as the President of the Royal Court and the States of Jersey, and in his other customary and statutory duties as civic head.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

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

Success criteria:

- (i) Criminal cases heard within three months of indictment.
- (ii) Civil disputes heard within datefix 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 Priority: 1, 2, 7 and 10

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 Priority: 1 and 10

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) The flow of official correspondence managed, forwarding incoming items on day of receipt or within two working hours, and to process replies for signature by the Bailiff within 24 hours.
- (iii) Visiting groups to the Royal Court and States Chamber encouraged and an understanding of the constitutional development of the institutions provided.

Strategic Plan Priority: 1, 7, 10 and 15

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, successful visits by Ambassadors and other distinguished visitors.
- (iii) Participation by the Bailiff in community events and functions to support community endeavour.
- (iv) Management of public entertainment panel to secure advice from the statutory and parish authorities in order to licence entertainment.

- (v) Applications for extension and transfer permits under Article 89 of the Licensing Law processed within seven working days.
- (vi) Public collections to support charitable activity managed.

Strategic Plan Priority: 1, 10, 15 and 16

Law Officers' Department

AIM:

To 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

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 Priority: 7 and 15

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 Priority: 2, 3, 7 and 15

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 Priority: 7

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 Priority: 4, 7 and 15

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 Priority: 7 and 15

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

Strategic Plan Priority: 7 and 15

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

Strategic Plan Priority: 4

Judicial Greffe and Viscount's Department

AIM:

To provide an efficient and effective Court Service

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

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

Success criteria:

- (i) Issue Convening Acts and Acts ordering Public Elections within 1 working day.

- (ii) Issue Company Acts, Decrees Absolute and standard-form Acts within 5 working days.
- (iii) Issue non-standard-form Acts, 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 Priority: 2 and 7

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 12 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 Priority: 2 and 7

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 Priority: 2 and 7

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 Priority: 7

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 Priority: 2 and 7

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 Priority: 7

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 Priority: 7

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 Priority: 7

Official Analyst

AIM:

To provide authoritative and impartial scientific analysis and advice for the States and Island community, rendering this support with the highest standards of quality and service.

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 Priority: 7

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 Priority: 3

Office of the Lieutenant Governor

ROLE:

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.

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.

Data Protection Commission

AIM:

To 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

Objective 1: An efficient and helpful notification service.

Success criteria:

- (i) Provision of on-line notification and associated support.
- (ii) Publication of clear and complete guidance for compliance under the Data Protection (Jersey) Law 2005, and guidance for data processing and renewals of notifications made under the Law.
- (iii) Develop performance management targets.

Strategic Plan Priority: 3 and 7

Objective 2: 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 Priority: 7

Objective 3: 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 Priority: 2 and 7

Objective 4: 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 Priority: 2, 7 and 15

Probation and After Care Service

AIM:

To provide an effective and efficient social work service to the criminal justice system and the family division of the Jersey Royal Court.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: To provide an efficient and effective verbal and written report service to Parish Halls, Courts and Prisons.

Success criteria:

- (i) A minimum of 95% of reports will be provided within the agreed deadlines;
- (ii) The Family Court Welfare Service will manage the allocation of social work guardians in Public Law proceedings
- (iii) All reports continue to be peer-reviewed to ensure consistent quality and in particular that Royal Court Reports will be peer-reviewed by a member of the management team.

Strategic Plan Priorities: 7, 8 and 9

Objective 2: To provide community supervision which reduces re-offending, allows offenders to make restitution and protects the public from further offending.

Success criteria:

- (i) To maintain a statistically significant reduction in Probationers' risk of re-offending using locally calibrated measures;
- (ii) To achieve an average work rate of at least three hours per week in Community Service cases;
- (iii) To place at least one third of Community Service cases in individual placements, subject to satisfactory risk assessments being completed;
- (iv) To act upon recommendations arising from the review of Youth Justice commissioned by the Children's Policy group and the SWIA inspection into looked after children;
- (v) To continue to drive efforts to provide for the transfer of community penalties between Jersey, the other crown dependencies and EU member states

Strategic Plan Priorities: 7, 8 and 9

Objective 3: To work with the prison to provide integrated sentence planning and supervision programmes for prisoners.

Success criteria:

- (i) To achieve a statistically significant reduction in prisoners risk of re-offending post release compared to time of sentence;
- (ii) Each prisoner to have an integrated sentence plan which reduces their risk of re-offending and increases their chance of successful rehabilitation;
- (iii) To support the Home Affairs department in efforts to provide for the transfer of prisoners between Jersey, the other crown dependencies and EU member states

Strategic Plan Priorities: 7 and 8

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.

Non Ministerial

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure	2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
	DEL £	AME £			
					10.0
Bailiff's Chambers					
852,100	Court and Assembly	1,043,200	-	(47,300)	995,900
117,700	Court and Case Costs	286,200	-	-	286,200
23,000	Ceremonial and Civic Head	160,500	-	-	160,500
28,900	Licensing	-	-	-	-
127,900	Civic Head	-	-	-	-
22,500	Jurats Expenses	-	-	-	-
87,600	Distinguished Visitors	-	-	-	-
1,259,700		1,489,900	-	(47,300)	1,442,600
					52.0
Law Officers' Department					
1,412,600	Criminal Prosecutions	1,773,200	-	-	1,773,200
1,811,800	Legal Advice	1,562,700	-	-	1,562,700
405,100	Property Services	487,500	-	(32,500)	455,000
-	Child & Family Matters	319,500	-	-	319,500
413,800	Civil Proceedings	514,800	-	(140,000)	374,800
889,400	Interjurisdictional Assistance	495,100	-	-	495,100
41,800	Duties of the Attorney General	127,300	-	-	127,300
2,332,200	Court and Case Costs	2,481,500	-	-	2,481,500
(1,116,900)	COCF Recharges	-	-	-	-
6,189,800		7,761,600	-	(172,500)	7,589,100
					47.5
Judicial Greffe					
735,700	Samedi, Family, Appellate and Interlocutory Service	-	-	-	-
-	Judicial Greffe - General	2,093,100	-	(576,000)	1,517,100
1,136,300	Magistrate's Court	1,001,300	-	(9,000)	992,300
354,300	Maintenance of Registries	-	-	-	-
1,756,100	Court and Case Costs	3,640,800	-	-	3,640,800
3,982,400		6,735,200	-	(585,000)	6,150,200
					24.0
Viscount's Department					
-	Duties of the Viscount	1,744,500	-	(540,300)	1,204,200
304,000	Court and Case Costs	297,900	-	-	297,900
117,300	Coroner	-	-	-	-
349,800	Desastre	-	-	-	-
430,100	Enforcement	-	-	-	-
121,700	Assize Jury Functions	-	-	-	-
99,400	Curatorships	-	-	-	-
1,422,300		2,042,400	-	(540,300)	1,502,100
					8.2
Official Analyst					
600,200	Forensic, Environmental Analysis	658,200	-	(56,500)	601,700
600,200		658,200	-	(56,500)	601,700
					14.0
Office of the Lieutenant Governor					
742,700	Duties of the Lieutenant Governor	797,500	-	(72,000)	725,500
742,700		797,500	-	(72,000)	725,500
					-
Office of the Dean of Jersey					
24,500	Office of the Dean of Jersey	25,100	-	-	25,100
24,500		25,100	-	-	25,100
					4.0
Data Protection Commission					
223,100	Data Protection Commission	312,300	-	(89,900)	222,400
223,100		312,300	-	(89,900)	222,400

Non Ministerial

Net Revenue Expenditure - Service Analysis

2010 Net Revenue Expenditure	2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
	DEL £	AME £			
	Probation				25.5
144,000	225,300	-		225,300	
1,459,900	1,564,600	-	(180,000)	1,384,600	
1,603,900	1,789,900	-	(180,000)	1,609,900	
	Comptroller and Auditor General				-
739,000	747,400	-	-	747,400	
739,000	747,400	-	-	747,400	
16,787,600	Net Revenue Expenditure	22,359,500	(1,743,500)	20,616,000	185.2

Non Cash

107,800	Depreciation	-	92,553	-	92,553
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Non Ministerial

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Bailiff's Chambers		1,259,700	1,442,600	182,900	
Court & Assembly	1	852,100	995,900	143,800	Service analysis areas have been rationalised; the increase is mainly due to £169k increased allocation to Court and Case Costs; £29k inflationary increases have been offset by CSR savings of £25k and user-pays income of £23k.
Court and Case Costs	2(ii)	117,700	286,200	168,500	
Ceremonial & Civic Head	4(i)	23,000	160,500	137,500	
Licensing	4(v)	28,900	-	(28,900)	
Civic Head	4(iii)	127,900	-	(127,900)	
Jurats Expenses	1	22,500	-	(22,500)	
Distinguished Visitors	4(ii)	87,600	-	(87,600)	
Law Officers' Department		6,189,800	7,589,100	1,399,300	
Criminal Prosecutions	3	1,412,600	1,773,200	360,600	Service analysis areas have been rationalised; the increase is mainly due to elimination of an income target (£1,117k COCF Recharges), and a £149k increase in Court and Case Costs; inflationary increases £140k are offset by CSR savings of £150k.
Legal Advice	2	1,811,800	1,562,700	(249,100)	
Property Services	7	405,100	455,000	49,900	
Civil Proceedings	4	413,800	374,800	(39,000)	
Interjurisdictional Assistance	6	889,400	495,100	(394,300)	
Duties of the Attorney General	5	41,800	127,300	85,500	
Court and Case Costs		2,332,200	2,481,500	149,300	
COCF Recharges		(1,116,900)	-	1,116,900	
Child & Family Matters		-	319,500	319,500	
Judicial Greffe		3,982,400	6,150,200	2,167,800	
Samedi, Family, Appellate and Interlocutory Service	1	735,700	-	(735,700)	Service analysis areas have been rationalised; the increase is mainly due to £1,885k increased allocation to Court and Case Costs; £97k inflationary increases have been offset by CSR savings of £100k.
Judicial Greffe - General	1,2	-	1,517,100	1,517,100	
Magistrate's Court	3	1,136,300	992,300	(144,000)	
Maintenance of Registries	2	354,300	-	(354,300)	
Court and Case Costs		1,756,100	3,640,800	1,884,700	
Viscount's Department		1,422,300	1,502,100	79,800	
Coroner	7	117,300	-	(117,300)	Service analysis areas have been rationalised; the increase is mainly due to a inter-departmental service transfer of £79k; £34k inflationary increases have been offset by CSR savings of £33k.
Desastre	5	349,800	-	(349,800)	
Enforcement	4	430,100	-	(430,100)	
Assize Jury Functions	8	121,700	-	(121,700)	
Duties of the Viscount	4,5,6(i),7	-	1,204,200	1,204,200	
Curatorships	6(i)	99,400	-	(99,400)	
Court and Case Costs		304,000	297,900	(6,100)	
Official Analyst		600,200	601,700	1,500	
Forensic, Environmental Analysis	1,2	600,200	601,700	1,500	£14.5k inflationary increases offset by CSR savings of £13k.
Office of the Lieutenant Governor		742,700	725,500	(17,200)	
Duties of the Lieutenant Governor		742,700	725,500	(17,200)	£18k inflationary increases offset by CSR savings £28k and user-pays income of £7k.

Non Ministerial

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Office of the Dean of Jersey		24,500	25,100	600	
Office of the Dean of Jersey		24,500	25,100	600	Inflationary increase.
Data Protection Commission		223,100	222,400	(700)	
Data Protection Commission	1,2,3,4	223,100	222,400	(700)	£5k inflationary increases offset by CSR savings of £6k.
Probation		1,603,900	1,609,900	6,000	
Community Service by Offenders	2	144,000	225,300	81,300	The increase is due to inflationary increases of £38k offset by CSR savings of £32k.
Information and Supervision Service	1,2,3	1,459,900	1,384,600	(75,300)	
Comptroller and Auditor General		739,000	747,400	8,400	
Comptroller and Auditor General		739,000	747,400	8,400	£18k inflationary increases offset by CSR savings of £10k.
Total		16,787,600	20,616,000	3,828,400	

Non Ministerial

Reconciliation of Net Revenue Expenditure

	2010
	£
Prior year Net Revenue Expenditure	16,787,600
2010 Effect of January Pay Increase	36,700
Revised Net Revenue Expenditure	16,824,300
Commitments in Base	
Overseas Aid Contribution	(24,400)
Additional Expenditure	
Provision for Annual Pay Awards	209,800
Non-staff Inflation	158,400
2011 CSR Process	
User Pays:	
Bailiff's Chambers - Review and identify an appropriate scale of sliding fees to be introduced for all license transfer and extension applications, and for public event permits.	(22,500)
Office of the Lt Governor - Crown events held at or provided by Government House to be paid for by the Receiver General	(7,000)
Savings	
Bailiff's Chambers - Reduce access to official publications that are aids to the judicial process and delivery of judgements	(1,500)
Bailiff's Chambers - Reduce budget for Liberation Day celebrations	(14,000)
Bailiff's Chambers - Remove part of the expense funding for incidental costs associated with training and conferences, etc.	(4,500)
Bailiff's Chambers - Termination of at least one incoming visit of a foreign dignitary or States head	(3,500)
Bailiff's Chambers - Reduce budget for ceremonial and civil events	(1,500)
Law Officers' Department - Savings accruing from recruiting staff instead of buying in services	(150,000)
Judicial Greffe - Cease payment of an annual grant to Jersey Legal Information Board	(100,000)
Viscount's Department - Remove a vacant post in Viscount's	(33,000)
Official Analyst - Delay equipment replacement. Approximately 1/3 equipment budget. Additional minor and continuing efficiency savings	(13,000)
Office of Lt. Governor - Rental adjustments, restructuring of housekeeping and administration teams	(28,000)
Data Protection Commission - Reduction of administration expenses for one year only	(6,000)
Probation Department - Removal of Community Service Manager part-time post	(32,000)
Comptroller and Auditor General - Reduction in non-audit fee expenditure	(10,000)
Growth	-
Adjustments - add back savings	
Overseas Aid Contribution	24,400
Bailiff's Chambers - Additional funding for Court and Case costs	200,000
Law Officers' Department - Additional funding for Court and Case costs	1,400,000
Judicial Greffe - Additional funding for Court and Case costs	2,250,000
Departmental Transfers	-
Capital to Revenue Transfers	-
Net Revenue Expenditure	20,616,000

States Assembly and its Services

(as lodged 12.07.10)

States Assembly and its Services

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 10 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 Annual Business 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 Annual Business 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 Annual Business Plan is debated and any member (including Ministers) can lodge amendments for debate in the usual way. Article 10 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 that financial year". 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 2011 have been prepared by PPC in accordance with the overall policy of the Council of Ministers and incorporate a 2% CSR saving of £58,000.

Connétable J. Gallichan
Chairman of Privileges and Procedures Committee

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) Procedures for dissemination of official information reviewed with electronic distribution methods assessed and implemented as appropriate
- (iv) States Chamber and other facilities for States members provided and maintained to agreed standards;
- (v) States members' remuneration paid in accordance with the recommendations of the States Members Remuneration Review Body;
- (vi) 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;
- (iii) Outcome of work of Public Elections Working Party reviewed and approved recommendations implemented before ordinary elections in autumn of 2011
- (iv) All arrangements for first ever single election day in October 2011 implemented successfully

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) New States Assembly website reviewed and improved following launch in 2010

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

2010 Net Revenue Expenditure		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
		DEL	AME			
£		£	£	£	£	
1,433,400	Scrutiny	1,441,600	-	-	1,441,600	15.0
48,500	States Messenger	48,700	-	-	48,700	1.1
82,100	Inter-Parliamentary Relations	86,700	-	-	86,700	0.2
149,300	States Assembly Information Centre	165,900	-	(10,000)	155,900	2.7
15,600	Complaints Panel	16,000	-	-	16,000	0.2
337,600	Clerks Secretariat	347,200	-	-	347,200	4.8
2,432,700	Members Remuneration	2,477,000	-	-	2,477,000	-
627,200	Assembly Support & Facilities	630,200	-	-	630,200	6.7
-	Support Services provided to Law Draftsman & Comptroller and Auditor General	22,000	-	(22,000)	-	-
5,126,400	Net Revenue Expenditure	5,235,300	-	(32,000)	5,203,300	30.7

Non Cash

12,366	Depreciation	-	16,064	-	16,064
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States Assembly

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Scrutiny					
To maintain an effective and efficient Scrutiny function	2	1,433,400	1,441,600	8,200	The budget reflects a CSR saving of £33,000 although the estimates have been amended in the usual way to take account of inflation increases.
Messenger Service					
To provide corporate messenger service	5	48,500	48,700	200	
Inter Parliamentary Relations					
To maintain and facilitate relationships with other jurisdictions through a number of inter-parliamentary bodies	1	82,100	86,600	4,500	No conferences have been planned in Jersey for the Commonwealth Parliamentary Association or Assemblée Parlementaire de la Francophonie in 2011. The estimates have been amended to take account of inflationary increases, offset by CSR savings of £3,000.
States Assembly Information Centre					
To be the first point of contact for the provision of information about the States Assembly and the point of sale for official publications to States Members, States Departments and the general public	4	149,300	155,900	6,600	Income reduced due to increased access to free information on websites
Complaints Panel					
Operation of the States of Jersey Complaints Board system for the resolution of complaints from members of the public	5	15,600	16,000	400	
Clerks Secretariat					
To act for the Greffier of the States in relation to Council of Ministers and a number of other Committees and Panels in providing an impartial and professional service to these bodies	5	337,600	347,200	9,600	The estimates have been amended to take account of inflation increases.
Members Remuneration					
To provide budget for States members remuneration and expenses	1	2,432,700	2,477,100	44,400	The estimates have been amended to take account of inflation increases.
Assembly Support and Facilities					
Provision of full range of support services and facilities to enable the States Assembly to operate as Jersey's legislature	1,3	627,200	630,200	3,000	Savings of £22,000 have been made in estimates for States Assembly facilities as part of the CSR process
Support Services provided to Law Draftsman & Comptroller and Auditor General					
Administration and premises support is provided to the Comptroller and Auditor General and Law Draftsman Departments. The costs are fully recharged to them.	5	-	-	-	Expenditure is fully recharged to users.
Total		5,126,400	5,203,300	76,900	

States Assembly

Reconciliation of Net Revenue Expenditure

	2011
	£
Prior year Net Revenue Expenditure	5,126,400
2010 Effect of January Pay Increase	5,700
Revised Net Revenue Expenditure	5,132,100
Commitments in Base	
Overseas Aid Contribution	(7,500)
Cessation of free lunches	11,300
Additional Expenditure	
Provision for Annual Pay Awards	29,600
Non-staff Inflation	88,300
2011 CSR Process	
User Pays	-
Savings	
Reduction in Scrutiny budget	(33,000)
Reduction in inter-parliamentary budget	(3,000)
Efficiency savings	(22,000)
Growth	-
Adjustments - add back savings	-
Overseas Aid	7,500
Departmental Transfers	-
Capital to Revenue Transfers	-
Net Revenue Expenditure	5,203,300

Summary Tables of States Trading Operations

(as lodged 12.7.10)

Summary Table B - Summary of States Trading Operations 2011
(as lodged)

	Gross Expenditure Total	Income Total	Net Expenditure	Financial Return
	£	£	£	£
Jersey Airport	31,615,000	(29,113,000)	2,502,000	-
Jersey Harbours	14,987,000	(14,535,000)	452,000	200,000
Jersey Car Parking	6,209,400	(6,422,900)	(213,500)	2,255,000
Jersey Fleet Management	3,549,600	(3,775,200)	(225,600)	-
	<u>56,361,000</u>	<u>(53,846,100)</u>	<u>2,514,900</u>	<u>2,455,000</u>

Trading Funds of the States Trading Operations 2011

	Opening Balance	Surplus/ (Deficit) for year	Add back: Depreciation	Less: Capital Expenditure	Plus: Capital Receipts	Plus: Other Balance Sheet Movements	Loan Repayments	Closing Balance
	£	£	£	£	£	£	£	£
Jersey Airport	3,469,821	(2,502,000)	9,405,000	(7,669,597)	-	2,856,319	(2,237,893)	3,321,650
Jersey Harbours	7,102,875	(452,000)	3,318,000	(8,350,000)	-	-	-	1,618,875
Jersey Car Parking	12,598,097	213,500	1,064,000	(1,000,000)	-	-	-	12,875,597
Jersey Fleet Management	440,182	225,600	900,000	(1,500,000)	100,000	-	-	165,782
	<u>23,610,975</u>	<u>(2,514,900)</u>	<u>14,687,000</u>	<u>(18,519,597)</u>	<u>100,000</u>	<u>2,856,319</u>	<u>(2,237,893)</u>	<u>17,981,904</u>

Summary Table D

Proposed Trading Organisation Capital Expenditure for 2011 - 2013

(as lodged)

<u>Trading Organisation</u>	<u>Project</u>	2011	2012	2013
		Estimated Outturn Cost £'000	Total Allocation £'000	Total Allocation £'000
Jersey Airport				
	Regulation Compliance and Safeguarding	1,000		
	Instrument Runway Visual Range	363		
	Departures Hall Access Lobby	300		
	CCTV Airport Wide	300		
	Minor Capital Assets	300		
	Runway Sweeper	234		
	CCTV Checkpoints	200		
	X-Rays for hand baggage/body scanners	180		
	Touch Down Wind	100		
			2,977	2,497
				1,874
Jersey Harbours				
	Port Crane	1,900		
	Elizabeth Harbour EB/WB Walkways	850		
	Sub Station Upgrades NNQ	500		
	Minor Capital Assets	495		
	St Helier Marina Gate Replacement	450		
	Elizabeth Trailer Park Reconfiguration	400		
	Elizabeth Terminal (Phase III - Mezzanine/Phase IV - Security)	350		
	RoRo No 5 Replacement/Upgrade	300		
	St Helier Marina Pontoons	175		
	CCTV (Phase II)	150		
	Pile Replacement StHM	150		
	Offshore Beacons	100		
			5,820	5,231
				1,165
Jersey Car Parking				
	Installation of automated charging system	1,000		
			1,000	3,000
				-
Jersey Fleet Management				
	Vehicle and plant replacement	1,500		
			1,500	1,000
				1,200
	Total Capital Expenditure to be Financed from Trading Funds		11,297	11,728
				4,239
	Less Capital Receipts from Jersey Fleet Management		100	100
	Total Net Capital Expenditure to be Financed from Trading Funds		11,197	11,628
				4,139

Detailed Estimates of States Trading Operations

Economic Development
Jersey Airport
(as lodged 12.07.10)

Jersey Airport

Minister's Introduction

Jersey Airport aims to provide a facility that strives to meet:

- the economic and social needs of the Island;
- the expectations of passengers by providing facilities that are equal to, or better than those found in comparable UK and European regional airports;
- the expectations of airlines in handling their aircraft and passengers in a safe and secure environment

The main areas of operation for Jersey Airport are:

- Aviation Services (Including Channel Island Control Zone): The control and management of the Aerodrome and airspace above Jersey.
- Passenger and Security Services: The control and management of passengers throughout the Airport including provision of facilities which meet prevailing UK security standards.
- Commercial Services: The generation of commercial revenues to minimise the level of charges to airlines and passengers.

Communications Services, a self contained unit which provides radiotelephony equipment, maintenance and support services to businesses and other States Departments, falls under the umbrella of Jersey Airport. This unit is self-contained and charged by the Airport's "Communications Services Board" to be financially self sufficient.

The above are supported by Management (including Finance, Directorate and HR) and Engineering services.

The following remain the key issues facing the airport in 2011:

- The Airport's ongoing financial viability: the savings and additional income included in the Airport's Project Safeguard proposals aim to reduce future deficits.
- The retention of existing routes and introduction of new routes in partnership with the Economic Development team;
- The refinement and implementation of the Operational and Commercial master plans; and
- Continued focus on safety and security compliance

Income and Expenditure

In late 2008 the Airport successfully concluded negotiations with the French & UK Governments on the Channel Island Control Zone (CICZ) Financial protocol, for the review period 2009-2011. This secured payment for managing the CICZ, the cost of which includes a significant contribution to the new fully equipped Air Traffic Control Centre (ATCC). The monies received from this arrangement are payable in Euros and are paid directly into a Euro account set up by the Treasury.

During 2009 the Treasury agreed a fixed exchange rate for the CICZ monies which would reduce exchange rate risk to the Airport and assist with short term financial planning. The CICZ financial protocol income payable in 2011 is €7,166,571 compared with €6,699,657 received in 2009 and €7,212,126 payable in 2010.

During 2011 negotiations will continue with the French and UK governments regarding renewal of the CICZ Memorandum of Understanding which has operated since 2000 and expires at the end of 2011. The retention of this agreement is considered a high priority.

As pressure on Aeronautical revenues grows it becomes increasingly important that greater commercial revenues are pursued. The development of the airside retail offer, completed in 2009, is seen as an important element of the steps being taken to reduce the reliance on aviation related income. The development and implementation of the Commercial Master plan represents the greatest opportunity to generate significant additional revenues.

Pressure to contain costs will continue as the Airport focuses on efficiency of service delivery throughout 2010 and 2011 with the aim of being able to fund all known and expected costs from within existing budget limits. A key focus will be on prioritisation of activities and functions to ensure that the limited resources available are optimised in terms of value for money delivery.

Capital Programme

Jersey Airport has reviewed its capital programme regularly and in light of current and future resource constraints has identified projects which can be re-timed to optimise cash flows from the Trading Fund. Of particular importance is the requirement to address compliance issues to safeguard Jersey Airport's aerodrome licence in accordance with the recommendations of the Director of Civil Aviation. The award of the licence was granted in January 2009 on the understanding that the issue of obstacles infringing the airspace would be addressed as a matter of the highest priority. The full scale and cost of this has been estimated and a provision included in 2011 under the heading of Regulatory Compliance and Safeguarding.

The proposed capital expenditure budget in 2011 includes the replacement of time-expired assets and the upgrade and extension of the CCTV network to ensure Jersey Airport complies with the UK's Department for Transport directives.

The number of capital projects is constantly under review because of the Airport's challenging financial position. As the vast majority of capital projects are replacement of operationally essential infrastructure there is limited scope to remove items from the programme. The main focus is therefore on delaying replacement as far as is economically and operationally viable.

Alan J. Maclean
Minister for Economic Development.

Jersey Airport

AIM:

The aim of Jersey Airport is to provide an Airport that strives to meet:

- the economic and social needs of the Island;
- the expectations of passengers by providing facilities that are equal to, or better than those found in comparable UK and European regional airports;
- the expectations of airlines in handling their aircraft and passengers in a safe and secure environment.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: Grow passenger numbers by increasing the network of destinations between Jersey, the UK and Europe while sustaining existing air services.

Success criteria:

- (i) Sustain existing services and destinations;
- (ii) Maintain passenger levels and numbers of routes at 2010 levels;
- (iii) Grow number of destinations by up to one new destination per year;
- (iv) Three new European destinations by end 2011.

Strategic Plan Priority: 2, 4 and 10

Objective 2: Reduce the reliance on aeronautical revenue by increasing yield from non-aeronautical sources and increasing commercial development activity.

Success criteria:

- (i) Increase percentage of Airport revenue contributions from non-aeronautical sources by 30 percent by end 2011

Strategic Plan Priority: 2, 4 and 10

Objective 3: In partnership with France and the United Kingdom, continue to provide air traffic services within the Channel Islands Control Zone (CICZ) on a commercially sustainable basis.

Success criteria:

- (i) Maintain Single European Sky (SES) certification;
- (ii) Successfully negotiate, before end of 2011, new MoU between France and UK to enable continuation of CICZ operations.

Strategic Plan Priority: 2, 4 and 10

Objective 4: Improve operational and commercial efficiency through restructuring the organisation with no detrimental impacts on staff terms and conditions, and no compulsory redundancies.

Success criteria:

- (i) Achieve efficiency improvements in line with Project Safeguard proposals.

Strategic Plan Priority: 3 and 4

Objective 5: Invest in the personal and professional development of staff.

Success criteria:

- (i) Implement PRA system across organisation (to the extent possible);
- (ii) Departmental training programs implemented.

Strategic Plan Priority: 12

Objective 6: Ensure Jersey Airport is prominent in States of Jersey strategies and that the airport remains a strategic asset to the island.

Success criteria:

- (i) Jersey Airport featured in EDD and broader States strategies;
- (ii) Demonstrated joined-up responses to airline market development opportunities (in line with Objective 1 above);
- (iii) Two briefings conducted annually for selected States members and relevant chief officers.

Strategic Plan Priority: 2, 4 and 10

Objective 7: Implement best practice policies that meet safety, security, environment and corporate governance requirements.

Success criteria:

- (i) All relevant departments compliant with safety and security measures of the day;
- (ii) No critical anomalies reported as a result of independent audits;
- (iii) Compliance with States 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 Priority: 3, 7, 10 and 13

Economic Development Jersey Airport

Net Revenue Expenditure - Service Analysis

2010 Forecast		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
		DEL	AME			
£		£	£	£	£	
(1,092,000)	Aviation Services (Note 1)	12,812,000	-	(13,165,000)	(353,000)	93.2
(1,545,000)	Passenger & Security Services	7,341,000	-	(8,858,000)	(1,517,000)	58.0
(4,985,000)	Commercial Services	752,000	-	(5,728,000)	(4,976,000)	
(59,000)	Communication Services	1,305,000	-	(1,362,000)	(57,000)	9.5
(7,681,000)	Net Revenue Expenditure	22,210,000	-	(29,113,000)	(6,903,000)	160.7
	Support Services (Note 2)					44.4
	Non cash					
8,632,000	Depreciation	-	9,405,000	-	9,405,000	
951,000	(Surplus)/Deficit for the year	22,210,000	9,405,000	(29,113,000)	2,502,000	205.1

Note 1: Aviation services contains CI Control Zone Income.

Loan Repayments and Capital Grant income are now included in the Service Analysis under Aviation Services and Passenger & Security Services

Note 2: Support Services costs are apportioned across all Service Areas

Analysis of Depreciation by Service

2010 Forecast		Direct Depreciation charge	Overhead Allocation	Total reallocated Depreciation
£		£	£	£
6,225,000	Aviation Services	7,024,000	153,558	7,177,558
1,599,000	Passenger & Security Services	1,635,000	98,172	1,733,172
518,000	Commercial Services	447,000	15,719	462,719
33,000	Communication Services	31,000	551	31,551
2,000	Management Services	2,000	(2,000)	-
248,000	Engineering Admin	261,000	(261,000)	-
7,000	Electronics Admin	5,000	(5,000)	-
8,632,000	Total	9,405,000	-	9,405,000

Economic Development Jersey Airport

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
<p>Aviation Services - Aircraft Handling:</p> <p>To deliver safety regulation compliance, Air Traffic Control services and related equipment and maintenance, Airfield Operations, Rescue & Fire Fighting Services, Engineering Services</p> <ul style="list-style-type: none"> - SES certification maintained - SMS and QMS policies and procedures approved and implemented across organisation - Achieve CSR savings by end 2011 - Achieve additional income per CSR proposals 	1, 2, 3, 4	5,091,000	5,790,000	699,000	The increase between 2010 and 2011 relates to the net effect of the costs of restructuring in line with the invest-to-save CSR proposals and the resulting savings.
<p>Aviation Services - Channel Islands Control Zone</p> <p>In partnership with France and the United Kingdom, continue to provide air traffic services within the Channel islands Control Zone on a commercially sustainable basis</p> <ul style="list-style-type: none"> - Maintain (SES) Single European Sky certification - Successfully negotiate, before end of 2011, new MoU between France and UK to enable continuation of CICZ operations - Achieve CSR savings by end 2011 - Identify additional revenue sources such as through the expansion of controlled areas, service provision to third parties or training 		(6,183,000)	(6,143,000)	40,000	The slight decrease between 2010 and 2011 is due to the decrease in the CICZ financial protocol amount. Exchange rate risk has been removed from this budget through a hedging agreement with Treasury.
<p>Passenger & Security Services:</p> <p>To deliver Security, Terminal Operations and Information Services.</p> <p>To maintain and improve Airline/Handling agent relations, Government relations, Customer satisfaction</p> <ul style="list-style-type: none"> - Implement best practice policies that meet safety, security, environment and corporate governance requirements. - Grow passenger numbers by increasing the network of destinations between Jersey, the UK and Europe while sustaining existing air services 	1,2,4	(1,545,000)	(1,517,000)	28,000	The forecast reduction in surplus between 2010 and 2011 is a result of the provision for rationalisation of security checkpoints offset against CSR savings and income proposals
<p>Commercial Services</p> <p>To deliver Route & new business development, Retail operations and development, Property Management & Development</p> <ul style="list-style-type: none"> - Reduce the reliance on aeronautical revenue by increasing yield from non-aeronautical sources and increasing commercial development activity 	2,4,6	(4,985,000)	(4,976,000)	9,000	There is little change year on year except in relation to contractual increases (e.g. rents and licences)
<p>Electronic Services (Management)</p> <p>To Manage the provision of planned and reactive maintenance, compliance and capital projects at the Airport in relation to Air Traffic, Radar and Navigation Systems</p>	4,7				The costs of this department are apportioned to Aviation Services and Passenger Services.

Economic Development Jersey Airport

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Engineering services To Manage the provision of planned and reactive maintenance, compliance and capital projects at the Airport in relation to land, buildings, plant and equipment	4,7				Staff time is charged directly to Aviation, Security, Passenger and Commercial Services. What is left is then apportioned across the organisation.
Management Services To provide Directorate, Finance (Incl Stores), IT, HR, Marketing and Safety Compliance Services - Ensure Jersey Airport is prominent in States of Jersey strategies and that the airport remains a strategic asset to the island. - Implement best practice policies that meet safety, security, environment and corporate governance requirements. - Invest in the personal and professional development of staff	4,5,7				Management Services costs are apportioned across the organisation.
Communication Services To operate profitably through delivery of radio/ tele communications services and products to States departments and the private sector	1, 2, 4	(59,000)	(57,000)	2,000	Communications Services are tasked with making the same level of profit as in 2010.
Depreciation		8,632,000	9,405,000	773,000	The net increase between 2010 and 2011 reflects the impact on depreciation of the disposal of significant assets offset against a provision for full impairment of assets acquired as part of the implementation of regulatory safeguarding and compliance.
(Surplus)/Deficit for the year		951,000	2,502,000	1,551,000	

Economic Development Jersey Airport

Reconciliation of Net Revenue Expenditure

	2011 Total £
Prior year Net Revenue Expenditure B/fwd	(236,000)
Shadow Budget adjustments	
Capital Grant Income - cash amount less deferred income release	2,128,000
Capital to Revenue transfers	63,000
Revised Net Revenue Expenditure per Shadow Budget	1,955,000
Forecast revisions	
CICZ income - Euro exchange rate agreement fixed in 2009	(900,000)
Additional Commercial income: non-recurring	(104,000)
Revised Net Revenue Expenditure	951,000
Commitments in base budget	
Depreciation changes re additions/disposals	(777,000)
Finance Lease payments reduction in interest element	(134,000)
Capital Grant Income Amortisation increase re below ground works	(103,000)
Impact of projected increase in passenger numbers	(107,000)
Additional Commercial income - reversal	104,000
Additional Income/Expenditure	
Provision for Annual Pay Awards	213,000
Non-Staff Inflation (including Utilities)	237,000
Provision for contractual income increases	(72,000)
Retail Development income	(107,000)
Provision for maintenance of time-expired assets	132,000
ATC succession planning and project support	235,000
Provision for impairment/demolition of obstacles	1,550,000
Business Support charges	112,000
Capital to Revenue Transfers	
2010 - reversal	(63,000)
2011 - estimate	63,000
Safeguard programme (Note 1)	
Safeguard Income	(384,000)
Safeguard Savings	(629,000)
Safeguard Restructuring	1,281,000
(Surplus)/Deficit for the year	2,502,000

Note 1 - The Airport's "Safeguard" programme was launched in 2009 as a result of a financial viability analysis which was started in 2008. The aim of Safeguard is to maintain the long term financial viability of the Airport by addressing future forecasted deficits. The CSR team have acknowledged that Project Safeguard achieves the principle aims of the CSR process.

Economic Development
Jersey Harbours
(as lodged 12.07.10)

Jersey Harbours

Business Divisions

Jersey Harbours is the States of Jersey Trading Operation charged with the administration, management, operation, financing, 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.

All commercial expenditure is funded from income generated from the three business divisions:

1. Port of Jersey;
2. Jersey Coastguard; and
3. Jersey Marinas.

Business Review

The business plan of Jersey Harbours is consistent with the objectives of the Comprehensive Spending Review ("CSR") programme. Whilst Jersey Harbours as a Trading Department operates with its own profit and loss account there is the same commitment to meet CSR targets as those applied to all other States of Jersey Departments.

Jersey Harbours business operates within a relatively stable trading environment, with well diversified revenue streams. Over the plan period some changes to the financial regime (e.g. tariff restructure and commercial borrowing) will be required however to fund the future capital programme.

The policy for Historic Harbours still requires confirmation; these assets have limited commercial value but add to overall operating costs and Capital Expenditure needs. Progress on this issue had been demonstrated by the inclusion of Gorey and St Aubin remediation projects in centrally funded programmes. During 2010, rather than use Fiscal Stimulus funds, I directed (as Minister for EDD) that the St Aubin remediation project be funded from the Jersey Harbours Trading Fund. Consistent with this decision which will require additional revenues to be generated, a review of Heritage Harbours tariffs will be required.

To deliver on all of these and other opportunities, corporate governance requires specific strengthening and on this basis an Advisory Group established in 2010 will be formalised into a Shadow Board with a revised governance structure that will include increased integration with Jersey Airport to reduce duplication and cost. This will drive the desired more corporate behaviour, promoting transparency and increased emphasis on commercial operations across the organisation.

Financial Implications 2011 to 2013

Port of Jersey: Income budgets have been cautiously raised on the basis of increased capacity delivered by additional and replacement vessels by key car/passenger and freight operators. Increases in key income tariffs will be held below 2.5% in 2011 reflecting the current economic climate and low RPI.

Jersey Coastguard: The provision of the Coastguard service under the umbrella of Jersey Harbours remains a fundamental obligation; however a significant element of this role is governmental and does not constitute a core function of a 'commercial' Harbour. The logic of continuing the management of the Coastguard under the umbrella of Harbours remains and therefore a clear and transparent funding policy has been established and will continue to be developed. An internal review carried out during 2009 has determined that Vessel Traffic Services are more properly a cost of the Port of Jersey. This is reflected in the improvement of the financial position of the Coastguard at the expense of the Port of Jersey.

Jersey Marinas: Further scope remains to grow business and revenue through Marine Leisure, as reflected in our draft marine leisure masterplan, the associated capital programme and the development of our Port Estate. We will continue to actively seek to develop the marine leisure sector

and to work in commercial partnership with Property Holdings Department and WEB to deliver on new opportunities and joint ventures.

Summary: The 2011 Net Revenue Expenditure budget represents a favourable improvement against 2010 (from £2,010,800 to £2,866,000 surplus). This has been offset by an increased forecast Depreciation budget of £3,318,000 which reflects substantial capital investment during 2011 including proposals for a new Linkspan, Passenger walkways and a Port Crane.

Through this business plan, Jersey Harbours conforms to the requirements of the States of Jersey CSR programme. Nonetheless the forecast for 2011 continues to be in deficit, and a balanced programme of savings and income generation options over the period 2012-2013 remains a priority.

In relation to the above business divisions respectively, this continues from 2010 to include:

- Building on the operational review of 2010, a value for money audit of Coastguard Services, and dependant upon the outcome of this assessment, further service efficiencies in order to allow the Coastguard to be fully funded;
- An increase in the Security Charge element of the Passenger Port Due dependant upon the outcome of ongoing negotiations between Jersey Harbours and UK Transec; now likely to be deferred until 2012; and
- The phased delivery of smaller projects within the context of the draft marine leisure masterplan for the creation of additional marina berths and shore environment and facilities towards a vibrant lifestyle area, driving more boats and more business, along with the restructuring of Jersey Marina tariffs.

Senator Alan Maclean
Minister for Economic Development

Jersey Harbours

AIM:

As a Trading Operation, Jersey Harbours is charged with the administration, management, operation, financing, development and maintenance of the harbours of Jersey and their associated facilities.

Our aim is to provide modern port, marina and coastguard services and facilities with guaranteed long term viability

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: To keep the port open and safe, protecting the long-term interests of end-users of the services and facilities

Success criteria:

- (i) Compliance with the Port Marine Safety Code, and security and other maritime legislation;
- (ii) Reviewed Organisational Risk Register that also demonstrates effective financial, safety, crisis and reputation management;
- (iii) To maintain, so far as is viable, an open port, berths and associated facilities;
- (iv) Quality operational management that secures the asset base to ensure long term viability and an open and safe port;
- (v) Ensure port master-planning meets the long term needs of the Trading Operation and designated port operational area.

Strategic Plan Priority: 2 and 10

Objective 2: To satisfy all current and prospective demands for commercial and community services and facilities to meet the needs of all customers

Success criteria:

- (i) Reviewed tariff structure in line with the commercial objectives and economic criteria, with appropriate and balanced tariffs;
- (ii) To increase the number of boats, berths and associated ancillary businesses and develop associated facilities in direct support of the marine leisure industry;
- (iii) Customer user groups for each business segment to enable constant consultation and co-ordination, adding value to all services;
- (iv) Alignment with the UK Coastguard and IALA standards through audits and benchmarking;
- (v) To establish and develop initiatives and incentives to stimulate growth in passenger numbers.

Strategic Plan Priority: 2, 3 and 10

Objective 3: To 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 EDD and Treasury 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 existing and new business streams and infrastructure, encouraging new enterprise with innovation and entrepreneurship;
- (iv) Funding review of Coastguard, Heritage and other community functions with agreed policies.

Strategic Plan Priority: 2, 3 and 10

Objective 4: To promote competition, efficiency, economy and effectiveness in commercial activities connected with port and shipping services

Success criteria:

- (i) Port of Jersey – to provide the lifeline link for the Island's visitors and local residents travelling by sea, and freight imported and exported, and ensure sufficient surplus to allow strategic long term investment and a return to the States of Jersey, meeting stakeholder expectations;
- (ii) Jersey Marinas – to provide profitable marine leisure facilities and services, and to support local ancillary industries so that Jersey is positioned as being internationally recognised as a leading marine leisure destination;
- (iii) Jersey Coastguard - keeping the Island's territorial waters open, safe and clean, meeting our international obligations offering a value for money service to government.

Strategic Plan Priority: 2, 3 and 10

Economic Development Jersey Harbours

Net Revenue Expenditure - Service Analysis

2010 Estimate		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
		DEL £	AME £			
				£	£	
(1,725,817)	Port of Jersey	7,205,000		(9,384,000)	(2,179,000)	40.3
359,916	Jersey Coastguard	1,195,000		(1,137,000)	58,000	17.4
(644,899)	Marine Leisure	3,269,000		(4,014,000)	(745,000)	17.9
(2,010,800)	Net Revenue Expenditure	11,669,000		(14,535,000)	(2,866,000)	
	Non Cash					
2,960,000	Depreciation		3,318,000		3,318,000	
949,200	(Surplus)/Deficit for the year	11,669,000	3,318,000	(14,535,000)	452,000	75.6

Analysis of Depreciation by Service

£		£	%
1,708,000	Port of Jersey	1,759,000	53%
58,000	Jersey Coastguard	127,000	4%
1,194,000	Marine Leisure	1,432,000	43%
2,960,000	Total	3,318,000	

Economic Development Jersey Harbours

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Port of Jersey					
A high quality efficient and modern port facility for commercial users, their customers and the community. Includes terminal, marine, Pilotage and Vessel Traffic Services as well as passenger, general freight and fuel operations.	1-4	(1,725,817)	(2,179,000)	(453,183)	Higher volumes projected based upon increased route capacity offset by Vessel Traffic Services cost. Also reduction in seasonal staffing FTE.
Coastguard Services					
A modern coastguard service committed to ensuring 'safer lives, safer ships and cleaner seas' by seeking to prevent loss of life through improving marine safety and protecting the marine environment. Also including the Beach Lifeguard service (funded by the Economic Development Department), Receiver of Wreck and Regulatory Enforcement services.	1-4	359,916	58,000	(301,916)	Re-allocation of Vessel Traffic Services costs to Port of Jersey and reduction in seasonal staffing FTE.
Marine Leisure Services					
Three 'Five Gold Anchor' status marinas with ancillary boat hoist and parking facilities. Also includes Heritage Harbours and outlying moorings.	1-4	(644,899)	(745,000)	(100,101)	Includes implementation of Marine Leisure Financial Contribution, tariff increases and reduction in seasonal staffing FTE.
Depreciation		2,960,000	3,318,000	358,000	Major capital investment programme including Linkspan, Walkways and Crane.
(Surplus)/Deficit for the year		949,200	452,000	(497,200)	

Economic Development Jersey Harbours

Reconciliation of Net Revenue Expenditure

	2011 Total £
Prior year Net Revenue Expenditure B/fwd	549,200
Capital to Revenue Transfer	400,000
Revised Net Revenue Expenditure	949,200
Expenditure	
Provision for Annual Pay Award	80,000
Non-Staff Inflation	148,800
Increase in provision for depreciation	358,000
Non CSR Cost Reduction	
Cyclical maintenance costs and reduction in Beach Lifeguard Service	(132,000)
2011 CSR Process - Safehaven	
User Pays	
Marina & Mooring, Harbours Dues, Pilotage, Parking and Property increases	(271,000)
Savings	
Reduction in seasonal/administrative FTE	(176,000)
Income	
Volume based increases	(105,000)
Capital to Revenue Transfer	
Non Recurring transfer in 2010	(400,000)
(Surplus)/Deficit for the year	452,000

Transport and Technical Services
Jersey Car Parking
(as lodged 12.07.10)

Jersey Car Parking

Minister's Introduction

The main areas of operation for Jersey Car Parking are:

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

The key projects and issues in 2011 are as follows:

Gas Place car park will be turned into a public park and the public parking spaces will be lost from this location. As a temporary measure public parking will be made available at the Ann Court site, prior to the resolution of a permanent replacement.

Car parking payment methods will be reviewed taking account of newly available technologies.

Motorcycle parking provision will be reviewed with a view to increasing sites where possible, to accommodate likely increases in demand arising from the implementation of the Sustainable Transport Policy, always maintaining the balance with demand from other modes of travel.

Jersey Car Parking

AIM:

The aim of Jersey Car Parking is to:

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

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

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

Success criteria:

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

Strategic Plan Priority: 10

Objective 2: Police public parking areas effectively and fairly

Success criteria

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

Strategic Plan Priority: 10

Transport and Technical Services

Jersey Car Parking

Net Revenue Expenditure - Service Analysis

2010 Forecast		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
£		DEL £	AME £	£	£	
(806,400)	Jersey Car Parks	5,145,400	-	(6,422,900)	(1,277,500)	24.0
(806,400)	Net Revenue Expenditure	5,145,400	-	(6,422,900)	(1,277,500)	24.0
<u>Non Cash</u>						
594,000	Depreciation	-	1,064,000	-	1,064,000	
(212,400)	(Surplus)/Deficit for the year	5,145,400	1,064,000	(6,422,900)	(213,500)	24.0

Transport and Technical Services

Jersey Car Parking

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Jersey Car Parks	1,2	(806,400)	(1,277,500)	(471,100)	<p>The financial return for 2011 will provide for a surplus of £467,800 over 2010.</p> <p>Income will reduce as a result of lost car spaces at Gas Place and a significant reduction in investment income as a result of lower interest rates.</p> <p>Expenditure will decrease due to savings in operating costs and a reduction in the financial return to the States.</p>
Depreciation		594,000	1,064,000	470,000	The depreciation charge for 2011 will increase due to the revision in economic useful life for car parks.
(Surplus)/Deficit		(212,400)	(213,500)	(1,100)	

Transport and Technical Services Jersey Car Parking

Reconciliation of Net Revenue Expenditure

	2011 £
Prior year Net Revenue Expenditure	(215,700)
2010 Effect of January Pay Increase	3,300
Revised Net Revenue Expenditure	(212,400)
Additional Expenditure	
Provision for Annual Pay Awards	17,500
Non-staff Inflation	11,400
Technical Adjustments	
Decrease in financial return to General Revenue	(500,000)
Increase in provision for Depreciation	470,000
2011 CSR Process	
User Pays	-
Savings	-
Growth	-
(Surplus)/Deficit for the year	(213,500)

Transport and Technical Services
Jersey Fleet Management
(as lodged 12.07.10)

Jersey Fleet Management

Minister's Introduction

FINANCIAL COMMENTARY

During 2011 Jersey Fleet Management will continue to provide the following services to States Departments:

- **Fleet Management**

Specialist fleet management services that are available to all States departments in respect of advice on selection, procurement, maintenance and disposal of vehicles and plant.

- **Contract Services**

A service that provides comprehensive vehicle leasing packages to States departments that offer all the financial and efficiency benefits of corporate fleet management.

- **Workshop Services**

For those departments who own vehicles and plant the Section's Bellozanne Workshops are able to offer experience in servicing and repairs covering the complete range from cars, light and heavy commercials, heavy mobile plant, agricultural and horticultural machinery.

- **Fuel Services**

This service consists of security key activated self-service pumps sited at La Collette and Bellozanne Depots. The price recharged to States departments reflects the advantageous contract prices obtained under the States Fuel Contracts and currently shows a saving over retail forecourt prices.

- **Short Term Hire**

In addition to its contract hire agreements the section also has a selected range of vehicles and plant available for short-term "spot" hire on a daily rate basis.

The department has begun to see the benefits of synergies and will continue to look for improvements so that it can meet the challenges of the coming years.

Jersey Fleet Management

AIM:

The aim of Jersey fleet Management is to:

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

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

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

Success criteria:

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

Strategic Plan Priority: 3

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

Success criteria:

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

Strategic Plan Priority: 3

Transport and Technical Services Jersey Fleet Management

Net Revenue Expenditure - Service Analysis

2010 Forecast		2011 Gross Revenue Expenditure		2011 Income	2011 Net Revenue Expenditure	2011 FTE
£		DEL £	AME £	£	£	
(1,030,600)	Jersey Fleet Management	2,649,600	-	(3,775,200)	(1,125,600)	26.0
(1,030,600)	Net Revenue Expenditure	2,649,600	-	(3,775,200)	(1,125,600)	26.0
Non Cash						
875,000	Depreciation	-	900,000	-	900,000	
(155,600)	(Surplus)/Deficit for the year	2,649,600	900,000	(3,775,200)	(225,600)	26.0

Transport and Technical Services

Jersey Fleet Management

Detailed Service Analysis - Key Objectives

Description of Service and Objectives	Ref. key objectives	2010 Estimate £	2011 Estimate £	Increase / (Decrease) £	Financial Summary
Jersey Fleet Management	1,2	(1,030,600)	(1,125,600)	(95,000)	<p>The net income for 2011 will provide for a surplus of £91,500 over 2010.</p> <p>Income will increase as a result of annual price rises in fuel and lease charges.</p> <p>Expenditure will increase due to annual pay awards and inflationary rises in other operating expenses.</p>
Depreciation		875,000	900,000	25,000	
(Surplus)/Deficit for the year		(155,600)	(225,600)	(70,000)	

Transport and Technical Services Jersey Fleet Management

Reconciliation of Net Revenue Expenditure

	2011 Total £
Prior year Net Revenue Expenditure	(159,100)
2010 Effect of January Pay Increase	3,500
Revised Net Revenue Expenditure	(155,600)
Commitments in Base	-
Additional Expenditure	
Provision for Annual Pay Awards	18,200
Non-Staff Inflation	51,900
Increase in provision for Depreciation	25,000
Increase in prices for fuel and leased vehicles	(165,100)
Capital to Revenue Transfers	-
(Surplus)/Deficit for the year	(225,600)

2011 Capital Programme
(as lodged 12.07.10)

2012 – 2013 Capital Programme
(withdrawn)

SUMMARY TABLE C

Proposed Capital Programme for 2011

	Approved in 2010 Business Plan £	Post Business Plan Amendments £	Proposed Revised 2011 Capital Programme £
Airport 'Below Ground' Works Allocation	4,750,000		4,750,000
Social Housing Programme	2,750,000	(2,369,000)	381,000
Social Housing Programme - funded from Capital Receipts	14,000,000	2,000,000	16,000,000
Refurbish Sludge Digesters / STW Tanks	1,000,000		1,000,000
Infrastructure Rolling Vote	2,750,000		2,750,000
Prison Improvement Works - Phase 4	9,249,000		9,249,000
Oncology Extension and Refurbishment	2,664,000		2,664,000
Major Works	37,163,000	(369,000)	36,794,000
<u>Asset Replacement Funding</u>			
CMD-ISD	500,000	(500,000)	
ESC	100,000	(100,000)	
H&SS	965,000		965,000
Home Affairs	290,000		290,000
P&E	100,000		100,000
Asset Replacement Funding	1,955,000	(600,000)	1,355,000
Total Proposed Capital Allocation	39,118,000	(969,000)	38,149,000
<u>Other Funding Sources</u>			
JPH Asset Disposal Receipts	(4,000,000)	(5,000,000)	(9,000,000)
Housing Asset Disposal Receipts	(14,000,000)	(2,000,000)	(16,000,000)
Total Other Sources	(18,000,000)	(7,000,000)	(25,000,000)
Net Allocation	21,118,000	(7,969,000)	13,149,000

Note: Housing Social Works programme is dependant upon achievement of the required level of capital receipts.

2011 Capital Programme

ECONOMIC DEVELOPMENT (AIRPORT)

AIRPORT 'BELOW GROUND' WORKS

£4,750,000

Department's Submission:

By supporting P198/2002, the States agreed to meet the cost of the Airport 'below ground' works from General Revenues. Following the allocation in 2011 a balance of £16.25 million remains to be allocated in future years.

HOUSING DEPARTMENT

SOCIAL HOUSING WORKS

£381,000

Department's Submission:

The Housing Department's property plan (P6/2007), which was approved in 2007, proposed the use of proceeds from the sale of a number of States rental homes, in addition to funding from the capital programme and funds advanced from Fiscal Stimulus.

Housing Social Works Programme 2011 - 2013

Schemes	2010 Programme	2011 Programme	2012 Programme	2013 Programme
The Cedars	173,000			
Le Geyt Flats Phase 7	311,000			
Clos de Quennevais	150,000			
Le Marais Low Rise Phase 2	10,000			
Le Squez Phase 2a	10,125,000			
Le Squez Phase 2b	4,500,000			
Le Squez Phase 3	310,000	309,000	3,198,000	
Le Squez Phase 4			960,000	13,571,000
Clos de Roncier	437,000			
La Collette Phase 1	261,000	5,226,000		
La Collette Phase 2		1,442,000	12,580,000	
La Collette Phase 3				3,310,000
Salisbury Crescent	5,567,000			
Clos St Andre	328,000			
Hampshire Gardens	392,000			
Journeaux Street Phase 3	1,482,000			
La Carriere	52,000			
Clos Gosset	5,400,000			
Ann Court	140,000			
Convent Court				180,000
De Quetteville Court High Rise	40,000	515,000	6,396,000	
Jardin des Carreaux	50,000	2,060,000		
Pomme D'Or Farm	404,000	6,901,000		
80 St Mark's Road	600,000			
Revenue Works				
Heating Mains Programme		824,000		
Heating Installations Programme	2,400,000	1,545,000	1,600,000	
Roofing Programme	1,792,000			
Window Replacement Programme	415,000			
Acquisitions of Life-long homes			6,396,000	6,620,000
Total of Proposed Projects	35,339,000	18,822,000	31,130,000	23,681,000
Funding Streams				
Capital Balance Brought Forward	9,590,000	4,446,000	4,374,000	340,000
Capital Programme Allocation	2,500,000	2,750,000	3,000,000	3,000,000
Capital Receipt Applied	14,350,000	16,000,000	17,700,000	14,000,000
Fiscal Stimulus - Capital	8,138,000			
Fiscal Stimulus - Maintenance Backlog	5,207,000			
New Build Funding from Borrowing			6,396,000	6,620,000
Total Funding Available	39,785,000	23,196,000	31,470,000	23,960,000
Less:				
Total of Proposed Projects	(35,339,000)	(18,822,000)	(31,130,000)	(23,681,000)
Capital Balance Carried Forward	4,446,000	4,374,000	340,000	279,000

Le Squez Phases 3 & 4

The continuation of the wholesale regeneration of the estate incorporating enhancements to existing community and amenity facilities.

La Collette Flats Phases 1, 2 & 3

By completion the high rise tower will have been refurbished to give all the homes the benefit of an external wall insulation system, more thermally efficient replacement windows, new roof systems and a host of enhancements to the common areas such as new lifts. Plans for the low rise element will include some rebuilding to create homes meeting lifetime homes criteria.

Convent Court

An initial project assessment will consider the options for the high rise building including wholesale demolition and replacement with a mixed development of lifetime homes and town houses.

De Quetteville Court High Rise

The refurbishment of these 32 apartments into a development of lifetime homes with a high emphasis on energy efficiency and sustainability.

Jardin des Carreaux

Some additional insulation was added to these 50 homes in the 1980's. Further insulation, double glazing, new doors and new roofs will be added to bring these homes up to modern levels of thermal efficiency.

Pomme D'Or Farm

The refurbishment of the 86 homes on this estate to improve insulation levels, install double glazed windows and other improvements.

REVENUE WORKS

Heating Mains Programme

In conjunction with the JEC, a programme of mains electricity cable replacements to cater for additional load demand.

Heating Installation Programme

A programme to replace obsolete heating systems or those systems with a high carbon footprint with modern electrical heating systems.

TREASURY AND RESOURCES – PROPERTY HOLDINGS

(on behalf of HOME AFFAIRS)

PRISON IMPROVEMENT WORKS - Phase 4

£9,249,000

Department's Submission:

The next phase of prison refurbishment following the ongoing current phase 3 works has been revised following a master planning exercise undertaken with the current Prison Governor and his management team. The phase 4 works (phase 1a of the new master plan) includes redevelopment of the prison visits area and improvements to the staff facilities.

This project will be delivered by Property Holdings.

Additional Land Required No **Land Available** Yes - in existing compound

Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£8,693,000	£556,000	£9,249,000

Potential Revenue and Manpower Implications

An amendment to the Strategic Plan 2006-2011 (P.40/2006) was approved such that the revenue and manpower implications of the education and rehabilitation of prisoners be established subject to funding becoming available.

**TREASURY AND RESOURCES – PROPERTY HOLDINGS
(on behalf of HEALTH AND SOCIAL SERVICES)**

ONCOLOGY EXTENSION AND REFURBISHMENT	£2,664,000
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Department’s Submission:

The current Oncology facility, situated in the existing outpatient area, is rapidly becoming too small for current and projected activity. Since its opening on 12 October 1995, the activity in the Oncology Unit (covering the treatment of both solid tumours and blood borne cancers) has risen over the last five or so years by approximately 8.5% per year. In addition, approximately 180 new cases are being referred each year.

The proposed extra floor over the existing Maternity Ward linked to Plémont Ward will help provide an oncology service for both inpatients and outpatients in an appropriate setting and meet conservative activity forecasts. The cost of providing alternative off island treatment is prohibitive to a significant extent and unnecessarily distressing and inconvenient for local patients.

This project will be delivered by Property Holdings.

Land required No **Land Available** N/A

Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£2,468,000	£196,000	£2,664,000

Potential Revenue and Manpower Implications

Net Revenue Effect	Permanent FTE
£25,000 (from existing revenue budget)	0.00

TRANSPORT AND TECHNICAL SERVICES

INFRASTRUCTURE WORKS	£2,750,000
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Department’s Submission:

The Infrastructure allocation will comprise of the following:

Waste

Waste assets are fundamental for operating the disposal facilities for the Island’s waste. The infrastructure assets include the sewerage network and pumping stations. The funds will be allocated to

undertake essential maintenance work on these assets to ensure they continue to be operational and reduce the risk of sewerage leakage.

Sea Defence Strategy

The Island's sea defences protect the vital infrastructure and property assets from the threats of storms and coastal flooding. A maintenance programme, introduced in 2002, has been successful in maintaining existing defences. These works will continue, together with studies into the effects of global warming that focused on the performance of existing defences during severe storms now and in the future. Funding for maintenance and future improvements are prioritised and funded from TTS Infrastructure Capital.

Highway's Infrastructure

The road network continues to show all the signs of deterioration through age, high vehicle numbers and the effects of cold weather. Repairs to the roads have been concentrated on priority routes and reactive maintenance (patching) to maintain public safety. Resurfacing programmes are constantly updated, coordinated with utility and developments to ensure best performance is achieved. Bridges, streetlighting, roadside structures are also inspected, monitored and repaired or replaced as part of the infrastructure capital. The introduction of a Highway Asset Management system will drive a prioritised programme of repairs for all assets commensurate to the value of funding available.

TRANSPORT AND TECHNICAL SERVICES

REFURBISHMENT OF SLUDGE DIGESTERS/STW TANKS	£1,000,000
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Department's Submission:

The original four Sewage Treatment Works (STW) final tanks (numbers 1 to 4) were built in 1959. Further tanks were added at later dates and there are now twelve final settlement tanks in total. The plant undergoes a continuous maintenance programme in order to keep it operational. It is proposed to upgrade the mechanical and electrical elements of the plant.

Land required No **Land Available** N/A

Capital Expenditure

Project Cost and Fees	Fluctuations	Total
£885,000	£115,000	£1,000,000

Potential Revenue and Manpower Implications

Net Revenue Effect	Permanent FTE
£nil	0.00

VARIOUS DEPARTMENTS - ASSET REPLACEMENT FUNDING

The Council of Ministers proposes the following sums to be allocated for capital asset replacement:

Health and Social Services Department	£ 965,000
Home Affairs Department	£ 290,000
Planning and Environment Department	<u>£ 100,000</u>
	£1,355,000

This funding will be utilised to replace specific departmental capital assets and is not part of a funding stream for addressing property and other infrastructure asset upgrade and replacement.

Proposed Summary Capital Funding Allocations 2012 and 2013 (withdrawn)

	2012 £	2013 £
<u>Gross Capital Allocation</u> <i>(per 2010 Business Plan)</i>	42,518,000	47,038,000
<u>Post Business Plan Adjustments</u>		
ISD	(500,000)	(500,000)
Housing	1,285,000	1,815,000
ESC	(100,000)	(100,000)
Adj to Social Housing Capital Receipts	(2,300,000)	(11,000,000)
Reimbursement of Town Park Funding (2 nd Tranche)	(5,000,000)	
Net Effect of Post Business Plan Adjustments	(6,615,000)	(9,785,000)
Proposed Adjusted Gross Allocation	35,903,000	37,253,000
<u>Other Funding Sources</u>		
JPH Asset Disposal Receipts - adjusted	(4,000,000)	(4,000,000)
Housing Asset Disposal Receipts	(17,700,000)	(14,000,000)
Proposed Adjusted Net Allocation	14,203,000	19,253,000