



# Transport and Technical Services Business Plan 2014

**Transport and Technical Services**  
**Business Plan**  
**2014**

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**FOREWORD BY THE MINISTER FOR TRANSPORT AND TECHNICAL SERVICES**

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

- Operational Services
  - Waste
  - Municipal
- Engineering and Highways
- Transport

The key projects and issues for the Department in 2014 are as follows:

The Department has spent much of 2013 preparing a Liquid Waste Strategy which will be ready for presentation to the States in early 2014. The Strategy includes the master plan for the complete regeneration of the Bellozanne site. In tandem with this, we have also been developing a master plan for La Collette.

The Clinical Waste Incinerator has now passed the end of its useful life and has to be replaced. We are going to take the opportunity to relocate it to free up space in preparation for the construction of a new Sewage Treatment Works.

More resurfacing projects are planned for 2014. TTS prioritises its programme according to the condition of the roads and the work programme of the utility companies. The new Streetworks Law which will provide the Department with better controls over these companies will go to the States before the end of the year.

TTS will also be continuing with its drainage maintenance and refurbishment programme. One of the largest projects undertaken in recent years, the North of St Helier Flood Alleviation Project (Phillip's Street Shaft) is due for completion by the middle of 2014.

The first of the Village Improvement Schemes will be started in early 2014. Following extensive consultation and working in liaison with the Parish of St Brelade, significant improvements will be made to the centre of St Aubin.

Two transport strategies will be finalised in 2014, the Active Travel Strategy and the Road Safety Strategy. Both will provide direction for the Department to make improvements in the coming years.

The trial of the new parking payment system at Sand Street Car Park has gone well and in 2014 the Department will be working on rolling out the new payment system to other multi-storey car parks in town.

TTS will also be presenting its proposals on changes to the Island's taxi service which will lead to improvements for the customer.

Significant changes have occurred to the Island's bus service since LibertyBus took over at the beginning of 2013. The Department will continue to work with the new company to improve the service and increase patronage.

**Deputy K. Lewis**  
**Minister for Transport and Technical Services**

## SECTION 1

### INTRODUCTION BY THE CHIEF EXECUTIVE OF TRANSPORT AND TECHNICAL SERVICES

TTS are custodians of infrastructure - key assets that support the Island's community such as the road network, and waste management facilities. It is our job to ensure that they fit for purpose and maintained to the best standard the Island can afford.

The key priority for TTS in 2014 is securing the funding for the replacement for the Sewage Treatment Works (STW) as soon as possible as the facility is not working as it should and is in constant need of costly repair due to its age. We are committed to taking a Liquid Waste Strategy to the States which will include our proposals for the new STW in April or May.

We are improving the standard of our road network gradually each year, now that we have more funding and this will continue into 2014. Although this is something that the public is keen to see happen, the disruption to the traffic that comes with the road resurfacing projects is not so welcome. Unfortunately one is an inevitable consequence of the other. A lot of work goes into the planning and consultation of the projects and a balance has to be struck between the needs of the contractor to do a good job and the desire to minimise disruption to the travelling public and nearby residents. We do our best to strike the best balance we can and monitor and react to changing situations.

TTS has two key sites for waste management – Bellozanne and La Collette. Work started in 2013 and will be progressed in 2014 looking at how we make the best use of both of these sites going into the future. The needs and convenience of the public as well as the strategic location of facilities are being considered.

TTS has a good track record of continuous improvement. The Department has made a lot of savings over the last decade and we have become a very customer focussed organisation, undertaking a lot of consultation and customer research to provide better services for the public. This will continue in 2014. The Lean methodology of improvement which is being adopted by the States is being rolled out this year in TTS. This will provide staff with more 'tools' to analyse what they do so that changes can be implemented to improve customer service, speed or cost of delivery or quality of service where appropriate.

We have a huge workload for 2014 both on the policy and strategy side as well as on the project side. This will be a challenge for us to manage. Any unexpected difficulties or priority changes will have knock on effects on the programme as there is no spare capacity.

John Rogers  
Chief Officer  
Transport and Technical Services Department

**WHO WE ARE**

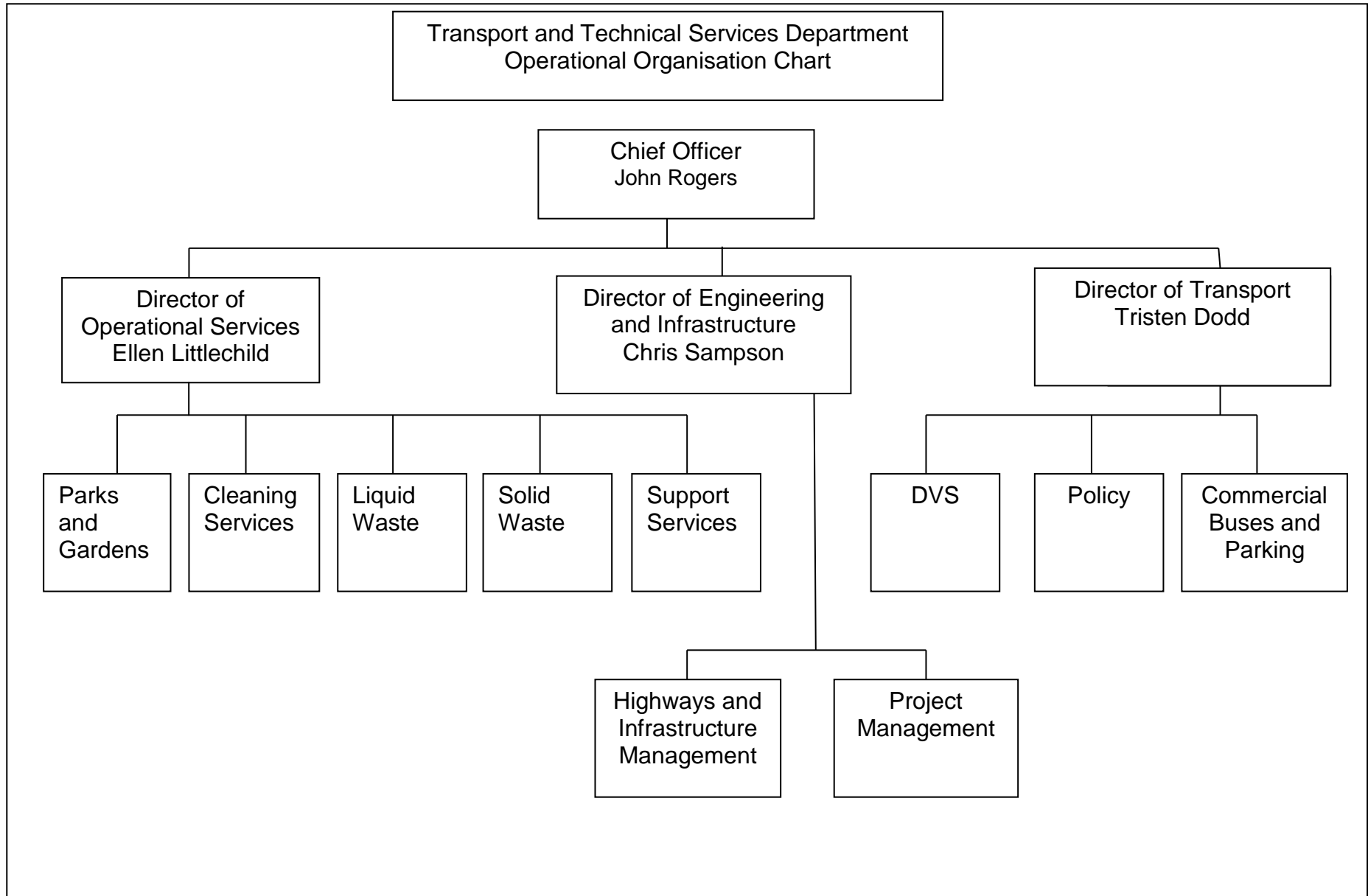
The Minister for Transport and Technical Services is Deputy Kevin Lewis.

The Assistant Minister is Deputy John Le Fondré.

The Department has a total manpower budget of 583.93 full-time equivalent staff (650 headcount) and this figure includes all categories of staff and is allocated as follows:

	<b>Full Time Equivalent</b>	<b>Headcount</b>
Car Parks Trading Fund	24.00	24
Jersey Fleet Management	26.00	26
TTS Non-Trading	533.93	575
<b>TOTAL</b>	<b>583.93</b>	<b>625</b>

Nb. Figures include exempt, seasonal and trainee posts



**WHAT WE DO**

The Transport and Technical Services Department is divided into three general areas of activity: Operational Services, Engineering and Infrastructure and Transport. A further explanation of what is undertaken within these three Directorates is as follows:

- **Operational Services**

- disposal of the Island's solid waste (including Energy from Waste, Refuse Handling Plant, Clinical Waste Incinerator, Sewage Sludge, Green Waste Composting, La Collette Land Reclamation, Abattoir, Animal Carcass Incinerator and Knackers Yard)
- provision, management and maintenance of the foul and surface water sewerage system (including Drainage Design, Drainage Maintenance, Contract Management and Pumping Stations)
- treatment and disposal of the Island's liquid waste (including Septic Tanker Fleet, Sewage Treatment Works and Disposal of Hazardous Chemicals)
- development and operation of schemes for waste minimisation and recycling
- provision and management of the Island's public parks and gardens, open spaces and amenity areas
- infrastructure maintenance and cleaning services including those services undertaken on behalf of the Harbours, Jersey Property Holdings and Housing Departments

This Directorate also provides the following States-wide services:

- the management and maintenance of fleet vehicles on behalf of several States Departments (through Jersey Fleet Management)
- port engineering services for the Harbours Department

Our key stakeholders are the public of the Island, the Parishes and other States Departments.

We administer the following Laws:

Drainage Law

Policing of Parks (Jersey) Regulations

- **Engineering and Infrastructure**

- maintenance of the Island's sea defences
- management of the main road network for the benefit and safety of all users (including highway maintenance/safety, traffic signal control, traffic management, co-ordination of works on main roads and urban environment integration)
- land surveying services (including provision to other States Departments)
- supporting the parishes and other organisations with advice on traffic, administering parish traffic orders and enabling events
- provision of an in-house project management service for the delivery of capital and revenue projects

Our stakeholders are the public of the Island, the Parishes, other States Departments, numerous non-government organisations such as the Chamber of Commerce, Town Traders and the Utility Companies.

We administer the following Laws:

Customary Law (Choses Publiques)(Jersey) Law

Entertainments on Public Roads (Jersey) Law

Highways (Jersey) Law

Loi Sur La Voirie

Public Utilities Road Works (Jersey) Law, plus the individual service company Laws eg Gas, Water, Electricity, Telecoms



Roads (Drainage) (Jersey) Law

Road Traffic (Jersey) Law, including all the Parish Orders, Public Parking Places Order, Pedestrian Crossings Order, Speed Limits Order, etc.

Drainage (Jersey) Law

- **Transport**

- Implementation of the Sustainable Transport Policy which aims to reduce congestion by the provision and facilitation of sustainable alternatives to private vehicle use (including Public Bus Service, School Bus Service, cycling and pedestrian facilities, travel awareness and parking policies)
- provision and management of public parking facilities (including Public Car Parks, On-Street Parking, Enforcement and Charging Policy)
- ensuring motor vehicles are roadworthy and drivers are competent
- maintenance of an accurate vehicle register to trace vehicle owners and aid in the fight against crime
- improvement of access and mobility for all

Our stakeholders are the public of the Island, the Parishes, other States Departments, numerous non-government organisations such as the Chamber of Commerce, town traders and the Utility Companies.

We administer the following Laws:

Extinguishment of Roads (Jersey) Law

Highways (Jersey) Law

Main Roads Classification Act

Motor Traffic (Jersey) Law

Roads Administration (Jersey) Law

Road Traffic (Jersey) Law, including all the Parish Orders, Public Parking Places Orders,

Pedestrian Crossings Order, Speed Limits Order, etc.

Motor Vehicle Registration (Jersey) Law (currently under Home Affairs)

- **Emergency services**

TTS also operates an out of hours service and emergency works:

- providing clean-up works for road collisions and oil spills
- clearance of fallen trees on the States highway
- cleaning and clearance after overtopping of walls by the sea
- assistance in limiting flooding and the consequences of flooding
- traffic management

- **Support, Contribute and Comply with States strategies and policies**

- Financial Directives, Budgets (MTFP), HR and Information Technology
- States modernisation – (eGovt, Jersey Lean System, Records Management, Workforce Modernisation)
- Environmental improvement – Eco-Active States

**OUR VALUES**

We put the customer at the heart of everything we do

We take pride in delivering an effective public service for Jersey

We relentlessly drive out waste and inefficiency

We will always be fair and honest and act with integrity

We constantly look for ways to improve what we do and are flexible and open to change

We will achieve success in all we do by working together

**SECTION 2A – SUMMARY OF KEY OBJECTIVES AND PRIORITIES 2013 -2015****Transport and Technical Services****AIM:**

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- **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 KEY SUCCESS CRITERIA**

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

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

**Strategic Plan Reference:**

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

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

- (i) Implementation of the Liquid Waste Strategy according to the agreed timetable;

- (ii) Improvement of asset utilisation and reduction in operating costs, implementing energy saving projects;
- (iii) Identification of a long term sustainable funding route for liquid waste to ensure proper support for the provision of the service;
- (iv) Construction of new Sludge Treatment Facilities maintained according to programme and within budget;
- (v) Reduction to the risk of flooding in St Helier by the construction of the Phillips Street shaft drainage scheme;
- (vi) Reduction in the amount of waste treatment required by undertaking as many surface water separation projects as budgets will allow;
- (vii) Reduction in the risk of foul sewage spills by undertaking as many foul sewer and rising main upgrade projects as budgets will allow;
- (viii) Effluent quality maintained or improved.

**Strategic Plan Reference:**

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

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

**Success criteria:**

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

**Strategic Plan Reference:**

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

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

**Success criteria:**

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

**Strategic Plan Reference:**

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

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

**Success criteria:**

- (i) Sea defences not breached;

- (ii) Scheduled implementation of the Sea Defence Strategy;
- (iii) Continual review of climate change predictions to inform the Sea Defence Strategy.

**Strategic Plan Reference:**

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

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

**Success criteria:**

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

**Strategic Plan Reference:**

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

**Key Objective 7: Well-maintained public places and amenities.**

**Success criteria:**

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

**Strategic Plan Reference:**

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

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

**Success criteria:**

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

**Strategic Plan Reference:**

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

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

**Success criteria:**

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

**Strategic Plan Reference:**

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

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

***Success criteria:***

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

***Strategic Plan Reference:***

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

## Jersey Car Parking

### AIM:

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

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

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

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

#### **Strategic Plan Reference:**

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

#### **Objective 2: Police public parking areas effectively and fairly.**

##### **Performance/success criteria:**

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

#### **Strategic Plan Reference:**

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

## Jersey Fleet Management

### AIM:

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

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

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

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

**Strategic Plan Reference:**

- *Vision: A strong and sustainable economy; Preparing for the future*

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

**Performance/success criteria:**

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

**Strategic Plan Reference:**

- *Vision: A strong and sustainable economy*



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

DKO Ref = Departmental Key Objective

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
	<b>Departmental Objectives</b>					
1	Ensure all infrastructure is managed as valuable Island assets with plans in place to maximise lifespan	<ul style="list-style-type: none"> <li>Implement proposal for asset management system within TTS</li> </ul>	<ul style="list-style-type: none"> <li>December 2015</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Lack of funding and human resources that can be diverted to support the project</li> </ul>	1-7
2	Improve service delivery through the analysis of performance and exploring and instigating improved processes and procedures	<ul style="list-style-type: none"> <li>Monitoring of performance indicators and taking appropriate actions</li> </ul>	<ul style="list-style-type: none"> <li>Regular review</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Conflicting pressures on staff time</li> </ul>	9-10
		<ul style="list-style-type: none"> <li>Lean methodology for service improvement rolled out through TTS</li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Conflicting pressures on staff time</li> </ul>	
3	Improve service provision and customer satisfaction through listening to customer feedback, providing information and undertaking consultation	<ul style="list-style-type: none"> <li>Questions on service provision included in JASS survey</li> </ul>	<ul style="list-style-type: none"> <li>March 2014</li> </ul>	Ongoing		1-7
		<ul style="list-style-type: none"> <li>Informative media releases issued</li> </ul>	<ul style="list-style-type: none"> <li>Issued in sufficient time to be of value</li> </ul>	Ongoing		
		<ul style="list-style-type: none"> <li>Consultations undertaken as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Consultations undertaken at appropriate time to inform policy</li> </ul>	Ongoing		
		<ul style="list-style-type: none"> <li>Advertisements placed</li> </ul>	<ul style="list-style-type: none"> <li>Public informed of projects/services in a timely way</li> </ul>	Ongoing		

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
4	Continue implementing the TTS 3 year strategy areas with a focus on behavioural and cultural changes towards Health and Safety	<ul style="list-style-type: none"> <li>OHS Strategy Objectives identified in section business plans</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2014</li> </ul>	2014		1-7
		<ul style="list-style-type: none"> <li>Plan developed for culture and communication improvements</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>Lack of funding for initiatives</li> <li>Work pressure overrides initiatives</li> </ul>	
5	Review previous year's Health and Safety performance with the aim of continual improvement	<ul style="list-style-type: none"> <li>OHS objectives identified for section business plans based on performance review of 2013</li> </ul>	<ul style="list-style-type: none"> <li>Q1 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>Objectives not given high enough priority against other work commitments</li> </ul>	1-7
		<ul style="list-style-type: none"> <li>Ongoing review of performance across the Department during 2013</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly during 2014</li> </ul>	2014		
6	Give due consideration to risks from others working for TTS	<ul style="list-style-type: none"> <li>Appropriate management of contractor</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>H&amp;S Section not informed when contractors are engaged</li> </ul>	1-8
		<ul style="list-style-type: none"> <li>Review of contractors safety performance</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2014</li> </ul>	2014		
<b>Engineering and Infrastructure</b>						
7	Maintain the Island's sea defences in accordance with the Island's Sea Defence Strategy	<ul style="list-style-type: none"> <li>Maintenance of sea defence structures in accordance with the Sea Defence Strategy</li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Extreme weather causing damage</li> </ul>	5

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
8	Maintain highway network and infrastructure to maximise lifespan whilst minimising disruption to the travelling public	<ul style="list-style-type: none"> <li>Continuation of planned and reactive maintenance of highway infrastructure assets in accordance with Highway Asset Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Strategy implemented in accordance with programme</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Reprioritisation of capital vote defers programme</li> </ul>	3
		<ul style="list-style-type: none"> <li>Completion of major resurfacing/ reconstruction projects (dates to be finalised):                             <ul style="list-style-type: none"> <li>- La Grande Route de St Jean</li> <li>- La Neuve Route</li> <li>- Union Street</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> <li>July 2014</li> <li>October 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>Reprioritisation of resurfacing programme due to factors outside of TTS's control</li> </ul>	
		<ul style="list-style-type: none"> <li>Completion of maintenance programme for highway infrastructure assets (street lights, road signs and markings, crash barriers, road-side support structures)</li> </ul>	<ul style="list-style-type: none"> <li>All assets maintained or replaced in accordance with the Department's Highway Asset Management Plan</li> </ul>	2014		
		<u>Streetworks Law</u> <ul style="list-style-type: none"> <li>White Paper to the States</li> <li>Law enacted</li> </ul>	<ul style="list-style-type: none"> <li>May 2014</li> <li>2015</li> </ul>	2014-15	<ul style="list-style-type: none"> <li>States fail to approve law</li> <li>Delay with law at Privy Council</li> </ul>	

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
9	Provide project management and technical assistance to other areas of the Department and advise and deliver on strategies and projects	<p>Completion of the following projects</p> <ul style="list-style-type: none"> <li>• Demolition of the old EFW</li> <li>• North of Town Flood Alleviation Scheme</li> <li>• Identification of a suitable site for the Island's inert waste following completion of filling at La Collette</li> </ul> <p>Managing the following ongoing projects:</p> <ul style="list-style-type: none"> <li>• Demolition of the old EFW chimney</li> <li>• New Household recycling Centre</li> <li>• New Scrap yard</li> <li>• New roads and services at La Collette</li> <li>• Replacement of the Clinical Waste Facilities</li> </ul> <p>Planning for the following future projects</p> <ul style="list-style-type: none"> <li>• New STW</li> </ul>	<ul style="list-style-type: none"> <li>• February – September 2014</li> <li>• July 2014</li> <li>• July 2014</li> <li>• Q4 2014</li> <li>• Q4 2014</li> <li>• Q4 2014</li> <li>• Q4 2014</li> <li>• 2015</li> <li>• Q4 2014</li> </ul>	<ul style="list-style-type: none"> <li>2014</li> <li>2014</li> <li>2014</li> <li>2013-14</li> <li>2013-14</li> <li>2013-14</li> <li>2013-14</li> <li>2013-15</li> <li>2014</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering problems</li> <li>• Insufficient capital funding to deliver full project</li> <li>• Insufficient capital funding to deliver full project</li> <li>• Insufficient capital funding to deliver full project</li> <li>• Insufficient capital funding to deliver full project</li> </ul>	1-3, 4, 6

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
		<p>In association with the Operational Services Directorate advise and project manage projects:</p> <ul style="list-style-type: none"> <li>• Develop and manage delivery of ash strategy</li> <li>• La Collette 20/20</li> </ul> <p>In association with the Transport Directorate, advise and project manage projects:</p> <ul style="list-style-type: none"> <li>• St Aubin's village improvement scheme</li> <li>• First section of St Peter's Valley path</li> <li>• General traffic safety schemes Programme tba</li> </ul> <p>In association with the Ports of Jersey, advise and project manage projects:</p> <ul style="list-style-type: none"> <li>• Stabilisation and refurbishment of Gorey Pier</li> </ul>	<ul style="list-style-type: none"> <li>• Q2 2014</li> <li>• Q2 2014</li> <li>• Q2 2014</li> <li>• Q3 2014</li> <li>• Q4 2014</li> </ul>	<p>2014</p> <p>2014</p> <p>2014</p> <p>2014</p> <p>2014</p>		
	<b>Operational Services</b>					
	Municipal Services					
10	<p>Parks and Gardens</p> <p>To ensure the provision of quality parks for residents and visitors to the Island which offer informal recreation, high</p>	<ul style="list-style-type: none"> <li>• 5 year management plans prepared for all parks</li> </ul>	<ul style="list-style-type: none"> <li>• Key milestones achieved in the implementation plan</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Lack of management capacity undermines delivery progress</li> </ul>	7

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
	horticultural standards and valuable wildlife habitats	<ul style="list-style-type: none"> <li>Clear corporate governance process in place</li> </ul>	<ul style="list-style-type: none"> <li>Key milestones achieved in the implementation plan</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Failure to develop organisational capabilities undermines performance of business</li> </ul>	
11	<b>Cleaning</b> Maintain the quality of life in Jersey, by cleaning roads, beaches, promenades, footpaths, public toilets, harbour areas, States housing areas, States offices and public markets	<ul style="list-style-type: none"> <li>Levels of customer satisfaction</li> <li>Results of JASS survey</li> </ul>	<ul style="list-style-type: none"> <li>Reduced number of complaints</li> <li>Favourable survey results</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Reduced service standards not acceptable to the public</li> </ul>	7
	Solid Waste	<ul style="list-style-type: none"> <li>Review of levels of service with POSH and States departments</li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Further reduction in budgets</li> </ul>	
12	Implementation of the Solid Waste Strategy	<ul style="list-style-type: none"> <li>Recycling rates maintained</li> <li>High quality of materials collected maintained</li> <li>Awareness of recycling monitored</li> </ul>	<ul style="list-style-type: none"> <li>32%</li> <li>High quality</li> <li>Improved awareness recorded</li> </ul>	2014	<ul style="list-style-type: none"> <li>Inadequate funding and lack of suitable resources</li> </ul>	1

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
		<ul style="list-style-type: none"> <li>Number of school visits</li> </ul>	<ul style="list-style-type: none"> <li>24 school visits</li> </ul>			
13	Review the option for closer working with Guernsey on the importation of waste for treatment	<ul style="list-style-type: none"> <li>Provision of information as required</li> </ul>	<ul style="list-style-type: none"> <li>According to appropriate timescales</li> </ul>	2014	<ul style="list-style-type: none"> <li>Inadequate funding and lack of suitable resources</li> </ul>	1
14	Implementation of the Ash Management Strategy	<ul style="list-style-type: none"> <li>Tender of export of APCR in bags and removal of stockpile</li> </ul>	<ul style="list-style-type: none"> <li>Programme to meet scheduled targets – completion Q3 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>Inadequate funding and lack of suitable resources</li> </ul>	1
		<ul style="list-style-type: none"> <li>Tender export of IBA</li> </ul>				
		<ul style="list-style-type: none"> <li>Ongoing review of emerging technologies</li> </ul>				
15	Remove licensed asbestos waste from containers and store in mono-cells at La Collette	<ul style="list-style-type: none"> <li>New implementation plan for asbestos disposal completed</li> </ul>	<ul style="list-style-type: none"> <li>March 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>An asbestos breach owing to not having a safe long term asbestos disposal process</li> </ul>	1
		<ul style="list-style-type: none"> <li>New reception site established</li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> </ul>			
		<ul style="list-style-type: none"> <li>Transferral of legacy stored asbestos completed</li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> </ul>			
16	Replacement of clinical incinerator	<ul style="list-style-type: none"> <li>Contract tendered for the provision of a Clinical Waste Facility</li> </ul>	<ul style="list-style-type: none"> <li>June 2014</li> </ul>	2014/2015	<ul style="list-style-type: none"> <li>Inadequate funding and lack of suitable resources</li> </ul>	1

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
		<ul style="list-style-type: none"> <li>Contract awarded</li> </ul>	<ul style="list-style-type: none"> <li>September 2014</li> </ul>			
		<ul style="list-style-type: none"> <li>Project delivered</li> </ul>	<ul style="list-style-type: none"> <li>June 2015</li> </ul>			
	Liquid Waste					
17	Maintain and develop the liquid waste system to deal with the Island's liquid waste according to environmental standards and to optimise performance	<ul style="list-style-type: none"> <li>Replacement of pumping station mechanical and electrical equipment</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Insufficient budget to maintain renewals programme</li> </ul>	2
		<ul style="list-style-type: none"> <li>Number of pumping station failures</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>		<ul style="list-style-type: none"> <li>Severe weather conditions</li> </ul>	
		<ul style="list-style-type: none"> <li>Delivery of sewer system capital projects</li> </ul>	<ul style="list-style-type: none"> <li>100% completed on time and within budget</li> </ul>		<ul style="list-style-type: none"> <li>Procurement issues with supplier</li> </ul>	
		<ul style="list-style-type: none"> <li>Surveys undertaken of foul drainage systems to determine sources of surface water infiltration and resulting remedial works carried out</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>Budget limits rate at which issues can be addressed</li> </ul>	



1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
18	Develop new centralised sludge facilities	<ul style="list-style-type: none"> <li>• Project delivered</li> </ul>	<ul style="list-style-type: none"> <li>• July 2015</li> </ul>	2014/15	<ul style="list-style-type: none"> <li>• Additional funding required</li> </ul>	2
19	Obtain States approval for the replacement of Bellozanne Sewage Treatment Works which deals with the Island's liquid waste according to environmental standards and provides the best sustainable options for Jersey	<ul style="list-style-type: none"> <li>• Report and Proposition developed to recommend the funding and delivery mechanisms for the Liquid Waste Service</li> </ul>	<ul style="list-style-type: none"> <li>• March 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>• Insufficient long term funding</li> </ul>	2
Maintenance and Support Services						
20	Maintain the Island's infrastructure for the following departments / areas <ul style="list-style-type: none"> <li>• Liquid Waste</li> <li>• Solid Waste</li> <li>• Port Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Response to service request</li> </ul>	<ul style="list-style-type: none"> <li>• Critical assets are kept operational</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Inadequate funding and lack of suitable resources</li> </ul>	1,2,7
21	Deliver a programme of infrastructure and equipment capital projects	<ul style="list-style-type: none"> <li>• Delivery of capital projects to replace assets which have deteriorated beyond reasonable repair</li> </ul>	<ul style="list-style-type: none"> <li>• Capital projects commenced and completed on time and within budget</li> </ul>	2014 and ongoing	<ul style="list-style-type: none"> <li>• Costs higher than anticipated</li> </ul>	6

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
22	Provide a fleet management service for all States Departments to minimise States budgetary burden whilst maximising effectiveness of States vehicles	<ul style="list-style-type: none"> <li>All States operated vehicles to be serviced and maintained to a common, JFM set standard</li> </ul>	<ul style="list-style-type: none"> <li>JFM set standard</li> </ul>	2014 and ongoing	<ul style="list-style-type: none"> <li>Inadequate funding</li> </ul>	JFM 1,2
<b>Transport</b>						
23	Ensure all developments are assessed for traffic/transport implications and recommendations proposed (if appropriate) so as to minimise the impact of traffic on all road users, pedestrians, residents and businesses in the area	<ul style="list-style-type: none"> <li>Traffic impact assessments on major developments evaluated</li> <li>Comments on key planning applications submitted to Planning Department</li> </ul>	<ul style="list-style-type: none"> <li>Within required deadlines</li> <li>Within designated timescales</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Specialist resources not available</li> </ul>	4
24	Implement Sustainable Transport Policy (STP) actions	<ul style="list-style-type: none"> <li>Bus services improved in line with STP goals</li> <li>Taxi Service Review White Paper outlining proposals lodged</li> <li>States decision implemented</li> </ul>	<ul style="list-style-type: none"> <li>20% increase in peak hour passengers by December 2014 (base year 2010)</li> <li>Q2 2014</li> <li>Q3 2014</li> </ul>	2011-2015  2013-14	<ul style="list-style-type: none"> <li>Insufficient resources</li> <li>Inability of bus operator to implement changes</li> <li>Not approved by the States</li> <li>Industry resistance</li> <li>Lack of funding</li> <li>Delays in law drafting</li> </ul>	4

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
		<ul style="list-style-type: none"> <li>• Pedestrian improvements and road safety schemes undertaken</li> </ul>	<ul style="list-style-type: none"> <li>• 5 schemes undertaken</li> </ul>	2014	<ul style="list-style-type: none"> <li>• Specialist resources not available</li> </ul>	
		<ul style="list-style-type: none"> <li>• Increased provision of bicycle/ motorcycle stands</li> </ul>	<ul style="list-style-type: none"> <li>• 50 new stands</li> </ul>	2014	<ul style="list-style-type: none"> <li>• Lack of suitable locations</li> </ul>	
		<ul style="list-style-type: none"> <li>• Promotion of alternative travel choices</li> </ul>	<ul style="list-style-type: none"> <li>• 5 travel plans undertaken for schools and 3 States departments by December 2014</li> <li>• Multi modal promotion campaign undertaken by December 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>• Lack of funding</li> </ul>	
		<ul style="list-style-type: none"> <li>• Road Safety Strategy approved by the States</li> </ul>	<ul style="list-style-type: none"> <li>• Lodged Q2 2014</li> <li>• Approved Q3 2014</li> </ul>	2014-2019	<ul style="list-style-type: none"> <li>• Specialist resources not available</li> </ul>	
		<ul style="list-style-type: none"> <li>• Active Travel Strategy completed</li> </ul>	<ul style="list-style-type: none"> <li>• April 2014</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Specialist resources not available</li> </ul>	
		<ul style="list-style-type: none"> <li>• The administration and operation of the Blue Badge disabled parking scheme reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• July 2014</li> </ul>		<ul style="list-style-type: none"> <li>• Specialist resources not available</li> <li>• Lack of funding</li> </ul>	
25	Construct Eastern Cycle Route	<ul style="list-style-type: none"> <li>• Country path route designed and agreements reached</li> </ul>	<ul style="list-style-type: none"> <li>• December 2014</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Unwilling landowners</li> </ul>	4

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
26	Construct St Aubin's village improvement scheme	<ul style="list-style-type: none"> <li>Works completed</li> </ul>	<ul style="list-style-type: none"> <li>April 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>Insufficient funding</li> </ul>	4
27	Develop and construct St Mary's village improvement scheme	<ul style="list-style-type: none"> <li>Works completed</li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>Insufficient funding</li> </ul>	4
28	Develop other village improvement schemes	<ul style="list-style-type: none"> <li>Designs developed for St John and St Lawrence</li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>Insufficient funding</li> </ul>	4
29	Provide public parking facilities that are well maintained and provide a balance between the requirements of shoppers, commuters, residents, visitors to the Island and commercial users	<ul style="list-style-type: none"> <li>A comprehensive Public Parking Strategy developed</li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> </ul>	2014		JCP1
		<ul style="list-style-type: none"> <li>Review success of Automatic Number Plate Recognition system and install in all multi-storey car parks if approved</li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> </ul>	2013-2015	<ul style="list-style-type: none"> <li>Loss of income or scheme does not get political approval</li> </ul>	
		<ul style="list-style-type: none"> <li>Multi-Storey car parks risk assessed by the Police to achieve membership of the British Safer Parking Scheme</li> </ul>	<ul style="list-style-type: none"> <li>September 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>Police unable to provide support</li> </ul>	
		<ul style="list-style-type: none"> <li>Identify replacement parking spaces for those displaced by the Ann Court development</li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>Difficulty finding a suitable site</li> <li>Scheme does not gain political approval</li> </ul>	
		<ul style="list-style-type: none"> <li>Advanced information sign network to car parks installed</li> </ul>	<ul style="list-style-type: none"> <li>December 2014</li> </ul>	2014		
30	Ensure traffic and parking control Regulations and Laws are effectively enforced	<ul style="list-style-type: none"> <li>All appeals are investigated fairly and responded to promptly</li> </ul>	<ul style="list-style-type: none"> <li>95% of appeals received responded to within 3 working days</li> </ul>	Ongoing		JCP2

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
31	Ensure appropriate regulation for drivers and vehicles	<ul style="list-style-type: none"> <li>A secure vehicle registration system maintained</li> </ul>	<ul style="list-style-type: none"> <li>Post the vehicle registration document to owner within 4 working days</li> </ul>	Ongoing		8
		<ul style="list-style-type: none"> <li>All Public Service Vehicle Driver and Vehicle Licences issued</li> </ul>	<ul style="list-style-type: none"> <li>Issued on day of application</li> </ul>	Ongoing		
		<ul style="list-style-type: none"> <li>Customer survey developed and implemented to determine level of satisfaction of customers with services at Driver and Vehicle Standards and improvements recommended if appropriate</li> </ul>	<ul style="list-style-type: none"> <li>July 2014</li> </ul>	2014		
		<ul style="list-style-type: none"> <li>Current vehicle registration legislation updated and amended</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>Pressures on law drafting</li> <li>Delays at Privy Council</li> </ul>	
		<ul style="list-style-type: none"> <li>Annual examinations for all PSVs and oversized (P30) vehicles carried out</li> </ul>	<ul style="list-style-type: none"> <li>PSVs – within 15 working days of application</li> <li>Oversized – within 10 working days of application</li> </ul>	Ongoing		
		<ul style="list-style-type: none"> <li>Road checks co-ordinated and carried out</li> </ul>	<ul style="list-style-type: none"> <li>2 per Parish each year</li> </ul>	Ongoing		

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
		<ul style="list-style-type: none"> <li>Theory and practical driving tests conducted</li> </ul>	<ul style="list-style-type: none"> <li>Theory tests – within 6 weeks period</li> <li>Practical test – within 8 weeks period</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Conflicting pressures on staff resources</li> </ul>	
		<ul style="list-style-type: none"> <li>Introduce new theory test question bank</li> </ul>	<ul style="list-style-type: none"> <li>September 2014</li> </ul>	2014		
		<ul style="list-style-type: none"> <li>Current Road Traffic legislation updated and amended</li> </ul>	<ul style="list-style-type: none"> <li>September 2014</li> </ul>	2014	<ul style="list-style-type: none"> <li>Pressures on law drafting</li> </ul>	

## Transport and Technical Services

## Net Revenue Expenditure - Service Analysis

2013 Net Revenue Expenditure £	2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue £	2014 FTE
	DEL £	AME £			
	<b>Operational Services: Waste</b>				<b>188.9</b>
11,742,100	Liquid Waste	7,561,200	8,855,500	(630,500)	<b>15,786,200</b>
10,549,600	Solid Waste	14,521,000	5,728,900	(7,514,500)	<b>12,735,400</b>
	<b>Operational Services: Municipals</b>				<b>219.8</b>
1,737,200	Cleaning	4,007,200	-	(2,150,100)	<b>1,857,100</b>
2,195,200	Parks and Gardens	3,902,200	30,800	(1,612,800)	<b>2,320,200</b>
(197,100)	Jersey Harbours	2,436,400	-	(2,596,300)	<b>(159,900)</b>
9,986,500	<b>Engineering and Highways</b>	4,906,800	5,481,800	(380,300)	<b>10,008,300</b>
5,575,000	<b>Transport</b>	6,641,200	74,600	(1,179,900)	<b>5,535,900</b>
<b>41,588,500</b>	<b>Net Revenue Expenditure</b>	<b>43,976,000</b>	<b>20,171,600</b>	<b>(16,064,400)</b>	<b>48,083,200</b>
15,989,700	Less: Depreciation		20,171,600		20,171,600
<b>25,598,800</b>	<b>Net Revenue Expenditure</b>	<b>43,976,000</b>	<b>-</b>	<b>(16,064,400)</b>	<b>27,911,600</b>

## Transport and Technical Services

**Statement of Comprehensive Net Expenditure**

2013 Net Revenue Expenditure		2014 Revised Net Revenue Expenditure
£		£
	<b>Income</b>	
(862,000)	Duties, Fees, Fines and Penalties	(881,800)
(14,830,000)	Sales of Goods and Services	(15,021,400)
(1,000)	Investment Income	(1,000)
(156,000)	Other Income	(160,200)
<b>(15,849,000)</b>	<b>Total Income</b>	<b>(16,064,400)</b>
	<b>Expenditure</b>	
19,489,000	Staff Costs	20,603,900
13,396,100	Supplies and Services	14,653,400
258,800	Administrative Expenses	262,800
8,218,600	Premises and Maintenance	8,367,100
40,100	Other Operating Expenses	42,800
1,000	Impairment of Receivables	1,100
44,200	Finance Costs	44,900
<b>41,447,800</b>	<b>Total Expenditure</b>	<b>43,976,000</b>
<b>25,598,800</b>	<b>Net Revenue Expenditure</b>	<b>27,911,600</b>
15,989,700	Depreciation	20,171,600
<b>41,588,500</b>	<b>Net Revenue Expenditure</b>	<b>48,083,200</b>



## Transport and Technical Services

**Reconciliation of Net Revenue Expenditure**

	2014 £
<b>Base Department Budget</b>	<b>25,598,800</b>
Price Inflation - Dept Income	(485,900)
Price Inflation - Dept Expenditure	621,000
Price Inflation - Provision for Pay Award	-
<b>Commitments from Existing Policies</b>	
Department Savings	-
Department User Pays	-
<b>Departmental Transfers</b>	
<b>Capital to Revenue Transfers</b>	
<b>MTFP Growth</b>	50,000
<b>Proposed Procurement Savings</b>	
<b>Proposed Other Budget Measures</b>	
Removal of Impôts Fuel Duty Rebate from Bus Contract	8,400
<b>Net Revenue Expenditure per MTFP</b>	<b>25,792,300</b>

	2014 £
<b>Approved Variations to Expenditure Limits since MTFP</b>	
Service Transfers	
- Disbanding of the Customer Services Centre	52,500
- Transfer of Corporate Health and Safety Manager	63,000
<b>Allocations of Central Growth 2014</b>	
- Treatment and disposal of ash	1,000,000
<b>Pay Provisions</b>	
- 2013 1% Consolidated Pay Award - recurring effect	199,200
- 2014 4% Consolidated Pay Award	804,600
<b>Procurement Savings</b>	-
<b>Capital to Revenue Transfers</b>	-
<b>Other Variations</b>	-
<b>Revised Net Revenue Expenditure 2014</b>	<b>27,911,600</b>
Depreciation per MTFP	17,594,200
2014 Depreciation Adjustment	2,577,400
<b>Revised 2014 Depreciation</b>	<b>20,171,600</b>
<b>Net Revenue Expenditure per MTFP</b>	<b>48,083,200</b>

## Transport and Technical Services

### Capital Programme - 2014

2014 Approved

£'000

Infrastructure Rolling Vote	6,657
Refurbishment of Clinical Waste Incinerator	300
Sewage Treatment Works (LWS)	10,100
Ash Cells and La Collette Headland	1,051
New Public Recycling Centre	2,050
Bottom Ash Recycling	1,538
Scrap Yard Basic Capital Infrastructure	1,025
EFW Plant - La Collette - Replacement Assets	1,586
Green Street Car Park	1,500
Replacement Assets	633
<b>Proposed Capital Expenditure</b>	<b>26,440</b>

## Jersey Car Parking

## Statement of Comprehensive Net Expenditure

2013 Net Revenue Expenditure		2014 Revised Net Revenue Expenditure	2014 FTE
£		£	
	<b>Income</b>		
(529,000)	Duties, Fees, Fines & Penalties	(452,000)	
(5,919,100)	Sales of Goods and Services	(6,084,100)	
(145,000)	Investment Income	(147,000)	
(47,400)	Other Income	(48,200)	
<b>(6,640,500)</b>	<b>Total Income</b>	<b>(6,731,300)</b>	
	<b>Expenditure</b>		
807,300	Staff Costs	812,100	<b>24.0</b>
941,100	Supplies and Services	928,800	
20,200	Administrative Expenses	20,400	
1,933,100	Premises and Maintenance	1,923,500	
63,000	Impairment of Receivables	63,000	
78,800	Finance Costs	109,600	
1,552,000	Financial Returns	1,591,000	
<b>5,395,500</b>	<b>Total Expenditure</b>	<b>5,448,400</b>	
<b>(1,245,000)</b>	<b>Net Revenue Expenditure</b>	<b>(1,282,900)</b>	<b>24.0</b>
1,933,900	Depreciation	921,800	
<b>688,900</b>	<b>Net Revenue Expenditure</b>	<b>(361,100)</b>	

## Jersey Car Parking

### Trading Fund Balance

	2014
	£
<b>Estimated Trading Fund Opening Balance</b>	<b>16,648,243</b>
Surplus/(Deficit) for the year	361,100
Add back: Depreciation	921,800
Less: Capital Expenditure	
Car park maintenance and refurbishment	(561,000)
Car park charging mechanism	(110,000)
Rebuild car parks	-
Plus: Capital Receipts	-
Other balance sheet movements	-
<b>Estimated Trading Fund Closing Balance</b>	<b>17,260,143</b>

### Capital Programme - 2014

	2014 Approved
	£'000
Car Park Maintenance and Refurbishment	561
<b>Proposed Capital Expenditure</b>	<b>561</b>

## Jersey Fleet Management

## Statement of Comprehensive Net Expenditure

2013 Net Revenue Expenditure		2014 Revised Net Revenue Expenditure	2014 FTE
£		£	
	<b>Income</b>		
(5,088,400)	Sales of Goods and Services	█ (5,341,400)	
(14,000)	Investment Income	(14,500)	
-	Other Income	-	
<b>(5,102,400)</b>	<b>Total Income</b>	█ <b>(5,355,900)</b>	
	<b>Expenditure</b>		
1,067,700	Staff Costs	1,123,300	<b>27.0</b>
1,027,700	Supplies and Services	1,051,600	
1,200	Administrative Expenses	1,200	
1,820,500	Premises and Maintenance	1,904,100	
-	Other Operating Expenses	-	
<b>3,917,100</b>	<b>Total Expenditure</b>	█ <b>4,080,200</b>	
<b>(1,185,300)</b>	<b>Net Revenue Expenditure</b>	█ <b>(1,275,700)</b>	<b>27.0</b>
974,700	Depreciation	1,094,700	
(80,000)	Asset Disposal (Gain)/Loss	(65,000)	
<b>(290,600)</b>	<b>Net Revenue Expenditure</b>	█ <b>(246,000)</b>	

## Jersey Fleet Management

### Trading Fund Balance

	2014
	£
<b>Estimated Trading Fund Opening Balance</b>	<b>530,597</b>
Surplus/(Deficit) for the year	246,000
Additional funding for other States Departments	1,500,000
Add back: Depreciation / Asset disposal (Gain)/Loss	1,029,700
Less: Capital Expenditure	
Replacement Fleet Plant and vehicles	(2,591,000)
Plus: Capital Receipts	140,000
Other balance sheet movements	-
<b>Estimated Trading Fund Closing Balance</b>	<b>855,297</b>

### Capital Programme - 2014

	2014 Approved
	£'000
Vehicle and Plant Replacement	2,591
<b>Proposed Capital Expenditure</b>	<b>2,591</b>
<b>Proposed Capital Allocation</b>	
Financed by Trading Fund	1,091
Financed from States Capital Fund	1,500
	<b>2,591</b>

## **Section 4 – Priorities and funding pressures**

### **Overarching Priorities**

The Minister at the start of his term of office set three main priorities for TTS namely:

- Continue and enhance the sustainability and environmental focus of TTS
- Act as a responsible custodian of the infrastructure
- Keep safety at the forefront of what we do

### **Sustainability and environmental focus**

In 2014, TTS will continue to demonstrate consideration to the environment when carrying out services for the Island. This also extends to the operators who provide services on its behalf, LibertyBus will be helping TTS reach the targets of the Sustainable Transport Policy and the scrap metal operator will be operating according to environmental best practice and is able to assist with improved recycling and in keeping inappropriate materials away from the Energy from Waste plant.

We will continue to be open and proactive and work collaboratively with the Department of the Environment, Scrutiny and external interested bodies. We will strive to find the best available solutions to environmental challenges, within reasonable costs.

We will make data available to the public to explain how we are acting in the best interests of the Island and we will review our strategies and policies to make sure they are sustainable. The public can play a key part in minimising waste and pollution and we will promote behaviour change.

### **Custodian of infrastructure**

TTS is the custodian for over £1 billion of infrastructure assets. These include sea defences, roads, sewers as well as the sewage treatment plant, new Energy from Waste plant and many other smaller items of critical plant.

Most of the infrastructure is taken for granted and largely ignored by the public unless a problem occurs. Our role is to quietly go about the business of maintaining a good standard of infrastructure and minimising failures. This behind the scenes approach allows Jersey to attract investment by making the Island a great place in which to live and do business.

### **Keep safety at the forefront of what we do**

Health and safety is an overused and misunderstood term but needs to be high on the agenda for an operational department like TTS.

A large element of this work will be focused around road safety, this will be improved by better design of schemes, improvements for pedestrians, improved cycling facilities and development of new vehicle laws and regulations to bring Jersey in line with best practice.

The safety of our staff continues to be a priority in 2014, following on from the internal health and safety awareness programme in 2013, we intend to further improve the health and safety culture at TTS.

**Financial**

TTS maintains and operates over £1 billion worth of the Island's infrastructure. We will continue to monitor the condition of the assets and prioritise repair and replacement as budgets will allow.

Unfortunately infrastructure costs money to maintain and operate. Consistent funding over the long term is required to maintain the most efficient spend on preventative maintenance (replace before failure) as opposed to reactive maintenance (replace after failure).

From a capital funding prospective we need to secure an ongoing allocation. The GAAP accounting project has improved matters whereby TTS receives 1% of the asset value (on infrastructure assets) on an annual basis for maintenance, repair and replacement.

The imperative for TTS is to guarantee the funding year on year which will allow us to safeguard the existing assets. However, enhancements and improvements require additional funding. TTS is aware that this will not be derived from the States capital allocation which is already insufficient for all the States priorities.

The challenge for the next three to five years is to provide innovative funding mechanisms to allow TTS to become less reliant on States funding. Many schemes and enhancements remain unfunded but we will continue to allocate the Department's resources to the areas of highest priority.

The local contracting industry will benefit from our long term secure funding and would be able to provide better value through more mature procurement framework agreements. The great long term benefit of this will be that the contractors will be able to retain and train local expertise with a consistent order book of infrastructure works.



