



Transport and Technical Services Business Plan 2013

CONTENTS

FOREWORD	3
SECTION 1	
INTRODUCTION	5
WHO WE ARE	7
WHAT WE DO	9
OUR VALUES	11
SECTION 2A – SUMMARY OF KEY OBJECTIVES AND PRIORITIES	12
SECTION 2B – KEY OBJECTIVES KEY PERFORMANCE INDICATORS KEY RISKS	
DEPARTMENTAL OBJECTIVES	18
ENGINEERING AND INFRASTRUCTURE	20
OPERATIONAL SERVICES	22
TRANSPORT	27
SECTION 3 – RESOURCES	
NET REVENUE EXPENDITURE SERVICE ANALYSIS	32
STATEMENT OF COMPREHENSIVE NET EXPENDITURE	34
RECONCILIATION OF NET REVENUE EXPENDITURE	35
CAPITAL PROGRAMME	36
COMPREHENSIVE SPENDING REVIEW SAVINGS PROPOSALS	37
TRADING OPERATIONS – JERSEY CAR PARKING	38
FLEET MANAGEMENT	42
SECTION 4 – PRIORITIES AND FUNDING PRESSURES	46

FOREWORD BY THE MINISTER FOR TRANSPORT AND TECHNICAL SERVICES

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

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

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

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

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

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

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

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

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

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

Deputy K. Lewis
Minister for Transport and Technical Services

SECTION 1

INTRODUCTION BY THE CHIEF EXECUTIVE OF TRANSPORT AND TECHNICAL SERVICES

The end of 2012 saw an unprecedented amount of rainfall, the effects of which stretched TTS to the limit. However, it demonstrated the great commitment from TTS staff to safeguard the Island and deal with any problems with enthusiasm and professionalism.

This reflects our 'Can Do' attitude and ability to work and support the community in difficult times.

The overarching priorities set by our Minister at the start of his term of office will continue into 2013 namely:

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

2013 is an important year for TTS. There are some big changes which will bring improvements for Jersey.

The New Year has brought two new strategic partners in helping deliver services to the Island. The new bus operator, CT Plus Jersey and the new scrap yard operator Hunts (Jersey) Ltd. Both companies have a strong customer service ethos which will help provide improved services.

TTS continues to review and challenge the services it provides and we are in a constant process of changing. This is very challenging and has shown that strength is needed to provide the best solution for the customer. People do not like change and we must find ways of developing streamlined processes which allow change to happen quickly to allow TTS to provide services at a cost and quality which the citizens of Jersey are happy with.

The risk of flooding in the Beresford Street area of town will be minimised once the major drainage project that was started at the end of 2012 is completed in December 2013. This will be a huge improvement for those town premises that have been affected by the flooding in the past.

I am pleased that in recent years we have received a steady stream of funding which has enabled us to tackle some greatly needed major road resurfacing and reconstruction projects. This programme is continuing in 2013 and includes Esplanade/Gloucester Street, Rue à Don and Rouge Bouillon.

A lot of work in 2012 was undertaken to find the most suitable long term methods for management of the disposal of Jersey's asbestos and ash wastes. Methodologies should be finalised in early 2013.

As well as improvements to public – facing services, TTS also strives to continually improve internal processes and procedures. At the end of 2012 a health and safety awareness programme for staff was launched and this will continue throughout 2013. Although TTS has good health and safety practices, there are many risks in the

nature of the work undertaken and it is important that training is provided so that sufficient care is taken at all times to ensure our staff keep safe.

John Rogers
Chief Officer
Transport and Technical Services Department

WHO WE ARE

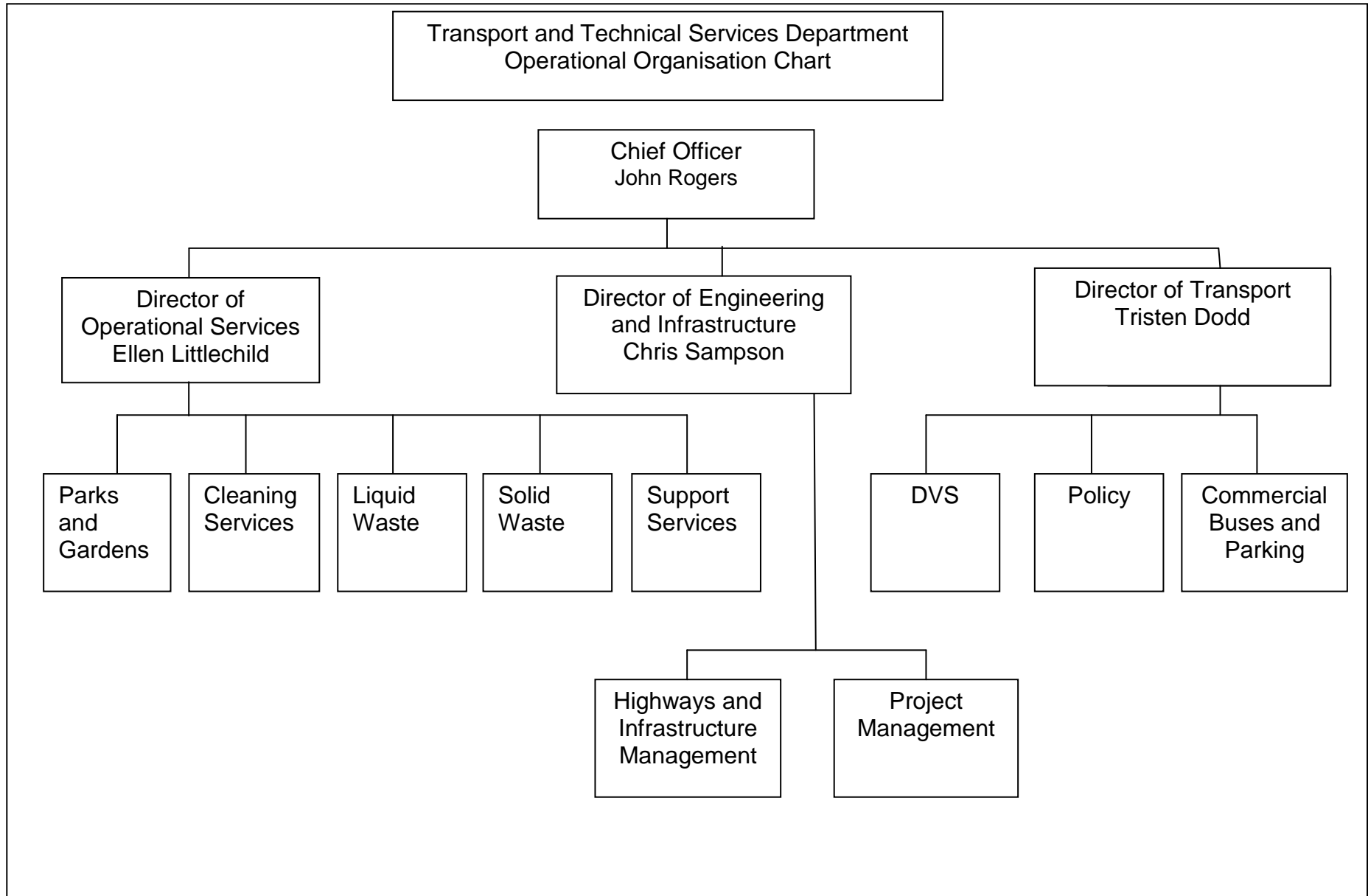
The Minister for Transport and Technical Services is Deputy Kevin Lewis.

The Assistant Minister is Deputy John Le Fondré.

The Department has a total manpower budget of 582.93 full-time equivalent staff (650 headcount) and this figure includes all categories of staff and is allocated as follows:

	Full Time Equivalent	Headcount
Car Parks Trading Fund	24.00	24
Jersey Fleet Management	26.00	26
TTS Non-Trading	532.93	600
TOTAL	582.93	650

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)

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:

- 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

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

Strategic Plan Reference:

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

Jersey Car Parking

AIM:

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

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

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

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

Strategic Plan Reference:

- **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:

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

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

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

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

Strategic Plan Reference:

- *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 = Dept Key Objective

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
	Departmental Objectives					
1	Ensure all infrastructure is managed as valuable Island assets with plans in place to maximise lifespan	<ul style="list-style-type: none"> Implement proposal for asset management system within TTS 	<ul style="list-style-type: none"> December 2015 	Ongoing	<ul style="list-style-type: none"> Lack of funding and human resources that can be diverted to support the project 	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"> Monitoring of performance indicators and taking appropriate actions 	<ul style="list-style-type: none"> Quarterly balanced scorecard reports 	Ongoing	<ul style="list-style-type: none"> Conflicting pressures on staff time 	9-10
		<ul style="list-style-type: none"> Improvement programme rolled out to further sections to develop improvement programmes 	<ul style="list-style-type: none"> December 2013 	Ongoing	<ul style="list-style-type: none"> Conflicting pressures on staff time 	
		<ul style="list-style-type: none"> Achieve efficiencies and CSR savings in conjunction with budget holders 	<ul style="list-style-type: none"> £2,133,000 	2013	<ul style="list-style-type: none"> External influences on costs or income 	
3	Review and develop plans to ensure business continuity in the event of an unexpected disruption to business	<ul style="list-style-type: none"> Plans reviewed and developed 	<ul style="list-style-type: none"> December 2013 	2013		1-7
4	Improve service provision and customer satisfaction through listening to customer feedback, providing information and undertaking consultation	<ul style="list-style-type: none"> Questions on service provision included in JASS survey 	<ul style="list-style-type: none"> March 2013 	Ongoing		1-7
		<ul style="list-style-type: none"> Informative media releases issued 	<ul style="list-style-type: none"> Issued in sufficient time to be of value 	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"> • Consultations undertaken as appropriate 	<ul style="list-style-type: none"> • Consultations undertaken at appropriate time to inform policy 	Ongoing		
		<ul style="list-style-type: none"> • Advertisements placed 	<ul style="list-style-type: none"> • Public informed of projects/services in a timely way 	Ongoing		
5	Development of an implementation strategy for the roll out of the Corporate Health and Safety Policy	<ul style="list-style-type: none"> • Coordination group and practitioner groups in place and operational 	<ul style="list-style-type: none"> • Q1 2013 	Ongoing	<ul style="list-style-type: none"> • Groups not able to meet or maintain regular members to be effective 	1-7
		<ul style="list-style-type: none"> • Implementation plan for the policy developed and agreed by Coordination Group 	<ul style="list-style-type: none"> • Q2 2013 	Ongoing	<ul style="list-style-type: none"> • Plan does not get passed by coordination group. • Opposition to change by some departments 	
		<ul style="list-style-type: none"> • Audit and performance measurement processes operational 	<ul style="list-style-type: none"> • Q2 2013 	Ongoing	<ul style="list-style-type: none"> • Lack of resources for audit program and auditor training 	
6	Continue implementing the TTS 3 year strategy areas with a focus on behavioural and cultural changes	<ul style="list-style-type: none"> • OHS Strategy Objectives identified in section business plans 	<ul style="list-style-type: none"> • Q4 2013 	2013		1-7
		<ul style="list-style-type: none"> • Plan developed for culture and communication improvements 	<ul style="list-style-type: none"> • Q4 2013 	2013	<ul style="list-style-type: none"> • Lack of funding for initiatives • Work pressure overrides initiatives 	

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
7	Review previous year's Health and Safety performance with the aim of continual improvement	<ul style="list-style-type: none"> OHS objectives identified for section business plans based on performance review of 2012 Ongoing review of performance across the Department during 2013 	<ul style="list-style-type: none"> Q1 2013 Quarterly during 2013 	2013 2013	<ul style="list-style-type: none"> Objectives not given high enough priority against other work commitments 	1-7
Engineering and Infrastructure						
8	Maintain the Island's sea defences in accordance with the Island's Sea Defence Strategy	<ul style="list-style-type: none"> Maintenance of sea defence structures in accordance with the Sea Defence Strategy Plan and implement sea defence improvements to La Collette rock armour embankment 	<ul style="list-style-type: none"> December 2013 December 2013 	Ongoing 2013	<ul style="list-style-type: none"> Extreme weather causing damage Reprioritisation of capital vote defers programme 	5
9	Maintain pavements to ensure public safety and improved appearance	<ul style="list-style-type: none"> Level of customer complaint/comment 	<ul style="list-style-type: none"> Reduce number of complaints and increase compliments 	Ongoing	<ul style="list-style-type: none"> Reprioritisation of capital vote defers programme 	3
10	Maintain highway network and infrastructure to maximise lifespan whilst minimising disruption to the travelling public	<ul style="list-style-type: none"> Continuation of reactive maintenance and patching works to prevent further deterioration of the network 	<ul style="list-style-type: none"> Strategy implemented in accordance with programme 	Ongoing		3

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"> • Completion of major resurfacing/ reconstruction projects (dates to be finalised): <ul style="list-style-type: none"> - Esplanade/Gloucester Street - Rue a Don - Rouge Bouillon 	<ul style="list-style-type: none"> • Start Q2 2013 • Start Q3 2013 • Start Q4 2013 	2013	<ul style="list-style-type: none"> • Reprioritisation of capital vote defers programme • Reprioritisation of resurfacing programme due to factors outside of TTS's control 	
		<ul style="list-style-type: none"> • Completion of maintenance programme for highway infrastructure assets (street lights, road signs and markings, crash barriers, road-side support structures) 	<ul style="list-style-type: none"> • All assets maintained or replaced in accordance with the Department's Highway Asset Management Plan 	2013		
		<p><u>Streetworks Law</u></p> <ul style="list-style-type: none"> ▪ States approval of Law ▪ Law enacted 	<ul style="list-style-type: none"> • Q4 2013 • Mid 2014 	2013/14	<ul style="list-style-type: none"> • States fail to approve law • Delay with law at Privy Council 	
11	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"> • Fire fighting main at La Collette <p>Managing the following ongoing projects:</p> <ul style="list-style-type: none"> • Philips Street Shaft • Transferring legacy stored 	<ul style="list-style-type: none"> • February 2013 • December 2013 • Q4 2013 	2013 2013 2013 2013/14		1-3, 6

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
		asbestos to its final location • Replacement of the clinical waste facilities • Identification of a suitable site for the Island's inert waste following completion of filling at La Collette Planning for the following future projects • Development of a new scrap yard • Development of a new public recycling centre In association with the Operational Services Directorate advise and project manage projects Ref Objectives:15,17,22 and 23	• Q4 2014 • Q3 2013 • Q3 2014 • Q4 2014	2013 2013/14 2013/14	• Planning Approval not granted by the environment Department	
	Operational Services					
	Municipal Services					
12	Parks and Gardens Continue implementation of Organisational Improvement Plan for Parks and Gardens	• Clear corporate governance processes in place	• Key milestones achieved in the implementation plan	Ongoing	• Lack of management capacity undermines delivery progress	7

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"> KPIs Identified and developed to use as benchmarks for individual services 	<ul style="list-style-type: none"> Q4 2013 	Ongoing	<ul style="list-style-type: none"> Failure to develop organisational capabilities undermines performance of business 	
13	<p>Cleaning 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</p>	<ul style="list-style-type: none"> Levels of customer satisfaction Results of JASS survey 	<ul style="list-style-type: none"> Reduced number of complaints Favourable survey results 	Ongoing	<ul style="list-style-type: none"> Reduced service standards not acceptable to the public 	7
		<ul style="list-style-type: none"> Review of levels of service with POSH and States departments 	<ul style="list-style-type: none"> December 2013 	Ongoing	<ul style="list-style-type: none"> Further reduction in budgets 	
	Solid Waste					
14	Continue to implement the Organisational Improvement Plan for the Commercial Waste Reception sites	<ul style="list-style-type: none"> Service improvement plan Implemented for the Household and Commercial Waste Reception Sites 	<ul style="list-style-type: none"> All proposed service improvements delivered within agreed timescales 	2013	<ul style="list-style-type: none"> Proposals for service improvement not supported by the workforce 	1
		<ul style="list-style-type: none"> Working conditions and customer services improved 	<ul style="list-style-type: none"> December 2013 	2013	<ul style="list-style-type: none"> Resources not available to deliver identified service development 	
15	Demolish the Bellozanne Energy from Waste Plant	<ul style="list-style-type: none"> EfW demolished 	<ul style="list-style-type: none"> Q2 2014 	2013/14	<ul style="list-style-type: none"> Unable to obtain Planning Approval for decommission proposals 	1

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
16	Review the option for closer working with Guernsey on the importation of waste for treatment	<ul style="list-style-type: none"> • Detailed feasibility study undertaken 	<ul style="list-style-type: none"> • October 2013 	2013	<ul style="list-style-type: none"> • Inadequate funding and lack of suitable resources 	1
17	Development of a planned route for the disposal of ash	<ul style="list-style-type: none"> • Ash trial results assessed and further ash trials carried out if required • Cell construction programme developed and finalised • Funding for cell construction programme identified • Long term ash storage solution determined 	<ul style="list-style-type: none"> • Programme to meet scheduled targets – completion Q3 2014 	2012-4	<ul style="list-style-type: none"> • Staff resource diverted to competing priority work 	1
18	Review the Solid Waste Strategy and develop a new fully costed plan in accordance with States requirements	<ul style="list-style-type: none"> • Revised Solid Waste Strategy reviewed and agreed 	<ul style="list-style-type: none"> • Published by June 2013 	2013	<ul style="list-style-type: none"> • Financial implications too high to allow total implementation 	1
19	Foster positive community attitude towards responsible waste management	<ul style="list-style-type: none"> • Increase recycling rates 	<ul style="list-style-type: none"> • 32% by end of 2012 	2013		1
<ul style="list-style-type: none"> • Maintain high quality of materials collected 		<ul style="list-style-type: none"> • High quality maintained 	<ul style="list-style-type: none"> • Kerbside schemes lead to drop in quality of materials 			
<ul style="list-style-type: none"> • Awareness monitored in survey results 		<ul style="list-style-type: none"> • Improved awareness recorded 				

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"> Number of school visits/events 	<ul style="list-style-type: none"> 24 school visits/10 public events 		<ul style="list-style-type: none"> Lack of resources reduces number of visits 	
20	Remove licensed asbestos waste from containers and store in mono-cells at La Collette	<ul style="list-style-type: none"> New implementation plan for asbestos disposal completed 	<ul style="list-style-type: none"> June 2013 	2013	<ul style="list-style-type: none"> Planning Application is refused An asbestos breach owing to not having a safe long term asbestos disposal process 	1
<ul style="list-style-type: none"> New reception site established 		<ul style="list-style-type: none"> September 2013 				
<ul style="list-style-type: none"> Transferral of legacy stored asbestos completed 		<ul style="list-style-type: none"> December 2013 				
	Liquid Waste					
21	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"> Replacement of pumping station mechanical and electrical equipment 	<ul style="list-style-type: none"> Ongoing 	Ongoing	<ul style="list-style-type: none"> Insufficient budget to maintain renewals programme 	2
<ul style="list-style-type: none"> Number of pumping station failures 		<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Severe weather conditions 			
<ul style="list-style-type: none"> Delivery of sewer system capital projects 		<ul style="list-style-type: none"> 100% completed on time and within budget 	<ul style="list-style-type: none"> Procurement issues with supplier 			
<ul style="list-style-type: none"> Surveys undertaken of foul 		<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Budget limits rate at 			

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
		drainage systems to determine sources of surface water infiltration and resulting remedial works carried out			which issues can be addressed	
22	Develop new centralised sludge facilities	<ul style="list-style-type: none"> • Contract retendered for the provision of sludge facilities 	<ul style="list-style-type: none"> • March 2013 	2013/14	<ul style="list-style-type: none"> • Additional funding required 	2
		<ul style="list-style-type: none"> • Contract awarded 	<ul style="list-style-type: none"> • June 2013 			
		<ul style="list-style-type: none"> • Project delivered 	<ul style="list-style-type: none"> • June 2014 			
23	Provide a business case and secure funding for the replacement of Bellozanne Sewage Treatment Works which deals with Island's liquid waste according to environmental standards and provides the best sustainable options for Jersey	<ul style="list-style-type: none"> • Business case developed to recommend the funding and delivery mechanisms for the Liquid Waste Service • Technical investigations undertaken to confirm the best solution for managing liquid waste on the Island 	<ul style="list-style-type: none"> • March 2013 • March 2013 	2013	<ul style="list-style-type: none"> • Insufficient long term funding • Imbalance of process treatment efficiency against best option for the environment 	2

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
	Maintenance and Support Services					
24	Maintain the Island's infrastructure for the following departments / areas <ul style="list-style-type: none"> Liquid Waste Solid Waste Port Engineering 	<ul style="list-style-type: none"> Response to service request 	<ul style="list-style-type: none"> Critical assets are kept operational 	Ongoing	<ul style="list-style-type: none"> Inadequate funding and lack of suitable resources 	1,2
25	In accordance with CMB directive, provide a fleet management and maintenance service for <u>all</u> States Departments to minimise States budgetary burden whilst maximising effectiveness of States vehicles	Jersey Fleet Management <ul style="list-style-type: none"> Comprehensive vehicle and asset register retained for all States operated vehicles 	<ul style="list-style-type: none"> Q2 2013 	2013	<ul style="list-style-type: none"> Resistance from non-TTS vehicle operators 	JFM 1,2
		<ul style="list-style-type: none"> All States operated vehicles to be serviced and maintained to a common, JFM set standard 	<ul style="list-style-type: none"> Dec 2013 			
Transport						
26	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"> Traffic impact assessments on major developments evaluated 	<ul style="list-style-type: none"> Within required deadlines 	Ongoing	<ul style="list-style-type: none"> Specialist resources not available 	4
		<ul style="list-style-type: none"> Comments on key planning applications submitted to Planning Department 	<ul style="list-style-type: none"> Within designated timescales 			
27	Review process and procedure for receiving, handling and dealing with Planning Applications and their impact on the Highway	<ul style="list-style-type: none"> Improve processes by better use of IT and recording of comments made Improved feedback from Planning on Decisions made and disseminated to staff that need to know it New IT system implemented 	<ul style="list-style-type: none"> Dec 2013 	2013	<ul style="list-style-type: none"> Unable to find process that fulfils needs of TTS and Planning and Building Control 	4

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
28	Implement Sustainable Transport Policy (STP) actions	<ul style="list-style-type: none"> Bus services improved in line with STP goals 	<ul style="list-style-type: none"> 8-12% increase in peak hour passengers by December 2013 	2011-2015	<ul style="list-style-type: none"> Insufficient resources Inability of bus operator to implement changes 	4
		<ul style="list-style-type: none"> Taxi Service Review White Paper outlining proposals lodged States decision implemented 	<ul style="list-style-type: none"> Q2 2013 December 2013 	2012-13	<ul style="list-style-type: none"> Specialist resource not available Failure to engage industry Lack of funding Delays in law drafting 	
		<ul style="list-style-type: none"> Pedestrian improvements and road safety schemes undertaken 	<ul style="list-style-type: none"> 5 schemes undertaken 	2013	<ul style="list-style-type: none"> Specialist resources not available 	
		<ul style="list-style-type: none"> Increased provision of bicycle/ motorcycle stands 	<ul style="list-style-type: none"> 75 new stands 	2013	<ul style="list-style-type: none"> Lack of suitable locations 	
		<ul style="list-style-type: none"> Promotion of alternative travel choices 	<ul style="list-style-type: none"> 15 travel plans undertaken for schools and 3 States departments by December 2013 	2013		
			<ul style="list-style-type: none"> Cycling promotion campaign undertaken by December 2013 	2013	<ul style="list-style-type: none"> Lack of funding 	

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"> Commercial Operator Licensing project scoped 	<ul style="list-style-type: none"> December 2013 	2013	<ul style="list-style-type: none"> Specialist resources not available 	
		<ul style="list-style-type: none"> Road Safety Strategy completed 	<ul style="list-style-type: none"> June 2013 	2012/13	<ul style="list-style-type: none"> Specialist resources not available 	
		<ul style="list-style-type: none"> Active Travel Strategy completed 	<ul style="list-style-type: none"> June 2013 	2012/13	<ul style="list-style-type: none"> Specialist resources not available 	
		<ul style="list-style-type: none"> The administration and operation of the Blue Badge disabled parking scheme reviewed 	<ul style="list-style-type: none"> December 2013 		<ul style="list-style-type: none"> Specialist resources not available Lack of funding 	
29	Construct Eastern Cycle Route	<ul style="list-style-type: none"> Gorey Village to Grouville School 	<ul style="list-style-type: none"> December 2013 	Ongoing	<ul style="list-style-type: none"> Unwilling landowner Public rejection and funding 	4
		<ul style="list-style-type: none"> Construction of Ville es Renaud on street calming and through shared space scheme 	<ul style="list-style-type: none"> July 2013 			
		<ul style="list-style-type: none"> Grouville School to St Helier - 1 project moved to design stage 	<ul style="list-style-type: none"> December 2013 		<ul style="list-style-type: none"> Lack of funding 	
30	Southern Cycle Route upgrade – Havre des Pas to St Aubins	<ul style="list-style-type: none"> French Harbour Section completed 	<ul style="list-style-type: none"> December 2013 	2011-2014	<ul style="list-style-type: none"> Re-allocation of resources Planning Permission issues 	4

1. BP Ref	2. Key Objective	3. Key Performance Indicators	4. Target	5. Imp Year	6. Key Risk	7. DKO
31	Develop Parish traffic calming schemes to encourage walking and cycling and provide economic stimulus	<ul style="list-style-type: none"> • Prioritised programme identified • First scheme commenced 	<ul style="list-style-type: none"> • February 2013 • December 2013 	Ongoing	<ul style="list-style-type: none"> • Lack of specialist resource • Insufficient funding 	4
32	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"> • A comprehensive Public Parking Strategy developed • Continue to develop and improve Automatic Number Plate Recognition System and review success of trial • Car Parks maintained to ensure the public are safe and secure 	<ul style="list-style-type: none"> • December 2013 • December 2013 • Reduction in complaints received 	2013 2012 - 2014 Ongoing		JCP1
33	Ensure traffic and parking control Regulations and Laws are effectively enforced	<ul style="list-style-type: none"> • All appeals are investigated fairly and responded to promptly 	<ul style="list-style-type: none"> • 95% of appeals received responded to within 3 working days 	Ongoing		JCP2
34	Ensure appropriate regulation for drivers and vehicles	<ul style="list-style-type: none"> • A secure vehicle registration system maintained • All Public Service Vehicle Driver and Vehicle Licences issued 	<ul style="list-style-type: none"> • Post the vehicle registration document to owner within 4 working days • Issued on day of application 	Ongoing Ongoing		8

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"> Customer survey developed and implemented to determine level of satisfaction of customers with services at Driver and Vehicle Standards and improvements recommended if appropriate 	<ul style="list-style-type: none"> July 2013 	2013	<ul style="list-style-type: none"> Pressures on law drafting Delays at Privy Council 	
		<ul style="list-style-type: none"> Current vehicle registration legislation updated and amended 	<ul style="list-style-type: none"> Dec 2013 	2013		
		<ul style="list-style-type: none"> Annual examinations for all PSVs and oversized (P30) vehicles carried out 	<ul style="list-style-type: none"> PSVs – within 15 working days of application Oversized – within 10 working days of application 	Ongoing		
		<ul style="list-style-type: none"> Road checks co-ordinated and carried out 	<ul style="list-style-type: none"> 2 per Parish each year 	Ongoing		
		<ul style="list-style-type: none"> Theory and practical driving tests conducted 	<ul style="list-style-type: none"> Theory tests – within 6 weeks period Practical test – within 8 weeks period 	Ongoing	<ul style="list-style-type: none"> Conflicting pressures on staff resources 	

Transport and Technical Services

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure + Depreciation £		2013 Gross Revenue Expenditure		2013 Income £	2013 Net Revenue Expenditure £	2013 FTE
		Near Cash £	Non Cash £			
	Operational Services: Waste					
11,024,600	Liquid Waste	7,914,600	5,127,900	(1,300,400)	11,742,100	
11,631,400	Solid Waste	12,248,100	5,098,200	(6,796,700)	10,549,600	
22,656,000		20,162,700	10,226,100	(8,097,100)	22,291,700	188.6
	Operational Services: Municipals					
1,876,100	Cleaning	3,854,500	-	(2,117,300)	1,737,200	
2,426,000	Parks and Gardens	3,738,900	30,800	(1,574,500)	2,195,200	
(60,100)	Jersey Harbours (note)	2,337,100	-	(2,534,200)	(197,100)	
4,242,000		9,930,500	30,800	(6,226,000)	3,735,300	219.5
8,421,000	Engineering and Highways	4,702,800	5,658,200	(374,500)	9,986,500	66.1
5,346,200	Transport	6,651,800	74,600	(1,151,400)	5,575,000	23.9
40,665,200	Net Revenue Expenditure	41,447,800	15,989,700	(15,849,000)	41,588,500	498.1
(13,727,400)	less : Depreciation	-	(15,989,700)	-	(15,989,700)	
26,937,800	Near Cash Net Revenue Expenditure	41,447,800	-	(15,849,000)	25,598,800	

Note : Jersey Harbours originally shown under "Operational Services: Waste" for 2012 in the MTFP

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Net Revenue Expenditure	Increase/ (Decrease)	2014 Net Revenue Expenditure	Increase/ (Decrease)	2015 Net Revenue Expenditure	Increase/ (Decrease)
+ Depreciation £		£	£	£	£	£	£
22,656,000	Operational Services: Waste	22,291,700	(364,300)	24,421,600	2,129,900	26,483,200	2,061,600
4,242,000	Operational Services: Municipals	3,735,300	(506,700)	3,645,700	(89,600)	3,555,200	(90,500)
8,421,000	Engineering and Highways	9,986,500	1,565,500	9,852,900	(133,600)	9,832,900	(20,000)
5,346,200	Transport	5,575,000	228,800	5,466,300	(108,700)	5,559,800	93,500
40,665,200	Net Revenue Expenditure	41,588,500	923,300	43,386,500	1,798,000	45,431,100	2,044,600
(13,727,400)	Less: Depreciation	(15,989,700)	(2,262,300)	(17,594,200)	(1,604,500)	(18,991,700)	(1,397,500)
26,937,800	Net Revenue Expenditure	25,598,800	(1,339,000)	25,792,300	193,500	26,439,400	647,100

Net Revenue Expenditure - Service Analysis

2012 Net Revenue Expenditure		2013 Gross Revenue Expenditure		2013 Income	2013 Net Revenue Expenditure	2013 FTE	2014 Gross Revenue Expenditure		2014 Income	2014 Net Revenue Expenditure	2014 FTE	2015 Gross Revenue Expenditure		2015 Income	2015 Net Revenue Expenditure	2015 FTE
		DEL £	AME £				DEL £	AME £				DEL £	AME £			
22,656,000	Operational Services: Waste	20,162,700	10,226,100	(8,097,100)	22,291,700	188.6	20,559,600	12,007,000	(8,145,000)	24,421,600	188.6	22,738,700	13,468,300	(9,723,800)	26,483,200	188.6
4,242,000	Operational Services: Municipals	9,930,500	30,800	(6,226,000)	3,735,300	219.5	9,974,100	30,800	(6,359,200)	3,645,700	219.5	10,023,500	30,800	(6,499,100)	3,555,200	219.5
8,421,000	Engineering and Highways	4,702,800	5,658,200	(374,500)	9,986,500	66.1	4,751,500	5,481,800	(380,400)	9,852,900	66.1	4,799,300	5,418,000	(384,400)	9,832,900	66.1
5,346,200	Transport	6,651,800	74,600	(1,151,400)	5,575,000	23.9	6,571,500	74,600	(1,179,800)	5,466,300	23.9	6,694,300	74,600	(1,209,100)	5,559,800	23.9
40,665,200	Net Revenue Expenditure	41,447,800	15,989,700	(15,849,000)	41,588,500	498.1	41,856,700	17,594,200	(16,064,400)	43,386,500	498.1	44,255,800	18,991,700	(17,816,400)	45,431,100	498.1
(13,727,400)	Less: Depreciation	-	(15,989,700)	-	(15,989,700)		-	(17,594,200)	-	(17,594,200)		-	(18,991,700)	-	(18,991,700)	
26,937,800	Net Revenue Expenditure	41,447,800	-	(15,849,000)	25,598,800		41,856,700	-	(16,064,400)	25,792,300		44,255,800	-	(17,816,400)	26,439,400	

Net Expenditure - Statement of Comprehensive Net Expenditure¹

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
Income				
(851,800)	Duties, Fees, Fines & Penalties	(862,000)	(881,800)	(902,100)
(17,663,900)	Sales of Goods and Services	(14,830,000)	(15,021,400)	(16,749,900)
(1,000)	Investment Income	(1,000)	(1,000)	(1,000)
(345,900)	Other Income	(156,000)	(160,200)	(163,400)
(18,862,600)	Total Income	(15,849,000)	(16,064,400)	(17,816,400)
Expenditure				
-	Social Benefit Payments	-	-	-
19,583,900	Staff Costs	19,489,000	19,537,100	19,543,700
17,665,000	Supplies and Services	13,396,100	13,600,900	15,913,300
275,200	Administrative Expenses	258,800	262,800	266,500
8,149,700	Premises and Maintenance	8,218,600	8,367,100	8,443,700
77,780	Other Operating Expenses	40,100	42,800	41,900
32,400	Grants and Subsidies Payments	-	-	-
1,020	Impairment of Receivables	1,000	1,100	1,100
15,400	Finance Costs	44,200	44,900	45,600
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
45,800,400	Total Expenditure	41,447,800	41,856,700	44,255,800
26,937,800	Net Revenue Expenditure	25,598,800	25,792,300	26,439,400
13,727,400	Depreciation	15,989,700	17,594,200	18,991,700
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
40,665,200	Net Revenue Expenditure	41,588,500	43,386,500	45,431,100

¹ The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.

Reconciliation of Net Revenue Expenditure

	2013 £	2014 £	2015 £
Base Department Budget	26,937,800	25,598,800	25,792,300
Price Inflation - Dept Income	(471,600)	(485,900)	(498,000)
Price Inflation - Dept Expenditure	655,400	621,000	636,500
Price Inflation - Provision for Pay Award	-	-	-
Commitments from Existing Policies			
Department Savings	(2,033,000)	-	-
Department User Pays	(100,000)	-	-
Departmental Transfers	-	-	-
Revenue to Capital Transfers	-	-	-
Proposed MTFP Growth	450,000	50,000	2,000,000
Proposed Procurement Savings	(175,800)	-	-
Proposed Other Budget Measures			
Removal of Impôts Fuel Duty Rebate from Bus Contract	336,000	8,400	8,600
Net Income from Guernsey Waste Disposal	-	-	(1,500,000)
Net Revenue Expenditure	25,598,800	25,792,300	26,439,400
Depreciation	15,989,700	17,594,200	18,991,700
Net Revenue Expenditure	41,588,500	43,386,500	45,431,100

Capital Programme - 2013 - 2015

	2013 £'000	2014 £'000	2015 £'000
Infrastructure Rolling Vote	9,981	10,657	11,097
Refurbishment of Clinical Waste Incinerator	700	300	-
Sewage Treatment Works	-	3,100	-
Ash Cells & La Collette Headland	1,025	1,051	1,077
New Public Recycling Centre	-	2,050	-
Bottom Ash Recycling	-	1,538	-
Scrap yard Capital Basic Infrastructure	-	1,025	-
EFW Plant La Collette Replacement Assets	-	1,586	681
Pedestrian / Cycle Track Improvements	-	-	635
Sea Defence Backlog	-	-	425
Proposed Capital Allocation	11,706	21,307	13,915

COMPREHENSIVE SPENDING REVIEW DEPARTMENTAL SAVINGS PROPOSALS	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
<u>TRANSPORT AND TECHNICAL SERVICES DEPARTMENT</u>					
Corporate efficiencies - including reduction in consultancy, non-staff spend and re-grading of posts	30	10	76	116	
Efficiency savings in bus printing and accommodation		55	75	130	
Driver and Vehicle Standards staff reorganisation	32	19		51	1.0
Efficiency savings in bus service	150			150	
Retendering of the bus contract		225	375	600	
Reduction in overtime across the Waste Directorate	55	26	135	216	
Reduction in Plant and Vehicle hire across the Department	41	149	40	230	
Reduction in Plant and Vehicle purchase across the Waste Directorate			55	55	
Consolidated Waste overhead savings including reduction in building maintenance	55		171	226	
Harbours - review of seasonal posts and service level agreement (SLA) requirements		60	56	116	
Liquid Waste efficiencies		70	85	155	
Drainage infrastructure and contract management reorganisation	100			100	3.0
Savings due to new Energy from Waste facility being fully operational and the reorganisation of the Solid Waste Section	38	361	438	837	3.0
Consolidated efficiencies Engineering and Infrastructure Services	79	52	209	340	
Cleaning reorganisation of section and general efficiency savings	139	8	173	320	4.0
Parks and Gardens staff reorganisation and efficiency savings primarily from closure of Nursery	291	57	145	493	5.0
Review of sludge disposal		10		10	
TOTAL SAVINGS	1,010	1,102	2,033	4,145	16.0

COMPREHENSIVE SPENDING REVIEW DEPARTMENTAL USER PAYS PROPOSALS	2011 User Pays (£'000)	2012 User Pays (£'000)	2013 User Pays (£'000)	Total User Pays (£'000)
<u>TRANSPORT AND TECHNICAL SERVICES DEPARTMENT</u>				
Increase in charges for the knackers yard	36			36
Auction of licence plates			100	100
TOTAL	36	-	100	136

Jersey Car Parking

Net Revenue Expenditure - Service Analysis

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

Net Revenue Expenditure - Service Analysis

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

Net Expenditure - Statement of Comprehensive Net Expenditure¹

2012 Net Revenue Expenditure		2013 Estimate	2014 Estimate	2015 Estimate
£		£	£	£
	Income			
(580,000)	Duties, Fees, Fines & Penalties	(529,000)	(452,000)	(373,500)
(5,615,000)	Sales of Goods and Services	(5,919,100)	(6,084,100)	(6,255,500)
(100,000)	Investment Income	(145,000)	(147,000)	(149,000)
(35,700)	Other Income	(47,400)	(48,200)	(49,600)
(6,330,700)	Total Income	(6,640,500)	(6,731,300)	(6,827,600)
	Expenditure			
-	Social Benefit Payments	-	-	-
829,500	Staff Costs	807,300	774,500	775,000
920,700	Supplies and Services	941,100	928,800	859,600
36,200	Administrative Expenses	20,200	20,400	20,600
1,125,600	Premises and Maintenance	1,933,100	1,923,500	1,939,200
-	Other Operating Expenses	-	-	-
-	Grants and Subsidies Payments	-	-	-
48,000	Impairment of Receivables	63,000	63,000	63,000
15,000	Finance Costs	78,800	109,600	150,300
2,311,300	Financial Returns	1,552,000	1,591,000	1,631,000
-	Foreign Exchange (Gain)/Loss	-	-	-
-	Contingency Expenses	-	-	-
5,286,300	Total Expenditure	5,395,500	5,410,800	5,438,700
(1,044,400)	(Surplus)/Deficit for the year	(1,245,000)	(1,320,500)	(1,388,900)
1,933,900	Depreciation	1,933,900	1,933,900	1,933,900
-	Impairment of Fixed Assets	-	-	-
-	Asset Disposal (Gain)/Loss	-	-	-
889,500	(Surplus)/Deficit for the year	688,900	613,400	545,000

¹ The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.

Reconciliation of Net Revenue Expenditure

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

Trading Fund Balance

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

Capital Programme - 2013 - 2015

	2013 £'000	2014 £'000	2015 £'000
Concrete degradation	12	561	583
Proposed Capital Allocation	12	561	583

Jersey Fleet Management

Net Revenue Expenditure - Service Analysis

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

Net Revenue Expenditure - Service Analysis

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

Net Expenditure - Statement of Comprehensive Net Expenditure¹

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

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Reconciliation of Net Revenue Expenditure

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

Trading Fund balance

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

Capital Programme - 2013 - 2015

	2013 £'000	2014 £'000	2015 £'000
Replacement Fleet Plant and Vehicles	2,323	2,591	2,918
Proposed Capital Allocation			
Financed by Trading Fund	1,323	1,091	1,418
Financed from Central Capital Fund	1,000	1,500	1,500
	2,323	2,591	2,918

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 2013, 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, the new bus operator will be helping TTS reach the targets of the Sustainable Transport Policy and the new 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 over used 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 is a priority and in 2013 we are implementing an internal health and safety awareness programme 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.

