
STATES OF JERSEY



STRATEGIC PLAN: PROGRESS AGAINST PRIORITIES AS AT 31ST DECEMBER 2010

**Presented to the States on 1st February 2011
by the Council of Ministers**

STATES GREFFE

REPORT

I am pleased to present to the States an update which records progress against the Priorities agreed by the States in the States Strategic Plan.

The narrative against each of the Priorities and 'what we will do' as set out in the Strategic Plan provides Members with an update on the key initiatives that have been progressed along with some of the activities planned for 2011.

Senator T.A. Le Sueur

CHIEF MINISTER

States Strategic Plan 2009 – 2014
Delivery Plan Progress Report as at 31st December 2010

Priority 1: Support the Island community through the economic downturn	
‘What we will do’	Progress
<ul style="list-style-type: none"> • If necessary, use the Stabilisation Fund to stimulate the economy by compensating for deficits in the public finances that will arise as a result of lower tax revenues and higher spending on benefits – known as automatic stabilisers – and new initiatives designed to stimulate the economy through further discretionary spend. Use of the Stabilisation Fund will have the specific aim of minimising the impact of the downturn on Jersey residents, communities and businesses (T&R, ED). 	<ul style="list-style-type: none"> • 2010 Discretionary fiscal stimulus programme completed. See Priority 2 for the full description of projects funded through fiscal stimulus.
<ul style="list-style-type: none"> • Identify policy options to stimulate the economy and consider: <ul style="list-style-type: none"> – what we can do to support the people most affected (ED, Soc Sec, CM); – new/brought forward programmes of maintenance/infrastructure spending (T&R, CM); – new policies to help retrain those made unemployed and improve the skills base (Soc Sec, ED, ESC); – bringing forward approved items from the future capital programme to stimulate economic activity (T&R); – options for business support (ED); – making the States more responsive in areas such as Planning and the Regulations of Undertakings and Development Law (CM, ED). 	<ul style="list-style-type: none"> • All objectives have been captured by discretionary fiscal stimulus. • EDD received £800K to enhance and increase the capacity of Jersey Enterprise activity with established Jersey businesses and new start ups. • Fiscal stimulus funding has been made available to Careers Jersey to develop initiatives designed to enhance people’s ability to obtain employment including, but not limited to, “Advance to Work” • Highlands College has been provided with further additional funding to increase capacity • Over £20 million has been made available to advance capital infrastructure and maintenance projects
<ul style="list-style-type: none"> • Seek advice from the Fiscal Policy Panel as to the extent and nature of any proposal to use the Stabilisation Fund (T&R). 	<ul style="list-style-type: none"> • Advice was taken from the Fiscal Policy Panel regarding the use of the Stabilisation Fund. The Panel continues to advise the States on fiscal policy matters through its annual reporting process.

<ul style="list-style-type: none"> • Consider contingency plans in the event that part of the deficit remains ongoing (T&R, CM). 	<ul style="list-style-type: none"> • CSR 2011 approved in 2011 business plan. CSR2 subject to 2012 and 13 business plan. 2012 business plan due for departmental submission by 1st May 2011. FSR approved in 2011 budget
<ul style="list-style-type: none"> • Ensure provision of essential public sector services (CM). 	<ul style="list-style-type: none"> • The sustainability of essential public services was one of the key objectives of the Comprehensive Spending Review (CSR). The implementation phase of the CSR which will take place during 2011/12/13 will focus on which services government should provide and how they will be funded in the long term. • A key element of this will be ensuring that public sector spending is kept under control • The CSR programme has identified savings of £65 million in recurrent savings, a significant proportion of which will be achieved through more modern working practices and improved procurement.
<ul style="list-style-type: none"> • Evaluate on an ongoing basis Peak Oil and Climate Change and report to the States once a year on their impacts on policy for Jersey (P&E). 	<ul style="list-style-type: none"> • Ongoing. An Energy Policy has been developed with both supply and demand side objectives to diversify and decarbonise the Jersey energy market

Priority 2: Maintain a strong, environmentally sustainable and diverse economy	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Ensure that Jersey businesses in all sectors can survive the current economic downturn, continue to provide jobs for Jersey residents, and emerge stronger when the economy recovers. This will be achieved, in part, by a comprehensive package of economic stimuli in 2009 and 2010 (ED, T&R). 	<ul style="list-style-type: none"> • Jersey Enterprise is delivering the Enterprise and Business Development Strategy that seeks to provide financial support for: <ul style="list-style-type: none"> – Growth of existing Jersey companies to increase productivity and profitability – Increase level of economic activity through support fro business start ups – in 2010 Jersey Enterprise assisted almost 625 business start-ups – Increase export trade development to UK and other international markets – Increase levels of inward investment to broaden the economic, employment and tax base • In addition to annual budget spend of £2MM, in 2009 and 2010 EDD received a total of £800K to enhance and increase capacity of Jersey Enterprise activity with established Jersey businesses and new start ups. • EDD sponsored the States Apprenticeship Programme.
<ul style="list-style-type: none"> • Lay the foundations for a genuinely diverse economy (ED). 	<ul style="list-style-type: none"> • Jersey Enterprise activity is SOLELY focussed on non-financial services sectors with the specific aim of diversification. • During 2010 the consultative phase of a new Enterprise Strategy was undertaken. This is being developed in parallel with the new Economic Growth Strategy which will be the subject of public consultation in mid-2011 • Inward Investment activity continued to demonstrate significant outputs: <ul style="list-style-type: none"> – 2010 (est.) – 111 businesses worked with (86 new enquiries), 32 licences granted, 391 LQ job opportunities created, 32 NLQ job opportunities created – 2009 – 90 businesses worked with (86 new enquiries), 23 licences granted, 156 LQ job opportunities created, 23 NLQ job opportunities created – 2008 – 83 businesses worked with, 27 licences granted, 240 LQ job opportunities created, 11 NLQ job opportunities created

<ul style="list-style-type: none"> • Further develop Jersey's careers, jobs and employment services to maximise opportunities for all Jersey residents (ED, Soc Sec, ESC). 	<ul style="list-style-type: none"> • Economic Stimulus Funding Initiatives have been used in the following areas: <ul style="list-style-type: none"> – Advance to Work – A work-related training programme for 16 – 19 year olds registered as Actively Seeking Work. By the end of 2010, more than 300 individuals had participated on the scheme, 100+ of whom had progressed into paid employment. – For those 20 years+ and Actively Seeking Work, Advance+ programmes were piloted successfully in Administration and Retail respectively. – Jersey Careers strengthened their function through additional adviser capacity, project/event co-ordination and funding for training and research. – Additional funding for Highlands College to cater for the greater demand of students (100 individuals) staying on in further education post-16 years as individuals see the benefit of further training and qualifications. – Bienv'nue 2010 (BV2) – A pilot training programme for local residents interested in following a career in the tourism and hospitality sector. – States Apprenticeship Scheme – A total of 21 apprentices/trainees were recruited to the States in 2009 in both traditional and non-tradition craft areas. • Other areas of work include: <ul style="list-style-type: none"> – Labour Market Intelligence Reports undertaken on Construction, Retail, Hospitality and the Rural Economy with skills strategies for each being developed under a generic skills strategy framework. – Enhancement of Employment Services – strengthening the Workzone Team at Soc Sec to assist job seekers with employment and careers advice. – Vocational Training – Pilot programme for 14 year olds from the four 11 –16 year olds to undertake day release vocation training in a number of craft areas. – Jersey Apprenticeship Scheme – Agreement on a new programme designed to better meet the needs of employers and apprentices to be launched in September 2012. – Jersey Undergraduate Internship Programme – facilitated and supported 64 undergraduates in paid employment during the summer of 2010 in challenging
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	<p>and meaningful positions.</p> <ul style="list-style-type: none"> – Enterprise Education – through Global Entrepreneurship Week more than 750 students across all secondary schools on the Island took part in day long ‘Jersey themed’ activities on sustainability and transport as well as presenting ideas to local business dragons. – Jersey Skills Development Award – 39 organisations recognised for their commitment to both training and development of their own workforce and offering to the wider community. – Jersey Enterprise Awards 2010 – sponsorship of ‘Development of People Award’ after withdrawal from the previous sponsor.
<ul style="list-style-type: none"> • Strengthen international relationships, supported by legislation regulation and international agreements, in order to enhance recognition as a responsible jurisdiction committed to international standards (CM, ED). 	<ul style="list-style-type: none"> • Continued actions by the JFSC, increased activity in CMD and through increased grant assistance for JFL in the 2011 business plan, Jersey has continued to sustain its international reputation.
<ul style="list-style-type: none"> • Protect Jersey’s international reputation and viability as an offshore finance centre by maintaining the effectiveness of the Island’s regulatory and enforcement regime to a standard that meets international requirements and thereby maximise the potential of Jersey’s financial services sector in existing and emerging markets (ED, HA). 	<ul style="list-style-type: none"> • Jersey performed very well in the independent assessments of the Island’s international reputation by IMF, OECD and the UK Government (Foot Review).
<ul style="list-style-type: none"> • Prepare Jersey for a changed world, post-economic downturn, and prepare for, and support, the UK Treasury’s ‘Independent Review into British Offshore Finance Centres’ which will look at the immediate and long-term challenges facing British offshore financial centres in the current economic climate (ED, CM). 	<ul style="list-style-type: none"> • The IMF report – issued as part of a worldwide programme of country assessments carried out under the IMF’s Financial Sector Assessment Programme (FSAP) – praised Jersey’s regulation and supervision of its financial sector and its money laundering and terrorist financing defences. In assessing the Island to have complied, or largely complied, with 44 of the 49 recommendations of the Financial Action Task Force (FATF), Jersey’s rating put it at the top of compliance tables of the more than 120 jurisdictions assessed. Only 3 other jurisdictions scored 40 or more – the US and Singapore scored 43 and Belgium 42. Importantly, Jersey was also judged to comply, or largely comply, with 15 of the 16 key recommendations that the FATF considers the most important. No jurisdiction has been assessed as complying, or largely complying, with all 16 of the recommendations. • The independent ‘Foot Review’, produced for H.M. Treasury on the opportunities and challenges facing the British Overseas Territories, strongly endorsed Jersey’s high standards of regulation and its significant contribution to the UK market. It highlighted:

	<ul style="list-style-type: none"> – Jersey’s very positive IMF assessment, rated as compliant of largely compliant with 15 of the 16 ‘key and core’ FATF recommendations. – that the Island met the OECD standard for tax transparency by the G20 meeting in April 2009 and was encouraged to continue negotiating further TIEAs. • As of 17th January 2011 Jersey had signed 20 Tax Information Exchange Agreements (TIEAs) and 2 Double Taxation Agreements (DTAs). Numerous other TIEAs and DTAs are expected to be signed during 2011. • JFL continue to lead on Jersey’s financial services overseas promotion, utilising EDD’s increased grant assistance in the 2011 business plan. JFL will make numerous markets during 2011 including China, Russia and new office openings in Abu Dhabi and Mumbai. • JFSC continue to interact with regulators from jurisdictions worldwide and to negotiate Memorandums of Understanding and Statements of Cooperation. • The UK Government’s response to the Justice Select Committee’s (JSC) review of the relationship between the Ministry of Justice and the Crown Dependencies agreed with the Committee’s views on the increased use of entrustment, and issue that will be taken forward in 2011. • The finance industry development team continues to work within government, in consultation with industry specialists, to update and enhance this legal framework. • HM Treasury published the “Review into British Offshore Finance Centres” which validated Jersey’s position as a well regulated and co-operative international jurisdiction. Jersey had significant input into this review. • See also Priority 15.
<ul style="list-style-type: none"> • Continue work to diversify the economy, support new and existing businesses, attract low footprint/high value business from elsewhere and foster innovation (ED). 	<ul style="list-style-type: none"> • Jersey Enterprise is delivering the Enterprise and Business Development Strategy that seeks to provide financial support for: <ul style="list-style-type: none"> – Growth of existing Jersey companies to increase productivity and profitability. – Increasing level of economic activity through support for business start-ups – in 2010 Jersey Enterprise assisted 625 business start-ups. – Increasing export trade development to UK and other international markets.

	<ul style="list-style-type: none"> – Increasing levels of inward investment to broaden the economic, employment and tax base.
<ul style="list-style-type: none"> • Work to maintain low inflation in the Island (ED, T&R). 	<ul style="list-style-type: none"> • An anti-inflation strategy has been published. • Jersey Consumer Council is to be given a new mandate through R&P presented to the States for debate in February 2011. • Draft Energy policy includes obligation for EDD to consult with JCRA on broader utility issues. • JCRA CEO now undertaken jointly with Guernsey. New JCRA Chair and CEO have agreed with EDD a work programme for 2011 that will place greater emphasis on local market issues.
<ul style="list-style-type: none"> • Fully support the development of a competitive telecommunications infrastructure that supports economic and social prosperity (ED). 	<ul style="list-style-type: none"> • New legislation to enhance ability to drive greater competitive behaviour through intermediary sanctions including fines being prepared by EDD.
<ul style="list-style-type: none"> • Invest in environmental policies that have the potential for long-term cost savings (P&E). 	<ul style="list-style-type: none"> • P&E have completed the first phase of the home insulation project by directly funding additional insulation and energy saving in residential properties. • Draft energy policy has extensive demand side objectives designed to reduce energy cost in residential and commercial properties.
<ul style="list-style-type: none"> • Recognise the contribution made by the Tourism and Agriculture industries to a diverse society and demonstrate this commitment by making grants available for investment in tourism infrastructure (ED). 	<ul style="list-style-type: none"> • Tourism received additional £500K fiscal stimulus funding in 2010 which recovered a significant decline in visitor numbers as a result of volcanic ash disruption. • Proposition to be lodged in early 2011 to broaden the eligibility of TDF to the private sector. • New Rural Economy Strategy completed for presentation to the States as an “R” in January 2011.
<ul style="list-style-type: none"> • Test economic growth plans for sustainability to ensure they do not diminish our natural capital (ED, P&E). 	<ul style="list-style-type: none"> • A new Economic Growth Strategy is being developed and will be subject to consultation in mid-2011.
<ul style="list-style-type: none"> • Show the world that economic and environmental success can work together 	<ul style="list-style-type: none"> • EDD have worked with P&E on draft Energy Policy with emphasis on diversifying and decarbonising the Jersey energy market. • EDD have made budget provision in 2011 to exploit commercial economic advantage from the development of Renewable Energy in the Island

Priority 3: Reform the public service to improve efficiency	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Work with the public sector workforce to maximise the efficiency of all Departments and, in doing so, reduce costs and encourage cross-departmental working (CM). 	<ul style="list-style-type: none"> • A full review of services provided by departments has been undertaken as part of the Comprehensive Spending Review. In particular, 4 in-depth reviews are being undertaken looking at Health and Social Services, Education, Sport and Culture, Home Affairs and Employee Terms and Conditions of Service. The outcome of these reviews will identify areas for improved efficiency and where opportunities exist for better cross-departmental working – all of which form part of the CSR delivery programme for 2011/12/13.
<ul style="list-style-type: none"> • Determine those services that must be provided by government (CM). 	<ul style="list-style-type: none"> • Resulting from the CSR, a number of service areas have been identified with the potential to be delivered by alternative means. Full business cases will be developed to demonstrate the level of savings that can be achieved.
<ul style="list-style-type: none"> • Work with our customers to ensure that services provided meet their needs (CM). 	<ul style="list-style-type: none"> • As part of the Comprehensive Spending Review, service level provision to the customer will be reviewed to ensure they are optimised to provide a balance between meeting customer expectation and delivering value for money.
<ul style="list-style-type: none"> • Promote/review private sector involvement and more commercial approaches to service provision including, but not limited to, outsourcing where appropriate (CM). 	<ul style="list-style-type: none"> • A full review of services provided by government has been undertaken as part of the Comprehensive Spending Review. As stated above, a number of service areas have been identified with the potential to be delivered by alternative means. Full business cases will be developed to demonstrate the level of savings that can be achieved.
<ul style="list-style-type: none"> • Review the terms and conditions of employment for public sector staff (CM). 	<ul style="list-style-type: none"> • The CSR programme identified that significant savings could be achieved through new Terms and Conditions for staff. A delivery programme is currently being developed to deliver £14 million savings as well as delivering more modern terms and conditions appropriate for the future. Targets for savings are: <ul style="list-style-type: none"> – 2012: £7 million – 2013: £7 million.

<ul style="list-style-type: none"> • Rationalise property and promote modern office working environments which will maximise productivity and minimise property requirements¹ (CM, T&R). 	<ul style="list-style-type: none"> • Phase 1 of the Office Accommodation Strategy (a new Police Headquarters) is currently under evaluation and delivery will commence in 2011.
<ul style="list-style-type: none"> • Give a lead by reducing energy usage, and thereby carbon consumption, in all States activities (CM, T&R, TTS, P&E). 	<ul style="list-style-type: none"> • As part of the CSR procurement savings, a programme of energy efficiency measures is being developed in conjunction with the Environment Department's Eco-Active team to generate savings and promote greater awareness of energy efficiency. • Overall procurement savings targets are: <ul style="list-style-type: none"> – 2011: £1 million – 2012: £2 million – 2013: £3.5 million
<ul style="list-style-type: none"> • Work together with the 'Third Sector'² to deliver efficient and effective public services (CM). 	<ul style="list-style-type: none"> • Use of the Third Sector is included in the options being considered for alternative services provision (as described above) where appropriate.

¹ Proposals for property rationalisation will be included each year in the Property Plan which forms part of the Annual Business Plan.

² The 'Third Sector' is made up of non-government, voluntary, not-for-profit organisations e.g. charities.

Priority 4: Ensure sustainable public finances	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Keep finances on a sound footing in the medium term and within the resources available (T&R). 	<ul style="list-style-type: none"> • The CSR process is ongoing with identified savings of £12 million agreed in Annual Business Plan with further savings of £25 million and £50 million for 2012 and 2013. A CSR implementation team has been created within the Resources section under the leadership of the Deputy Chief Executive. • 2011 Budget agreed by the States combines spending reductions and fiscal measures to allow a return to balanced budgets in 2013.
<ul style="list-style-type: none"> • Introduce resource principles to cover the lifetime of this Plan: <ul style="list-style-type: none"> – Be prudent, taking account of the uncertain economic and financial outlook; – Identify and implement all possible savings and efficiencies; – No additional spend unless matched by savings or income; – The Stabilisation Fund will only be used during the economic downturn as advised by the Fiscal Policy Panel to fund the effects of reductions in States revenues or increased demand for States services, and to provide appropriate stimulus to the economy (T&R). 	<ul style="list-style-type: none"> • Future forecasts are prudent and updated as soon as new information and data becomes available. • Central reserves set aside to ensure exceptional unforeseen expenditure can be met. • CSR process considers up front investment in services to be matched by future savings. • Limited necessary growth will be proposed only if contained within the overall spending envelope. • The Stabilisation Fund continues to be used, aligned with Fiscal Policy Panel (FPP) advice, to support the economy via automatic stabilisers, projected deficits in Public sector budgets and Fiscal Stimulus. FPP will update their advice as appropriate and are due to report in the second half of 2011.
<ul style="list-style-type: none"> • No additional spend unless matched by savings or income will mean identifying funding sources for new initiatives and spending pressures. The first step will be to identify and implement all possible savings and efficiencies before considering any alternative funding sources (T&R). 	<ul style="list-style-type: none"> • The CSR process is designed to ensure a balanced package of growth and savings whilst considering spending pressures and new departmental initiatives.
<ul style="list-style-type: none"> • Investigate the introduction of environmental taxes and charges as part of the pursuit of environmental objectives as set out in Priority 13. 	<ul style="list-style-type: none"> • Spending on energy efficiency, waste recycling and sustainable transport programmes was approved by the States in 2009 with £2 million of it requiring funding by an environmental tax. After public consultation, the States agreed to introduce a Vehicle Emissions Duty (VED) to raise £2 million a year – payable when a vehicle is first registered in Jersey and based on its CO² emissions. VED commenced from 1st September 2010.

	<ul style="list-style-type: none"> • The introduction of further taxes, including land development tax, was examined as part of the Fiscal Strategy Review. • The introduction of (and changes to) charges for services that impact on our environmental objectives are being examined by the Planning and Environment Department. In addition, these things are also being looked at as part of the Comprehensive Spending Review process and “user-pays” principles.
<ul style="list-style-type: none"> • The public’s expectations of high quality services with low taxation will be addressed through sound planning and improved communication. This will mean being realistic about what is affordable (T&R, CM). 	<ul style="list-style-type: none"> • A public consultation on personal taxation informed the final development of the tax options that were proposed for the 2011 Budget. • The 2011 Budget, agreed by the States in December 2010, sets out a strategy to bring public finances back to balance by 2013 and as the economy recovers. The strategy includes CSR savings totalling £65 million and Fiscal Strategy Review tax measures totalling £47 million. • Communication strategy continues to reinforce public understanding of sustainable public finances emphasising linkages between FSR and CSR and implications of not reducing public expenditure and increasing taxation.
<ul style="list-style-type: none"> • Deliver clear and informative accounts in line with recommended commercial practice (GAAP) to ensure that financial and business planning decisions can be based on full costs and achieve best value (T&R). 	<ul style="list-style-type: none"> • The 2009 accounts included details of the transition to GAAP based accounting, and the 2010 Accounts will be the first to be prepared in line with UK GAAP, as interpreted for the States of Jersey by the Jersey Financial Reporting Manual (JFRoM) which has been approved by Ministerial Order.
<ul style="list-style-type: none"> • Examine whether borrowing is an alternative and optional way forward for long-term capital projects (T&R). 	<ul style="list-style-type: none"> • As part of the Comprehensive Spending Review consideration is being given to all possible sources of funding, including capital projects. The feasibility, affordability and value for money of relevant options for funding major long term capital schemes will be considered as part of the planning of each scheme.

Priority 5: Limit the Population	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Ensure that there is a clear approach to future population levels (CM). 	<p>Ensure population policy in place (CMD)</p> <ul style="list-style-type: none"> • Population policy to form part of each new Strategic Plan (by Q2, 2012)
<ul style="list-style-type: none"> • Set a population policy which: <ul style="list-style-type: none"> – maintains the level of the working age population in the Island; – ensures the total population does not exceed 100,000; – ensures population levels do not increase continuously in the longer term; – protects the countryside and green fields; – maintains inward migration within a range between 150 and 200 heads of household per annum in the long term; – in the short term, allows maximum inward migration at a rolling 5 year average of no more than 150 heads of household per annum (an overall increase of circa 325 people per annum). This would be reviewed and reset every 3 years (CM). 	<p>Use existing mechanisms to control population (CMD)</p> <ul style="list-style-type: none"> • Continue to operate RUDL and Housing Laws with the Migration Advisory Group until new mechanisms implemented. • Use existing surveys, returns and statistical information to provide information to monitor population levels and economic activity rates. • Provide advice to MAG to enable policy to be adjusted in the light of trends in the population. • Continue to produce annual updates on population levels within the Island. • Undertake 2011 Census to provide updated baseline for population total and structure, population modelling and annual updates. This will also provide a calibration for the new mechanisms for managing migration. (Census to be undertaken in 27th March 2011.) <p>Develop a process for a 3-yearly review and resetting of population policy (CMD)</p> <ul style="list-style-type: none"> • Monitor progress of Population Policy during initial 3 year period. • Develop process to operate alongside the development of the 2012 Strategic Plan (by Q2, 2011).
<ul style="list-style-type: none"> • Implement new mechanisms to control the population through the Migration Policy (CM). 	<p>Implement new Migration Policy (CMD)</p> <ul style="list-style-type: none"> • HR Audit of Laws commenced September 2010. • States debate on new Law by May 2011. • Implementation of new arrangements (including systems work) by Q2, 2012.
<ul style="list-style-type: none"> • Devise policies to mitigate the effect of an increased population on the natural and built environment (P&E). 	<p>Implementation of the New Island Plan (P&E)</p> <ul style="list-style-type: none"> • It is intended that the new Island Plan will: <ul style="list-style-type: none"> – ensure that land, housing and Infrastructure align with the population policy. – include policies to protect the countryside and green fields and encourage building on brown-field sites.

	<ul style="list-style-type: none"> – support the assessment of off-shore and renewable energy. – ensure sufficient land opportunities to cater for economic growth and avoid land barriers to productivity. <ul style="list-style-type: none"> • Island Plan consultation began in Q3 2009 and was completed Q2 2010. A Public Enquiry was held in Q3 2010 and a report published, which endorsed all of the principal policies in the Draft Plan. Debate on the Island Plan is expected to be Q2 2011. <p>Implementation of an Energy Policy (P&E)</p> <ul style="list-style-type: none"> • The Energy Policy will deliver a framework that leads to long-term secure, affordable and sustainable energy for Jersey including agreed energy and carbon reduction targets. • The policy will result in reductions in all sectors but in particular government departments via ‘invest to save’ mechanisms. • In domestic sector, it will assist vulnerable groups to reduce energy use. • The feasibility study and recommendations to the Minister for P&E in respect of the long-term development of off-shore renewable energy Q4 2010 • More challenging Building Bye-Laws leading to reduced energy demand Q1 2011. • Draft White Paper on confidential stakeholder discussion Q4 2010. • White paper published for consultation Q1 2011 assuming a clear outcome can be politically supported following ongoing discussions with the energy industry. • White paper to be brought to States by Q2 2011 (see also Priorities 10 & 13). <p>Review infrastructure development requirements (TTS)</p> <ul style="list-style-type: none"> • Infrastructure development requirements reviewed to align with the refined population levels (ongoing). <p>Use existing mechanisms to manage impact on natural and built environment (CMD)</p> <ul style="list-style-type: none"> • Use existing and new migration control mechanisms to manage demand on housing stock and other resources on an ongoing basis – with reference to population targets and actual changes in prices and capacity. • This will require ongoing monitoring of key indicators such as unemployment and house prices and the fine tuning of decisions and policies to
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	<p>ensure that the population policy is met.</p> <p>Maximise job opportunities for local people (EDD)</p> <ul style="list-style-type: none"> • Play a full role within MAG and Skills Executive in order to ensure Policy maximises employment opportunities for local people. • Complete the updating of the Enterprise and Business Development Strategy (Q1 2011) rolling out priorities that minimise the need for inward migration whilst delivering growth and diversity within the Jersey economy (EDD).

Priority 6: Provide for the ageing population	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Work together to co-ordinate the actions required to deal with the ageing population in a cohesive way including: <ul style="list-style-type: none"> – reviewing pension provision, including a review of the age at which the Social Security pension is first payable (Soc Sec); 	<ul style="list-style-type: none"> • Good progress has been made, with the Minister for Social Security’s proposals on increasing the age at which the Social Security pension is first payable to be set out in a White Paper due in the first quarter of 2011. • Awaiting the Government Actuary’s review of the Social Security Fund for the period 2007 – 2009, which is due in the first quarter of 2011. This will provide up-to-date information on the long-term viability of the Fund and will inform proposals on reviewing contribution levels. Any proposals will be subject to public consultation.
<ul style="list-style-type: none"> – providing better opportunities for independent living in old age, including support in the community (HSS); 	<ul style="list-style-type: none"> • This is a very wide aim which is being supported by several departments and continues to be work in progress. • The Housing and Planning Departments and some parishes are working together to provide “lifetime homes” in which older residents can live independent lives. The Parish of Trinity, for example, recently completed a number of bungalows for parishioners over 65. • Parishes are also involved in the development of community support teams, which provide local support with many aspects of everyday life. • The Assisted Living Team at Housing manages the Medical Adaptation Scheme, which provides minor adaptations to the homes of States tenants to allow them to live independently for a longer period. These are usually in respect of older residents and cover the installation of various types of showers, hand rails, ramps, lever taps, etc. as recommended by an occupational therapist. In 2010, 170 such adaptations took place. • Family Nursing and Home Care is responsible for supporting many older residents in their own homes. FNHC is currently reviewing its operations to ensure that it can meet the increasing demands of an elderly population. • HSS is drawing up proposals for a new Regulation of Care law that is likely to include the regulation of care providers in the community, to ensure that all care providers are appropriately regulated and provide good quality services to people receiving care in their own homes.

	<ul style="list-style-type: none"> • Recognising the desire by many people to be cared for at home for as long as practically possible (and safe to do so), SSD's White Paper on long-term care funding published in November 2010 made clear that the long-term care benefit would encompass high-level care at home. This is subject to the passing of the new Regulation of Care Law covering care providers in the community. • HSS and SSD assisted with the development of the Carers Strategy and continue to support the strategy through regular steering group meetings. • Social Security supports many low income pensioners in the community through Income Support, including specific provision for those with personal care needs. Personal care components have been subject to regular review and the value of the components has increased steadily since the beginning of Income Support.
<ul style="list-style-type: none"> – providing health and long-term care provision (through 'New Directions') in the future – including introducing an Island-wide scheme to meet the costs of individuals' residential care needs (HSS, Soc Sec); 	<ul style="list-style-type: none"> • A summary of the responses to the Green Paper on long-term care funding was published in June 2010. This informed a White Paper setting out the Minister's firm proposals, published in November 2010. Law drafting has begun and the intention is to present primary law proposals to the States during this session. Preparatory work to bring the new scheme into operation continues. • The current development of a Healthcare Strategy will include consideration of services for the elderly.
<ul style="list-style-type: none"> – removing barriers and improving opportunities to enable people to work longer and ensure employers do not discriminate against older workers (Soc Sec, ED, HA, CM); 	<ul style="list-style-type: none"> • The Employment Law is kept under regular review. The White Paper proposing changes to the age at which people can receive the social security pension highlights the importance of encouraging older workers to remain in the workforce and recognises the need to convince employers of the essential contribution older workers can make to their business and to the economy as a whole. Legislation in respect of age discrimination is suggested as one way of helping to facilitate this and will be explored alongside proposed changes to the pension age. The Jersey Annual Social Survey 2010 asked respondents what initiatives would encourage them to work beyond normal pension age. The responses will help inform the development of future policy in this area.

<ul style="list-style-type: none">- investigating schemes to encourage people to make provision for the future (Soc Sec, T&R, CM).	<ul style="list-style-type: none">• Results of the income distribution and household expenditure survey carried out by the Statistics Unit in 2009/10 were published in September 2010 and will provide valuable information on the sources and level of pension income received by local pensioners and the extent of pension provision made by people of working age. This data will help inform decisions on whether greater efforts need to be made to encourage people to make better provision for their old age and, if so, examine the best ways of doing this.

Priority 7. Protect the public and keep our community safe	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Work together to ensure that the Island is as resilient as possible to threats to its security and way of life (HA, CM, HSS). 	<p>Underpinning successful outcomes for Strategic Priority 7 is the implicit understanding that working in partnership is key. When problems arise, the community expects the States to give a co-ordinated response.</p> <p>On the other hand the public tend to view the SOJP as the first port of call for crime and anti-social behaviour and the challenge for them is to promote understanding that these issues are best dealt with in partnership with communities. This principle applies to all the key issues for SP7 from Domestic Abuse to Child Protection and from Terrorism to the Night Time Economy.</p> <p>Over the coming months we will be working on indicators that better reflect the partnership nature of all the work being done. The following document reflects some of the work that has been carried out so far. For the Business as Usual issues, departmental data is already available (although it should be noted that in some cases collation and analysis of 2010 data is still being undertaken).</p> <p>Some of the Special Partnership Projects are at various stages of the process and, as new initiatives, monitoring statistics and evaluation of outcomes has not been finalised.</p> <p>The following table provides a matrix of the key issues and how we see them fitting in to the key principles which we deem necessary for protecting the public and keeping our community safe.</p> <p>NOTE: It should be noted that the key indicators cited in the Strategic Plan will need to be revised.</p>
<ul style="list-style-type: none"> • Work together to help people feel secure in their homes and local communities by driving down levels of crime, anti-social behaviour and disorder, vulnerability and harm (HA). 	
<ul style="list-style-type: none"> • Invest in early preventative interventions to address anti-social behaviour in young people with a view to turning them away from crime (HA, ESC). 	
<ul style="list-style-type: none"> • Focus on the reasons for, and harm caused by, alcohol and illegal drug use and develop and implement policies that will bring about attitudinal change and deliver permanent and sustainable reductions (HA, HSS). 	
<ul style="list-style-type: none"> • Support the efficient and effective delivery of justice (HA). 	
<ul style="list-style-type: none"> • Focus on the rehabilitation of offenders (HA). 	
<ul style="list-style-type: none"> • Support the recruitment, development and training of the Island’s Honorary Police (HA). 	

SP 7. Protect the public and keep our community safe	‘What we will do’ (Key Principles)						
	1	2	3	4	5	6	7
	Work together to ensure that the Island is as resilient as possible to threats to its security and way of life (HA, CM, HSS).	Work together to help people feel secure in their homes and local communities by driving down levels of crime, anti-social behaviour and disorder, vulnerability and harm (HA).	Invest in early preventative intervention to address anti-social behaviour in young people with a view to turning them away from crime (HA, ESC).	Focus on the reasons for, and harm caused by, alcohol and illegal drug use and develop and implement policies that will bring about attitudinal change and deliver permanent and sustainable reductions (HA, HSS).	Support the efficient and effective delivery of justice (HA).	Focus on the rehabilitation of offenders (HA).	Support the recruitment, development and training of the Island’s Honorary Police (HA)
Key Issues							
Secure Borders	x	x		x			
Anti-Terrorism	x	x			x		x
Serious and Organised Crime	x	x		x	x		x
Civil Emergencies	x						
St. Helier Night-Time Economy	x	x		x			x
Anti-Social Behaviour	x	x	x	x			x
Perception/ Fear of Crime	x	x	x	x	x	x	x
Child Protection	x	x	x	x	x		x
Prolific Offenders	x	x			x	x	x
Domestic Abuse	x	x	x			x	x
Violent Crime	x	x			x	x	x

What we will do	How we will know	Updates/Progress
Secure Borders	<ul style="list-style-type: none"> • Value of drugs seized • Number of commercial seizures of Class A/B drugs • Number of successful prosecutions for drug smuggling • Percentage of commercial foreign shipping/airline movements subject to Immigration control • Number of Immigration Refusals at the ports • Number of illegal immigrants evading the Immigration controls • Number of non-drug smuggling attempts detected 	<ul style="list-style-type: none"> • Approx £700,000 (Data not complete) • 15 commercial seizures • 42 successful prosecutions (100%) • 100% • 32 people refused entry • No illegal immigrants have been found to evade the immigration controls. • 3 individuals have been found working illegally in the Island. These people had entered the Island from the UK and on further examination were found to have remained in the UK illegally. Two of those were returned to their country of origin, whilst the third was returned to the UK so that he could claim asylum. • There were 510 non-drug smuggling attempts detected. These included goods such as indecent/obscene material, counterfeit goods, fireworks, revenue goods. These detections led to the collection of just over £62,000 in excise duty and £60,570 in GST. • One element of Special Branch's role is to monitor travelling criminals using Jersey ports
Anti-Terrorism		<ul style="list-style-type: none"> • States of Jersey Police have developed draft proposals for the "Prevent" element of a counter-terrorism strategy aligned to national requirements. The "prevent" work-stream focuses on stopping people from becoming terrorists or supporting violent extremism. It is dependent upon different agencies working in partnership to deliver a jointly agreed programme of action.

What we will do	How we will know	Updates/Progress
Serious and Organised Crime	<ul style="list-style-type: none"> • Number of organised crime groups disrupted 	<ul style="list-style-type: none"> • States of Jersey Police have defined serious and organised crime as a key policing priority for 2010 and 2011. The Service has made the following commitment: <i>We will help ensure that Jersey remains a hostile environment for organised crime groups by working relentlessly to identify, disrupt and dismantle them, bring offenders to justice and remove their assets.</i> • The Service is developing links with regional intelligence units being established in England, Scotland and Wales to further improve its ability to identify and target organised crime groups engaged in drug trafficking, economic crime and other criminal activity in Jersey.
Civil Emergencies	<ul style="list-style-type: none"> • Proactive engagement between the States and the media on emergency planning issues • Emergency Planning and resilience links with the Cabinet Office, Government Office of the South West, France and Crown Dependencies are maintained 	<ul style="list-style-type: none"> • Work has been undertaken to review and enhance the Emergencies Council and Emergency Planning Board working groups and collaboration between partners in the resilience community. • There has been proactive engagement with the media on emergency planning issues. • The emergency planning website at www.gov.je has been reviewed and enhanced to provide delivery of information to the public and States departments. • Dialogue has been maintained and enhanced with resilience links to the UK mainland through the Cabinet Office and Government Office of the South West and the Préfecture de la Manche. • States of Jersey Police have undertaken a thorough review of their Major Incident Manual and Contingency Plans

What we will do	How we will know	Updates/Progress
St. Helier Night-Time Economy – (SPP)	<ul style="list-style-type: none"> • Public perceptions of safety in town centre at night (JASS) • Levels of serious violence recorded in the St. Helier night-time economy • Joined-up strategy for the St. Helier night-time economy taking into account licensing, transport and planning issues published 	<ul style="list-style-type: none"> • Community safety issues associated with the night-time economy are being addressed in 2 ways. <ul style="list-style-type: none"> – EDD are the sponsoring department for the Licensing Law which establishes the legislative framework within which licensed premises are required to operate. There has been a consultation process on the content of a new law and the results are being analysed. In due course, we will work with EDD to ensure that community safety aspects have been catered for. – Additionally, a multi-agency group is addressing anti-social behaviour (ASB) issues. As there is a close relationship between ASB and behaviour associated with the night-time economy, the work of the ASB Intervention Group will be developed first to remove the possibility of duplicated effort. • States of Jersey Police have implemented a new Serious Crime Investigation Policy to enhance the investigation of the most serious offences. At the time of writing, about 75% of serious assaults committed in the St. Helier night-time economy during 2010 had been detected. • States of Jersey Police are introducing new tactical approaches to the policing of the night-time economy as part of the 2011 Policing Plan.
Anti-Social Behaviour (ASB)	<ul style="list-style-type: none"> • % of people who think anti-social behaviour is a particular problem in their neighbourhood 	<ul style="list-style-type: none"> • A group has been formed with members from HA, H&SS, ADS, ESC, SOJP Housing, parenting and honorary police and an action plan is currently being developed. • States of Jersey Police have introduced a geographic policing model based around 5 geographic areas – St. Helier, St. Saviour, West (St. Brelade, St. Peter, St. Ouen) East

What we will do	How we will know	Updates/Progress
		<p>(St. Clement, Grouville, St. Martin) and North (St. Lawrence, St. John, Trinity, St. Mary). The 5 Inspectors and their shifts have lead responsibility for community engagement, reassurance and problem-solving initiatives in their designated areas.</p> <ul style="list-style-type: none"> States of Jersey Police are developing new call-handling processes which will facilitate better intervention to identify and protect vulnerable individuals and communities at risk from crime and anti-social behaviour.
Perception/ Fear of Crime	<ul style="list-style-type: none"> % of people who consider their neighbourhood to be very/fairly safe A single 'fear of crime' indicator based on the amalgamated results of questions posed in the Jersey Annual Social Survey showing the % of people who are worried that they might become a victim of burglary/they might become a victim of violent crime/their vehicle/property might be vandalised/their vehicle might be stolen/they might be abused/threatened in the street 	<ul style="list-style-type: none"> This is a 'special partnership project'. Research work will commence once the ASB work stream is further advanced. The perception/fear of crime is an important consideration when looking to develop actions. People's perception of crime, and this applies to ASB as well, is very difficult to change. However, it is important to recognise that if we are to be able to claim success then we need to be able to show success in such a way that people's perceptions are changed.
Child Protection	<ul style="list-style-type: none"> Cross-agency working CP training Learning from serious CP cases Thresholds for referral to services 	<ul style="list-style-type: none"> New JCPC Multi-Agency Child Protection procedures in place launch from April 2011, to underpin working practice. JCPC training strategy to identify appropriate CP training at all levels; multi-agency training programme published January 2011. JCPC multi-agency Serious Case Review procedures in place January 2011. JCPC review of thresholds and proposed pilot of Jersey common assessment framework (first Q 2011). JMAPPA has been piloted on a voluntary basis since August 2010. So far, there have been 34 meetings

What we will do	How we will know	Updates/Progress
		<p>relating to 29 subjects. JMAPP meetings deal with sexual and violent offenders and other potentially dangerous persons. Registered sex offenders are required by law to be managed under the JMAPP process with effect from 1st January 2011.</p> <ul style="list-style-type: none"> States of Jersey Police have further refined and improved internal child protection referral processes during 2010.
Prolific Offenders	<ul style="list-style-type: none"> Levels of serious acquisitive crime 	<ul style="list-style-type: none"> The SOJP use a police intelligence model to nominate who should be a Priority Prolific Offender. Each offender has a nominated police inspector who develops an “action plan” to try and reduce offending. The Children’s Policy Group has commissioned a Criminal Justice Review and is discussing the recommendations. One recommendation is for the police to consult with the Probation Service and Social Services department before a child is categorized as a Priority Prolific Offender. The Review also contained an analysis of a file study of 11 young offenders nominated by the Magistrates as the most problematic. A number of themes have emerged and will be the subject of further work including attachment disorders, early experience of mistreatment, their experience of being “looked after”, school disaffection, misuse of alcohol from an early age and exposure to domestic violence in particular. The Probation Service’s Self-Management and Rational Thinking (SMART) Programme is still being delivered successfully at Highlands College and has achieved internationally acclaimed results with high-risk and often prolific offenders. The latest reconviction study indicates that those offenders most

What we will do	How we will know	Updates/Progress
		<p>likely to re-offend are reducing their likelihood of reconviction substantially if placed on a community-based penalty.</p> <ul style="list-style-type: none"> • The Chief Probation Officer is planning to meet the new Chief of Police in order to build on existing partnership work. • States of Jersey Police have reviewed tasking processes in 2010 to improve the targeting of prolific offenders.
Domestic Abuse	<ul style="list-style-type: none"> • Regular DV awareness raising campaigns • Most dangerous domestic violence perpetrators are managed through JMAPP • DV Policy in Place 	<ul style="list-style-type: none"> • ADAPT programme in its fourth year for male perpetrators of domestic abuse. Men can be sent by the courts as a condition of a Probation order or can self refer. Victims are offered support during course of the programme. A piece of research is being conducted into the experience of victims whose partner has attended the programme. It is also intended to examine reconviction data in respect of perpetrators. • Women's Refuge continues to offer residential places for abused women and children as well as offering outreach counselling/support services. The Refuge continues to be busy and has been full on several occasions over the past month. • The most dangerous domestic violence perpetrators are managed through the newly-created Jersey Multi-Agency Public Protection Arrangements (JMAPP) system. Two DV perpetrators have been referred to JMAPP. • A dedicated Police unit (Public Protection Unit) offers support and advice to victims of domestic abuse. • The Education Department have utilised the Women's Aid Expect Respect Education Toolkit which gives teachers resources for delivering lessons to students right across the age range from Reception to Year 13 and that healthy relationships are a part of

What we will do	How we will know	Updates/Progress
		<p>the PHSE curriculum.</p> <ul style="list-style-type: none"> • The 2010 JDVF Awareness Campaign of “Be a Real Man” received a great deal of publicity and involved a successful partnership between statutory, private and third sector organisations. (SSP) • States of Jersey Police introduced new Domestic Abuse procedures which ensure a suspect centred investigation is pursued to enable, where appropriate, charges to be laid at the earliest possible opportunity to reduce the likelihood of victim retraction and repeat victimisation.
Violent Crime	<ul style="list-style-type: none"> • Levels of serious violent crime 	<ul style="list-style-type: none"> • See notes re St. Helier night-time economy, child protection and domestic abuse.

Priority 8: Increase social inclusion by encouraging and supporting people to help themselves	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Work together to help people to help themselves by providing real incentives to improve their situation and standard of living (Soc Sec, HSS, CM, ESC). 	<ul style="list-style-type: none"> • A political Social Policy Steering Group has been set up to co-ordinate social policy issues. • Also, a Social Policy Forum has been set up which consists of members from the voluntary sector. The Forum is designed to act as a link between the public and government on social policy issues. • The Income Support system is working well and assisting approximately 6,500 households. The emphasis of the review in 2011 remains on improving incentives to encourage claimants to take steps to support themselves wherever possible, through taking up employment and providing for their old age through pensions and savings. Since the introduction of Income Support, the disregard of gross earnings has been increased from 6% to 12%. This was further increased to 16.5%, from October 2010. From October the amount of savings that can be held without any reduction in Income Support benefit was also increased by 5%. • STEPS, a self-evaluation training programme for clients of The Bridge, will be introduced in 2011 with the purpose of allowing clients to improve their life chances. In 2010 fiscal stimulus money was used to train 12 individuals to deliver this programme.
<ul style="list-style-type: none"> • Provide a ‘safety net’ and active support for the vulnerable and people in need by making the system easier to access and flexible to ensure against unusual circumstances (Soc Sec, HSS, Hsg, ESC). 	<ul style="list-style-type: none"> • Better access for vulnerable people is being developed and implemented through an Urgent Case Review Pathway. • Housing’s Assisted Living Team continues to provide specialist assistance for a group of our most vulnerable tenants. During 2010, the team worked with an average of 66 individuals/families. The number will change from time to time as new cases are referred to the ASL Team or clients recover from their crisis and move back to mainstream services. In 2010, 70 clients were discharged from the team as they were living more independently. • The Supported Housing Group considered a total of 84 applications from clients who would not ordinarily meet the criteria for social rented accommodation. <ul style="list-style-type: none"> – 52 applications were accepted in 2010; – 30 applicants through the Supported Housing Group were housed in 2010;

	<ul style="list-style-type: none"> – 39 further applicants are currently being supported in housing accommodation by their referring agencies; – 34 Supported Housing clients were discharged during 2010. • The Social Security Department continues to work closely with other States departments and local voluntary organisations to ensure that support workers and advisors have a good working knowledge of the benefits administered by the department to assist their clients in receiving appropriate assistance. • Social Security staff provide regular presentations to other organisations and have built up effective links with many agencies. • Data-sharing agreements have been entered into with other agencies to ensure that information can be exchanged safely and in the client’s best interest. • The review of communications in respect of Income Support commenced in August 2010. This will pay close attention to the needs of more vulnerable clients and how effective communication can be achieved with these groups. • Ongoing provision of support packages for vulnerable clients to allow them to move from a life of dependency to a more independent existence. • Development of closer relationships with Housing tenants with a view to keeping a friendly eye on vulnerable youngsters. In 2010 each tenant group was assigned a “Relationship Manager” who is a Housing Officer and becomes the direct link between the group and Department. The Bridge Manager will soon be invited to meet some of the groups to discuss how they can assist in referring vulnerable young parents to The Bridge. • On going Involvement with the Multi-Agency Public Protection Group (MAPP) to ensure that those who pose a risk to themselves and others are housed.
<ul style="list-style-type: none"> • Ensure that employment and other legislation provides a safe and fair working environment and encourages employment (Soc Sec). 	<ul style="list-style-type: none"> • Redundancy legislation to provide qualifying employees with the right to receive a redundancy payment was registered by the Royal Court on 6th August 2010. Preparations were made for enactment and an Appointed Day Act that would bring the Law into force on 1st January 2011 was debated and adopted by the States on 4th November 2010. • A temporary insolvency scheme was introduced in 2009 to provide compensatory notice pay to employees losing their jobs through the insolvency of their employer. A permanent statutory scheme to

	<p>protect certain amounts owed to employees where their employer becomes insolvent has been prepared and is expected to be lodged for States debate in early 2011.</p> <ul style="list-style-type: none"> • A Law drafting brief has been prepared on Family Friendly and submitted to the Law Draftsman's Office.
<ul style="list-style-type: none"> • Work together to determine the causes of individuals' inability to fulfil their potential with a view to encouraging greater independence by providing training for appropriate jobs that will be available (ESC, ED, Soc Sec, HSS). 	<ul style="list-style-type: none"> • Skills Executive, Skills Board and Careers Jersey created and a combined "Careers Jersey" facility created at the Social Security office at La Motte Street, funded by EDD and staffed by ESC and SS staff. • Economic Stimulus Funding Initiatives have been used in the following areas: <ul style="list-style-type: none"> – Advance to Work – A work-related training programme for 16 – 19 year-olds registered as Actively Seeking Work. By the end of 2010, more than 300 individuals had participated on the scheme, 100+ of whom had progressed into paid employment. – For those 20 years+ and Actively Seeking Work, Advance+ programmes were piloted successfully in Administration and Retail respectively. – Jersey Careers strengthened their function through additional adviser capacity, project/event co-ordination and funding for training and research. – Additional funding for Highlands College to cater for the greater demand of students (100 individuals) staying on in further education post-16 years as individuals see the benefit of further training and qualifications. – Bienv'nue 2010 (BV2) – A pilot training programme for local residents interested in following a career in the tourism and hospitality sector. – States Apprenticeship Scheme – A total of 21 apprentices/trainees were recruited to the States in 2009 in both traditional and non-traditional craft areas. • Other areas of work include: <ul style="list-style-type: none"> – Labour Market Intelligence Reports undertaken on Construction, Retail, Hospitality and the Rural Economy with skills strategies for each being developed under a generic skills strategy framework. – Enhancement of Employment Services – strengthening the Workzone Team at Soc Sec to assist jobseekers with employment and

	<p>careers advice.</p> <ul style="list-style-type: none"> – Vocational Training – Pilot programme for 14 year-olds from the four 11 –16 year-olds to undertake day release vocation training in a number of craft areas. – Jersey Apprenticeship Scheme – Agreement on a new programme designed to better meet the needs of employers and apprentices to be launched in September 2012. – Jersey Undergraduate Internship Programme – facilitated and supported 64 undergraduates in paid employment during the summer of 2010 in challenging and meaningful positions. – Enterprise Education – through Global Entrepreneurship Week more than 750 students across all secondary schools on the Island took part in day-long ‘Jersey themed’ activities on sustainability and transport as well as presenting ideas to local business dragons. – Jersey Skills Development Award – 39 organisations recognised for their commitment to both training and development of their own workforce and offering to the wider community. – Jersey Enterprise Awards 2010 – sponsorship of ‘Development of People Award’ after withdrawal from the previous sponsor. <ul style="list-style-type: none"> • Limited training provided to States tenants in partnership with Highlands College, to enable them to build their confidence. • ESC Inclusion Review is complete and publication is imminent. • Funding has been released to support arrangements to help people with special needs secure access to Highlands College courses and appropriate employment. • Skills Executive, Skills Board and Careers Jersey created and a combined “Careers Jersey” facility created at the Social Security office, funded by EDD and staffed by ESC and SS staff.
<ul style="list-style-type: none"> • Work together with all agencies to co-ordinate efficient and effective social and community services and support as set out in the Social Policy Framework (Soc Sec, HA, HSS, Hsg, ESC). 	<ul style="list-style-type: none"> • A review of Social Policy Framework recommendations and criteria will be undertaken in 2011 ready for new States and formulate easy social impact assessment and gateways of assistance. An Information Sharing Protocol has been developed and will be implemented during 2011. • A Report and Proposition is due to be taken to the States in 2011 by the Minister for Housing which

	<p>will include proposals for a new Affordable Housing Gateway – this will assist Islanders in accessing the right type of housing which matches their financial and social needs.</p> <ul style="list-style-type: none"> • Consultation on the Review of Social Housing is now complete. Programme Manager appointed. Governance structure approved. Programme underway. This is likely to be a 2 year project to see the Housing Department put at arm’s length from the States. It will also cover a new rent policy, the Affordable Housing Gateway, Regulation and a new financial framework for the new organisation. • Departments work closely with each other to share information and provide background to benefits and services that are available to specific groups of clients. • In 2011, the development of care packages for the over-65s to provide a cost-effective and high quality alternative to institutional care and which allows the personal choice of the client. • The development of a commissioning strategy for nursing and residential care for older people is identified as a business objective for HSSD in 2011.
<ul style="list-style-type: none"> • Encourage community involvement and voluntary service (CM). 	<ul style="list-style-type: none"> • Work is continuing with the Parishes and the third sector to promote community based projects to maintain older people independence in the community. • Tenant Participation with States Tenants continues to build stronger communities. • BIC continues social inclusion theme around the third sector and how third sector can improve community engagement and improve service delivery. Social Policy Forum and Steering Group still in place and links beginning to emerge ripe for development with other groupings, e.g. Children’s Plan. • From this, a Social Policy Forum has been set up which consists of members from the voluntary sector. The Forum is designed to act as a link between the public and government on social policy issues. They are currently investigating how the community can provide support for the ageing population.
<ul style="list-style-type: none"> • Work with the Parishes to develop community initiatives (CM). 	<ul style="list-style-type: none"> • The Information Sharing Protocol has been approved by the Comité des Connétables. This tool will promote stronger working between the Parishes and the States in order to identify those in need and therefore provide them with appropriate support. • The Social Policy Steering group also has Parish

	<p>representation.</p> <ul style="list-style-type: none"> Plans are being developed by H&SS to work in partnership with the Parishes and the third sector to promote community-based projects to maintain older people's independence in the community.
<ul style="list-style-type: none"> Preserve, enhance and promote community values (CM). 	<ul style="list-style-type: none"> This will be developed through the work of the BIC. Ongoing Tenant Participation with States Tenants continues to build stronger communities.
<ul style="list-style-type: none"> Work to maintain a healthy economy which helps people to provide for themselves (ED). 	<ul style="list-style-type: none"> Jersey Enterprise is delivering the Enterprise and Business Development Strategy that seeks to provide financial support for: <ul style="list-style-type: none"> Growth of existing Jersey companies to increase productivity and profitability. Increased level of economic activity through support for business start-ups – in 2009 Jersey Enterprise assisted almost 700 business start-ups. Increased export trade development to UK and other international markets. Increased levels of inward investment to broaden the economic, employment and tax base.
<ul style="list-style-type: none"> Review and strengthen the community role of the parish. 	<ul style="list-style-type: none"> Plans are being developed by H&SS to work in partnership with the Parishes and the third sector to promote community-based projects to maintain older people's independence in the community. See also Priority 15.

Priority 9: Enhance support services to vulnerable children, families and others at risk	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Work together to ensure effective and co-ordinated actions are taken to protect the safety and welfare of vulnerable children (HSS, HA, ESC, Hsg). 	<p>Children’s Policy Group (CPG)</p> <ul style="list-style-type: none"> • Includes the Ministers of HSSD, HA and ESC and has worked on strategic issues during 2010 related to children including those within the Williamson Implementation Plan. • Action plans for delivery of the recommendations are defined and are running to schedule. A dedicated Project Manager is in post. Actions for 2011 include: <ul style="list-style-type: none"> – <u>Children’s Plan</u> Following States agreement, the Plan will form the blueprint for the quality and standard, development and funding of children’s services from 2011 onwards. The draft plan went out for public consultation in Dec 2010, to be approved by June 2011. – <u>Inspection of Children’s Services</u> Services for Looked After Children will be inspected by the Social Work Inspection Agency in 2011. – <u>Integration of Child and Adolescent Mental Health Services into Children’s Services</u> This should be completed during the first quarter of 2011. <p>Strategic Road Map</p> <ul style="list-style-type: none"> • In 2010 work to develop a strategic road map for health and social care was commissioned. In 2011, this work will deliver a blueprint which identifies the best and most effective way to deliver health and social care services now and into the future. A Green Paper is planned for early summer 2011.
<ul style="list-style-type: none"> • Seek extension of the UK ratification of the United Nations Convention on the Rights of the Child (CM). 	<ul style="list-style-type: none"> • Audit of policy and legislation to allow Jersey to work towards compliance with the United Nations Convention for the Rights of the Child (UNCRC) is ongoing and driven by CMD. • Child Employment Order to be made in 2011.
<ul style="list-style-type: none"> • Support both those in care and those needing support in the community (HSS, Soc Sec, Hsg). 	<p>Carer’s Strategy</p> <ul style="list-style-type: none"> • Launched mid-2009, the Carer’s Strategy is designed to support those who provide informal care for the vulnerable people of our society. The following work has been undertaken which relates to the strategy:

	<ul style="list-style-type: none"> – The model for the young carers’ group established at Le Rocquier School will be rolled out to other states secondary schools. – Headway has issued a carer’s card to their members to allow discount at certain outlets. – The seeking of funding for a carers’ centre. – In 2010 Jersey speakers presented at the International Carers Conference in Leeds. – A survey for Carers is now included in the JASS survey, the feedback from which will help to improve services. <p>Further development of multi-agency safeguarding arrangements for the protection of adults and the development of a Dementia Strategy.</p> <ul style="list-style-type: none"> • These are objectives in the 2011 HSSD Business Plan. <p>The development of the Partnership for Older People Project in 2011</p> <ul style="list-style-type: none"> • This project is designed to support independent living for older people, requires co-ordinated parish-based services involving the 3rd sector and is an objective in the 2011 HSSD Business Plan. <p>Housing for young people</p> <ul style="list-style-type: none"> • Housing for those leaving care is a project within the Williamson Implementation Plan. • The main initiatives being undertaken by the Housing Department are: <ul style="list-style-type: none"> – Housing Department to be reconfigured over 2011 – 2012. New rent policy and affordable housing gateway regulation to be developed. – Assistance for the most vulnerable tenants, e.g. those with mental health issues and families in crisis. – Ongoing provision of support packages for vulnerable clients to allow them to move from a life of dependency to a more independent existence. – Involvement with the Bridge. An officer is based at Bridge for one day per week. Further partnership working is being explored. – Development of closer relationships with tenants with a view to keeping a friendly eye on vulnerable youngsters. In 2010 each tenant group was assigned a “Relationship Manager” who is a Housing Officer and becomes the direct link between the group and Department. The Bridge Manager will soon be invited to meet some of the groups to discuss how they can assist in referring vulnerable young parents to The Bridge.
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	<ul style="list-style-type: none"> – The High-Rise Panel has also been working closely with the Fire Service to develop a special leaflet for fire safety in high-rise blocks. – Ongoing Involvement with the Multi-Agency Public Protection Group (MAPPA) to ensure that those who pose a risk to themselves and others are housed. – Other ongoing initiatives related to housing the vulnerable include liaisons with Pathways, Child Protection Teams and Prison Me No Way.
<ul style="list-style-type: none"> • Target low ambition and exclusion (ESC, HSS, Hsg). 	<ul style="list-style-type: none"> • Draft policy –“Transitional Planning for Young People with Special Needs moving from Educational to Adult Services”. • Policy reviewed, awaiting approval. • Introduction of STEPS, a self-evaluation training programme for clients of The Bridge which allows clients to improve their life chances. In 2010 fiscal stimulus money was used to train 12 individuals to deliver this programme. • Also see Housing initiatives above.
<ul style="list-style-type: none"> • Intervene to identify under-achievers early (ESC). 	<ul style="list-style-type: none"> • The established programme to identify children falling behind in key areas at reception age 7 and age 11 has been enhanced in 2010 to encompass an early years profile which includes nursery-age children.
<ul style="list-style-type: none"> • Improve the health and emotional well-being of children, including healthier lifestyles (HSS, ESC). 	<ul style="list-style-type: none"> • In 2010 the secondary school meal service was improved by the introduction of a single provider within certain schools who is contracted to provide food to recognised healthy standards. Monitoring of standards and uptake of food will be on going. • A Healthy Schools Initiative will be implemented by introducing local healthy schools standards. • The current height/weight measurements made at age 5 will be extended to those aged 11 years. • Evaluation of physical activity in 7 deprived primary schools is ongoing. <p>Schools PE Project</p> <ul style="list-style-type: none"> • In 2009 and 2010 ESC undertook a PE project which identified the following objectives: <ul style="list-style-type: none"> – identify schools most in need of good quality PE. – employ coaches to support schools in developing their PE curriculum. – ensure all coaches receive quality training to support them in doing the job. – review the Primary Curriculum. – agree high expectations and an understanding

	<p>of skill development within the PE curriculum.</p> <ul style="list-style-type: none"> – ensure all schools are keen to be part of the project. <ul style="list-style-type: none"> • All objectives were met and the standards and profile of PE has been raised. Further improvement work has been identified from the project. • Initiatives to promote walking and cycling include the construction of the eastern cycle path, the development of the town park and the health walks organised by the Public Health Department. • In 2010, a SOJ workplace breast-feeding policy was introduced to allow working mothers to continue to breast-feed when returning to work. <p>Tobacco</p> <ul style="list-style-type: none"> • In January 2011 the States will debate the introduction of pictorial warnings on tobacco packaging. • Restrictions on point-of-sale advertising are in development. • Work is ongoing on the implementation of dedicated smoking cessation pathway for pregnant women and their partners. • Work is planned to reduce the number of underage sales of tobacco.
<ul style="list-style-type: none"> • Help parents to understand and meet their children’s needs by improving their parenting skills (HSS, ESC). 	<ul style="list-style-type: none"> • Identification of children requiring priority States nursery places is ongoing. <p>Work undertaken at the Bridge includes progression with the Parenting Strategy. As such 2011 will see:</p> <ul style="list-style-type: none"> • The introduction of a user pays element to ensure sustainability, fairness and equity of services. Those most in need of the service will be given priority places. • The launch of “Jersey Families”, a hub of information for parents and young people targeted at the pre-birth to 25 years cohort. • Continued monitoring and evaluation of the Family Problem Solving, Freedom (Women’s Refuge) and the Well-Women programmes. • Introduction of STEPS, a self-evaluation training programme for clients of The Bridge which allows clients to improve their life chances. In 2010 fiscal stimulus money was used to train 12 individuals to deliver this programme. • Enhancements to parenting courses using evidence-based principles.

<ul style="list-style-type: none">• Provide community care for the continuing care needs of dependent adults under the age of 65 years (HSS).	<ul style="list-style-type: none">• In 2010 HSSD implemented a flexible respite service for adults under 65 years. A complete review is planned for 2011 to further improve services.

Priority 10: Maintain and develop the Island's infrastructure	
'What we will do'	Progress
<ul style="list-style-type: none"> Develop funding mechanisms to address the backlog of deferred maintenance of roads, sea defences, sewers, States property, social rented housing, Harbours and Airport, etc. (T&R). 	<p>Roads and Sea Defences</p> <ul style="list-style-type: none"> Asset valuations have been completed for the Island's highways and sea defences, and the annual spend to maintain these assets to an acceptable standard are known. Additional infrastructure funding has been secured for 2012 and work will progress in 2011 to ensure the department is in a position to deliver this increased level of spending in 2012. <p>Drainage Network</p> <ul style="list-style-type: none"> The drainage sewer network is challenged during periods of heavy rainfall. Factors that exacerbate this situation include surface water ingress to the foul system, hard landscape proliferation through development, heavy fall of leaves, plastic film on fields and washout of soil from fields. The effects include localised flooding, inundation of pumping station and foul sewage pollution. The condition survey of the network that has recently been undertaken and has identified numerous defects and "black spots" that need to be repaired and/or modified. Until a long-term funding solution can be found TTS will prioritise the £4.5 million rolling capital infrastructure vote on works required to address its statutory obligations. The long-term funding requirements will be dealt with as part of the Liquid Waste Strategy (please see below). <p>States Property</p> <ul style="list-style-type: none"> Backlog Maintenance <ul style="list-style-type: none"> JPH has instigated a programme of backlog maintenance works funded initially from the Fiscal Stimulus initiative in 2009 and continuing with a direct funding allocation of £4 million in 2010. The programme will continue in 2011 through a further allocation of £3 million. Funding has been secured 'in principle' in the 2012/2013 capital programme for a number of urgent improvement works projects at the General and Acute hospital. JPH will work with the H&SS Department to identify mechanisms to integrate these works within

	<p>the future backlog maintenance programme.</p> <p>Social Housing Stock</p> <ul style="list-style-type: none"> • Structural under-funding of Social Housing Maintenance: <ul style="list-style-type: none"> – The Department has now undertaken a full condition survey of all its Social Housing stock. Results have only recently been received and need further analysis, but the headline backlog maintenance figure is now estimated to be £46 million. This is significantly lower than the £75 million identified in P.6/2007, excluding the cost of the regenerating Le Marais and Le Squez and demonstrates the work undertaken in recent years to bring the Social Housing stock up to the Decent Homes standard. – The condition survey also reinforces the previously identified annual shortfall in the funding of day to day repairs of £2.5 million and the under-funding in planned maintenance and improvements of £5 million per annum. • Progress during 2010: <ul style="list-style-type: none"> – The Fiscal Stimulus programme has provided £5 million to fund backlog maintenance works. In addition, the Fiscal Stimulus programme has provided over £8 million to commence the development of the second phase of Le Squez Estate, which would have been delayed without this funding. – Sales of 13 properties during 2010 contributed an additional £4.6 million to refurbishment projects. • Housing Transformation Programme: <ul style="list-style-type: none"> – The Housing Department has, in the last quarter of 2010, embarked upon a Housing Transformation Programme. This programme aims to address the Housing Department's long-term maintenance funding problem, as well as seeking to set up regulation for the Social Housing sector and options for the future structure of the Housing Department. <p>Harbours and Airport</p> <ul style="list-style-type: none"> • A Harbours and Airport Shadow Advisory Board has been appointed by the Minister for Economic Development to advise Ministers regarding all aspects of the operation of Jersey Airport and Jersey Harbours operations.
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<ul style="list-style-type: none"> Investigate alternative ways to fund and deliver key infrastructure services, such as disposing of liquid and inert waste (TTS, T&R). 	<p>Liquid Waste</p> <ul style="list-style-type: none"> TTS has determined the scope of the Liquid Waste Strategy, gathered data to confirm constraints and priorities and developed costed options to address the requirements of the liquid waste service over the next 20 years. Work-streams are: <ul style="list-style-type: none"> Seek a planning vote to fund the completion of the remaining technical investigations to complete the Liquid Waste Strategy and Business Case. Develop a Business Case to recommend the funding and delivery mechanisms for the Liquid Waste Service. Continue technical investigations to confirm the best solution for managing Liquid Waste on the Island. Work with Scrutiny on Review. Consult with public and finalise options. Lodge and debate strategy. <p>Inert Waste</p> <ul style="list-style-type: none"> Feasibility work continues on the Inert Waste Strategy with a target delivery date of 2012. Work on the remaining and future use of La Collette is progressing well and a Planning Application for future works at La Collette will be submitted to Planning in July 2011. Initial discussions have been held with external providers to gauge their interest in disposing of inert waste at their sites in the future. These discussions have been positive and are continuing. <p>Island Plan</p> <ul style="list-style-type: none"> The Island Plan Review is underway with a debate in the States anticipated by mid-2011. It includes initiatives to secure infrastructure funding in relation to new developments through Planning Obligation Agreements. Ongoing implementation of regulatory legislation including: <ul style="list-style-type: none"> Waste Management (Jersey) Law 2005 Water Pollution (Jersey) Law 2000 Water Resources (Jersey) Law 2007
<ul style="list-style-type: none"> Invest in an improved solid and liquid waste infrastructure (TTS). 	<p>Liquid Waste</p> <ul style="list-style-type: none"> The Department has completed the first phase of developing a Liquid Waste Strategy. The Strategy covers all aspects of the treatment and disposal of Jersey's Liquid Waste, in particular, the long-term plans for the major assets.

	<ul style="list-style-type: none"> • Substantial funding will be needed, estimated to be £10 million per annum, over a 20 year period, to replace the existing infrastructure. Until a long-term funding solution can be found, TTS will prioritise the rolling capital infrastructure vote on works required to address its statutory requirements. • Ongoing implementation of regulatory legislation including: <ul style="list-style-type: none"> – Waste Management (Jersey) Law 2005 – Water Pollution (Jersey) Law 2000 – Water Resources (Jersey) Law 2007 <p>Solid Waste</p> <ul style="list-style-type: none"> • The La Collette Energy from Waste Plant construction is substantially complete and the commissioning phase has started.
<ul style="list-style-type: none"> • Review the economic, environmental and social benefits from States-owned utilities (T&R). 	<ul style="list-style-type: none"> • The Minister for Treasury and Resources has presented a report on governance of the States shareholdings in the utility companies in 2010 The Minister is now discussing the implementation of the recommendations contained in this report with the Chairmen of the States-owned Companies. • EDD continues to grant fund JCRA and work with other States partners, to ensure that existing arrangements remain both ‘fit for practice’ and effective and do not place an overly costly burden upon the delivery of services. • In turn, EDD will continue to grant-fund the Consumer Council to ensure that customer service levels remain competitive, fitting the expectations and future requirements of customers in-Island.
<ul style="list-style-type: none"> • Adopt appropriate internationally agreed carbon-emission standards for all new buildings (P&E, CM). 	<ul style="list-style-type: none"> • Legislation has been introduced – through Building Bye-Laws – that reflects the UK Model for determining the energy performance of buildings. This Model was established in response to the EU Energy Performance of Buildings Directive. • Using these standards the carbon intensity can be calculated. • A Code for Sustainable Homes is to be developed during 2011 and low carbon commercial developments to be the norm through use of BREEAM ratings on conditions. • Energy Policy White Paper is being developed for debate by mid 2011. • The potential of renewables is being investigated. There is a Tidal Power Steering Group and initial engagement with France and French Industry over offshore wind-power.

<ul style="list-style-type: none"> • Give priority to energy saving measures in refurbished properties (P&E, CM). 	<p>Planning</p> <ul style="list-style-type: none"> • Legislation has been introduced – through Building Bye-Laws – that reflects the UK Model for determining the energy performance of buildings. This Model was established in response to the EU Energy Performance of Buildings Directive. Using these standards the carbon intensity can be calculated. • A Code for Sustainable Homes is to be developed during 2011 and low carbon commercial developments to be the norm through use of BREEAM ratings on conditions. <p>Upgrading Social Housing Stock</p> <ul style="list-style-type: none"> • The Housing Department is committed to achieving its aim that all its social rented housing stock will meet the ‘Jersey standard’ by 2016. • This standard, amongst other things, commits the department to ensure that the thermal characteristics of its building are maximised. A number of programmes contribute to this, including cavity wall insulation, loft insulation, window replacement and the conversion of heating systems to modern electrical system.
<ul style="list-style-type: none"> • Develop investment/divestment plans to ensure the States property and infrastructure is properly maintained (CM). 	<p>Rationalisation of Stock</p> <ul style="list-style-type: none"> • Reducing the size of the estate will help to alleviate the problem of insufficient base budget funding to provide adequate maintenance investment. JPH is working with occupying departments to develop a Portfolio Plan to achieve best usage for all States’ property assets. • Work-streams are: <ul style="list-style-type: none"> – Office estate rationalisation – Phase 1 business case complete and awaiting approval by the Minister for Treasury and Resources. – Review of the H&SS estate has identified opportunities to rationalise residential property holdings. This will commence in 2011. – The business case for relocating non G&A services to Overdale will be developed in the first half of 2011. The project will need to be self-funding as there is allocation within the States investment programme. – JPH is working with the Education Department on a review of its operational estate. The data collection phase is nearing completion, which indicates the potential for a reduction in the number of operational

	<p>establishments.</p> <ul style="list-style-type: none">- JPH has tendered in 2 tranches its mandatory works contracts, achieving an annual saving in excess of £250,000 as part of the CSR process.- JPH is actively seeking to outsourcing transactional activities where the cost is less than retaining the service in-house.- JPH, working with Treasury, will introduce a charging mechanism for core office buildings in 2011.

Priority 11: Enhance and improve health care provision and promote a healthy lifestyle	
‘What we will do’	Progress
<ul style="list-style-type: none"> Shift the balance from secondary to primary care with a greater emphasis being placed upon prevention (HSS). 	<p>Strategic Road Map</p> <ul style="list-style-type: none"> In 2010 work to develop a strategic road map for health and social care was commissioned. In 2011, this work will deliver a blueprint which identifies the best and most effective way to deliver health and social care services now and into the future. A Green Paper is planned for early summer 2011. <p>Integrated Primary Health Care</p> <ul style="list-style-type: none"> In 2011, the Public Health Department will be developing and implementing a care pathway for the management of Chronic Obstructive Pulmonary Disease. Preventative initiatives such as screening programs cannot be fully effective without accurate population data. The population office expects to lodge Laws dealing with this early in 2011. If these Laws are passed, the expectation is for a 12 month period of systems development before the population register goes live. Public Health will then lead on submitting a regulation which will enable HSSD to access the database for health-screening purposes from mid-2012. From 2012 all medical practitioners will be required to undergo a process of revalidation to allow continued registration with the General Medical Council. This will involve an amendment to the Medical Practitioners Law in 2011. The revalidation process includes submitting evidence of Continuing Professional Development and Appraisal. Resource for this has been achieved through an amendment to the Health Insurance (Jersey) Law 1967 in 2010.
<ul style="list-style-type: none"> Identify the funding and aims for each phased programme of investment in health and social care services. The success of each programme will be tracked before further investment is agreed (HSS). 	<p>Health and Social Care Funding</p> <ul style="list-style-type: none"> There is a need to shift the emphasis on care from the secondary to the primary care sector. This is particularly important in the management of chronic diseases such as diabetes and heart disease. An amendment to the Health Insurance Fund Law is required to allow GPs and other community practitioners to be funded for the additional care they will give. A primary care governance team and process will be developed in 2011 with a view to bringing about the necessary legislative changes to bring into place a Quality Contract in May 2012.***

<ul style="list-style-type: none"> • Lead on the actions necessary to support people to manage their own health through the promotion of healthy lifestyles (HSS). 	<ul style="list-style-type: none"> • The current height/weight measurements made at age 5 will be extended to those aged 11 years. • Initiatives to promote walking and cycling include the construction of the eastern cycle path, the development of the town park and the health walks organised by the Public Health Department.
<ul style="list-style-type: none"> • Find new funding to pay for changes to the health and social care system (HSS, T&R). 	<p>Long-term care</p> <ul style="list-style-type: none"> • In 2011 there will be: <ul style="list-style-type: none"> – the development of care packages for the over-65s to provide a cost-effective and high quality alternative to institutional care and which allows the personal choice of the client. – the development of a commissioning strategy for nursing and residential care for older people is identified as a business objective for HSSD in 2011. <p>Also see above ***</p>
<ul style="list-style-type: none"> • Consider remodelling provision of primary care through mechanisms such as Walk-In Clinics and Group Practices oriented to preventative services (HSS, Soc Sec). 	<ul style="list-style-type: none"> • Work to amend legislation to allow non-medical prescribing is well developed and envisaged to go before the States in 2011.
<ul style="list-style-type: none"> • Support healthy choices via policies in all areas (HSS). 	<p>Healthy schools initiative and diet</p> <ul style="list-style-type: none"> • In 2010 the secondary school meal service was improved by the introduction of a single provider within certain schools, who is contracted to provide food to recognised healthy standards. Monitoring of standards and uptake of food will be on going. • A Healthy Schools Initiative will be implemented by introducing local healthy schools standards. <p>Alcohol</p> <ul style="list-style-type: none"> • The Alcohol Strategy is to be lodged in Quarter 1 of 2011. <p>Tobacco</p> <ul style="list-style-type: none"> • In January 2011 the States will debate the introduction of pictorial warnings on tobacco packaging. • Restrictions on point of sale advertising are in development. • Work is ongoing on the implementation of dedicated smoking cessation pathway for pregnant women and their partners. • Work is planned to reduce the number of underage sales of tobacco.

	Mental Health <ul style="list-style-type: none">• In 2011 approaches to early psychological intervention within mental health primary care will be developed.• STORM training for the management of suicide risk is being progressed and is well received.• In 2011 there will be a campaign for the awareness of mental health and alcohol-related illness to reduce stigma.• A review of physical healthcare needs for people with severe mental illness was completed in 2010.

Priority 12: Maintain high quality education and skills	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Maintain academic success, and ensure equally good vocational support for young people to help them achieve their potential (ESC). 	<ul style="list-style-type: none"> • Progress is being monitored during Professional Partner visits. • GCSE and ‘A’ Level exam board support is being provided. • Island-wide electronic tracking programme in place in all schools.
<ul style="list-style-type: none"> • Ensure high levels of literacy and numeracy (ESC). 	<ul style="list-style-type: none"> • Moderation team established and has moderated assessments in Y2 and Y6 in all Island schools. • Literacy Policy agreed. KS1 Jersey Enjoys Literacy programme implemented. • Screening programme in place, leading to recruitment of advisory teachers for literacy and numeracy and in-service training with a particular focus on mathematics.
<ul style="list-style-type: none"> • Increase support for non-academic pupils (ESC). 	<ul style="list-style-type: none"> • Sector by sector research into employer needs and hard-to-fill vacancies – information used to illustrate career pathways for young people.
<ul style="list-style-type: none"> • Invest in skills development and vocational training to support new and existing industries in providing suitable jobs for local people (ED, ESC). 	<ul style="list-style-type: none"> • Use of fiscal stimulus to provided work experience and training for 16+ jobseekers. Strengthened careers service to cope with additional demand. Introduction of Vocational foundation degrees in strategically important subjects.
<ul style="list-style-type: none"> • Develop local people for public sector jobs at all levels (CM). 	<ul style="list-style-type: none"> • Jersey Graduate Teacher Training Programme in place and under continual development. Seven Graduate Trainees Registered for September 2010. • Advance to Work Initiative in place and proving to be successful. • Participation in Graduate Internship Programme.
<ul style="list-style-type: none"> • Continue to encourage and support Islanders in the pursuit of sporting excellence (ESC). 	<ul style="list-style-type: none"> • Bid to host 2015 Island Games successful. • There were 40 competitors at Commonwealth Games with other sports competing in World and National events. Strength and conditioning programmes are in place for many of the top level participants which has improved performance.

Priority 13: Protect and enhance our natural built environment	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Implement a range of measures to reduce waste, energy use, pollution and traffic and to increase the environmental protection regime operating in the Island (TTS, P&E). 	<ul style="list-style-type: none"> • Sustainable Transport Plan – adopted by the States December 2010. • Energy Policy White Paper lodged Q2 2011. • Eco-Active programmes have been promoted touching all sectors of the Island: <ul style="list-style-type: none"> – Eco-Active Schools – Eco-Active Business – Eco-Active Travel – Eco-Active Biodiversity – Eco-Active Energy Efficiency Service – Eco-Active States from Q2 2011. • Building Bye-Laws updated to reflect higher performance to limit environmental costs. • Recycling Initiatives by TTS and Parishes. • Ongoing implementation of regulatory legislation including: <ul style="list-style-type: none"> – Waste Management (Jersey) Law 2005 – Water Pollution (Jersey) Law 2000 – Water Resources (Jersey) Law 2007
<ul style="list-style-type: none"> • Develop a sustainable internal transport infrastructure (TTS). 	<ul style="list-style-type: none"> • Sustainable Transport Plan – adopted by the States December 2010. • Eco-Active Travel.
<ul style="list-style-type: none"> • Persuade people out of cars by providing practical alternatives such as improved bus services, cycle tracks and footpaths (TTS). 	<ul style="list-style-type: none"> • Sustainable Transport Plan – adopted by the States December 2010. • Eco-Active Travel.
<ul style="list-style-type: none"> • Through the Island Plan/planning process, ensure that the Island’s natural beauty and environment is protected, whilst making inventive use of urban areas to cater for future business/housing needs and increasing the quality of built design (P&E). 	<ul style="list-style-type: none"> • Island Plan Review includes initiatives to make more efficient use of urban land. • Independent Inspector’s Report received November 2010 and under consideration. Minister will publish any amendments in light of the Report at the end of Q1 with a States debate targeted for the end of Q2. • North of Town Masterplan is currently scheduled for debate February 2011. This will establish a coherent and comprehensive approach to the redevelopment and regeneration of the north of St. Helier promoting an enhanced location to live, work or visit.
<ul style="list-style-type: none"> • Identify long-term solutions for sustainable housing provision and protection of the environment (P&E). 	<ul style="list-style-type: none"> • Island Plan Review underway includes initiatives to make more efficient use of urban land and seeks to accommodate housing in existing settlements. • Independent Inspectors Report received November

	<p>2010 and under consideration. Minister will publish any amendments in light of the Report at the end of Q1 with a States debate targeted for the end of Q2.</p> <ul style="list-style-type: none"> • Guide for Sustainable Homes will commence in Q4. • North of Town Masterplan currently scheduled for debate February 2011. This will establish a coherent and comprehensive approach to the redevelopment and regeneration of the north of St. Helier promoting an enhanced location to live, work or visit.
<ul style="list-style-type: none"> • Introduce an integrated energy policy to secure an affordable and sustainable energy supply to meet the changing world energy challenges and underpin economic and social prosperity, including assessing whether the Island's natural resources could be a future sustainable source of energy (P&E). 	<ul style="list-style-type: none"> • Energy Policy White Paper to be lodged for debate Q2 2011. • Eco-Active Energy Efficiency Service.
<ul style="list-style-type: none"> • Ensure that environmental education is taught at all levels in schools so that pupils are aware of issues and are able to understand environmental choices based on balance and impact (P&E, ESC). 	<ul style="list-style-type: none"> • Eco-Active Schools Framework adopted (April 2010) implementation ongoing.
<ul style="list-style-type: none"> • Work towards a low-carbon economy (P&E, ED). 	<ul style="list-style-type: none"> • Energy Policy White Paper to be lodged for debate Q2 2011. • Tidal Power Steering Group. • Initial engagement over offshore wind-power. • ECO-Active States rolled out from Q2. • Code for Sustainable Homes commence Q4. • Climate Change Adaptation Strategy scoped during 2011.
<ul style="list-style-type: none"> • In 2009 debate and implement an Air Quality Strategy for Jersey, including proposals for monitoring and publishing levels of local air pollution, and targets, policies and timescales for reductions in air pollution levels that reflect best practice globally (HSS, P&E). 	<ul style="list-style-type: none"> • Air Quality Strategy Green Paper public consultation Q2.
<ul style="list-style-type: none"> • In 2009 debate and implement an Sustainable Transport Policy for Jersey, including targets, policies and timescales that reflect best practice globally, and proposals for monitoring and publishing them (TTS). 	<ul style="list-style-type: none"> • Sustainable Transport Plan – adopted by the States December 2010. • Eco-Active Travel.

<ul style="list-style-type: none"> • Implement the 5 Environmental Priorities in the Executive Summary of “The State of Jersey – a report on the condition of Jersey’s environment (January 2005) (P&E). 	<ul style="list-style-type: none"> • The 5 Priorities of the State of the Environment Report are woven into all policies that are adopted or are being developed by P&E and an ability to roll this out to all States Policies and business is being investigated. • Revised report will be produced Q2 2011.
<ul style="list-style-type: none"> • Adopt the overall goal of the Biodiversity Strategy for Jersey and pursue the objectives for conserving biodiversity (P&E). 	<ul style="list-style-type: none"> • Building on the Biodiversity Strategy including a full commitment to International Year of Biodiversity 2010 including seeking to implement Biodiversity Action Plans. Meeting the aims and targets of the Strategy through all work – including grant aid – for the rural economy. • Eco-Active Biodiversity programme.
<ul style="list-style-type: none"> • Provide an annual Report to the States by the Director of the Environment (P&E). 	<ul style="list-style-type: none"> • Working towards an Environment Charter which can be more readily updated, maintained and reported on. • To be presented Q1 2011.

Priority 14. Adequately house the population	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Introduce schemes to encourage more home ownership (Hsg). 	<ul style="list-style-type: none"> • Sales to tenants and on the open market have continued and at December 2010 a total of 142 sales were completed. • Jersey Homebuy Introduced by Planning and Environment. Housing supported this and this led to the sale of 46 homes to qualifying first-time buyers. Additional homes are planned for at least 2 other sites and the provision of further Homebuy homes is featured in the Island Plan. • A cross-departmental affordable housing task force has been established. This group also has political representation and includes interested parties from the private sector.
<ul style="list-style-type: none"> • Identify sufficient appropriate development sites, without further rezoning of green areas, for housing in the Island Plan ensuring that the unit mix and tenure types meet prevailing demand (P&E). 	<ul style="list-style-type: none"> • Island Plan has been through public examination. • Housing have identified opportunities for intensification of existing sites, however, realising these opportunity relies on the delivery of new homes to house tenants presently housed on those sites.
<ul style="list-style-type: none"> • Improve equity, tenure rights and living standards for accommodation accessible to migrants (CM). 	<ul style="list-style-type: none"> • Progress from the Population Office is reported as: <ul style="list-style-type: none"> – New Migration Law ready to be lodged, which, if approved, will enable unqualified persons to obtain security of tenure and associated rights under the Residential Tenancy Law (awaiting approval of Privy Council) and any Regulations introduced thereon, for example, in relation to deposit protection, condition reports, etc. – Housing Qualification period reduced to 10 years.
<ul style="list-style-type: none"> • Support the development of affordable housing (P&E, Hsg). 	<ul style="list-style-type: none"> • Jersey Homebuy Introduced by Planning and Environment. Housing supported this and this led to the sale of 46 homes to qualifying first-time buyers. Additional homes are planned for at least 2 other sites and the provision of further Homebuy homes is featured in the Island Plan presently being reviewed. • Island Plan has been through public examination.
<ul style="list-style-type: none"> • Define a new ‘Jersey standard’ for social rented accommodation (Hsg). 	<ul style="list-style-type: none"> • New Standard in draft form.

<ul style="list-style-type: none"> • Continue to upgrade and improve older States rental homes to meet the new 'Jersey standard' (Hsg). 	<ul style="list-style-type: none"> • Refurbishment and regeneration programme as set out in the business plan is on track. Completed projects include: <ul style="list-style-type: none"> – Redevelopment of Le Marais – Redevelopment of Phase 1a & 1b Le Squez – Refurbishment of The Cedars – Refurbishment of Clos du Fort Phase 1 – Refurbishment of La Carrière, Grands Vaux – Refurbishment of 1–21 Le Geyt Flats – Refurbishment of Clos du Roncier – Refurbishment of Clos des Quennevais. Projects in progress (feasibility through construction) include: <ul style="list-style-type: none"> – Development of Phase 2 Le Squez – Development of Salisbury Crescent – Refurbishment of Clos Gosset – Refurbishment of Pomme D'Or Farm – Development of 2–4 Journeaux Street – Refurbishment of De Quetteville Court – Refurbishment of Jardin des Carreaux. • A condition survey has just been completed. This has assessed the present backlog at £46 million – a significant reduction from the assessed £75 million in 2007. • Housing is working closely with The Shelter Trust and Silkworth Lodge on the provision of 2 specialist hostel facilities to support the work of both organisations. Both buildings are under development.
<ul style="list-style-type: none"> • Implement proposals for the regulation of all affordable housing providers including common waiting lists and allocation criteria and improve regulation relating to the wider rental market (Hsg). 	<ul style="list-style-type: none"> • These proposals will be embodied within proposals that the Minister will bring to the States for debate early in 2011.
<ul style="list-style-type: none"> • Establish a 'gateway' for all affordable housing to ensure that existing and future stock is targeted to deliver maximum benefit (Hsg). 	<ul style="list-style-type: none"> • A draft application form has been developed for use by all providers which will help facilitate the single waiting list. There is a significant challenge in respect of finding mechanisms to encourage social landlords to use the Gateway as opposed to their own individual waiting lists. • A review of social housing waiting lists is underway. Reviews of the Housing Department's list and the list held by the Jersey Homes Trust are complete.

Priority 15: Protect our unique culture and identity	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Keep our constitutional relationship under review (CM). • Protect our unique Constitution and domestic autonomy (CM). 	<ul style="list-style-type: none"> • Of the 19 recommendations made in the Second Interim Report from the Constitutional Review Group, one was completed in 2009, 10 have been addressed in 2010, and 8 will be addressed in 2011. • The report of the UK Justice Committee inquiry on the Ministry of Justice and the Crown Dependencies was positive. The UK Government accepted the recommendations made in the report. The Chief Minister wrote to confirm that he is happy to collaborate on implementation of its recommendations. • The annual report provided to the States Assembly on the status of International Conventions and Agreements was lodged at the end of Q2 2010. The next annual report will be provided in Q2 2011. • The ‘Carswell Review’ on the role of the Crown Officers was published on 7th December 2010. • Negotiations were progressed towards a new Reciprocal Healthcare Agreement with the UK. • Jersey is one of 8 members of the British Irish Council and participated fully in British Irish Council business in late 2009 and during 2010. In November 2009 the Island successfully hosted the 13th BIC Summit, and Ministers attended the 14th BIC Summit in Guernsey in July 2010 and 15th BIC Summit held in the Isle of Man in December 2010. Ministers intend to participate fully in all forthcoming British Irish Council business and to attend the upcoming 16th Summit to be held in London in the summer of 2011. • Jersey received numerous visits from Ambassadors and High Commissioners during 2010 and early 2011 including representatives from Canada, Russia, Iceland, Malta, the Netherlands, Switzerland and Poland. It is envisioned that the Island will continue to develop its international links through the reception of official visits throughout 2011. • See also Priority 2.
<ul style="list-style-type: none"> • Protect and extend our international identity and personality (CM). 	<ul style="list-style-type: none"> • The UK Justice Committee inquiry on Ministry of Justice and the Crown Dependencies positively endorsed the Framework for Developing the International Identity of Jersey. The UK Government response to the Justice Committee’s report highlighted that Jersey should interact directly with Whitehall departments.

	<ul style="list-style-type: none"> • The UK Government is now committed to developing a broader form of generic entrustment. The recent UK Government response to the Justice Committee inquiry endorsed the “Increased use of Letters of Entrustment, either for specific issues or for a category of issues, which have the effect of delegating legal power to the Islands to conclude agreements on their own behalf”. • Links with Brussels are being strengthened as per the Constitution Review Group’s recommendation and a Channel Islands Brussels Office (CIBO) has been established offering shared representation to, and being jointly funded by, Jersey and Guernsey. Such representation is necessary to ensure we understand and influence EU thinking. Given the strong influence of the EU, it is normal for Member States, their regions and third countries to have a permanent representation in Brussels.
<ul style="list-style-type: none"> • Create a strong, recognised identity for Jersey and promote a real sense of belonging (CM). 	<ul style="list-style-type: none"> • In the light of public conference in 2009, separate policy strands being developed for arts and heritage. Report undertaken on areas where heritage organisations can collaborate to maximise value of precious resources. • Jersey organised and hosted the ‘International Conference on Financial Crime and Asset Recovery’ on 10/11th February in Jersey. It was attended by developing countries in Africa and Asia and its theme was how to assist developing countries to obtain information on financial crime including fiscal crime and to recover the proceeds of such crime. Throughout 2010 numerous official Ambassadorial and other visits took place. Furthermore, members of Government were engaged in many outbound official visits. Such engagement will continue in 2011.
<ul style="list-style-type: none"> • Reinforce a strong sense of local identity both internally and externally through policies designed to promote the Island’s distinctive local culture and tradition. Further still, ensuring that young people are taught about local history, culture and the workings of Jersey’s political system as a key part of the Personal, Social and Health education (PSHE) curriculum (ESC). 	<ul style="list-style-type: none"> • Detailed reports produced on Jersey Heritage Trust, and ongoing discussions between DfESC and T&R to secure the long-term sustainability of the Trust and the heritage resources for which it is responsible. Package agreed by States in P.75/2010 and additional funding incorporated into 2011 Business Plan. • Ongoing discussions with EDD over heritage lottery to support site refreshment and refurbishment. • Agreement between heritage bodies to collaborate in key policy areas from 2011. • Work undertaken by Jersey Arts Trust to encourage local artists to seek commissions under the percentage for art policy. Public Art commission in Town Park offered to local artists through percentage for art. Annual scholarship offered to Jersey artist to study

	<p>with leading UK artists (inaugurated in 2011).</p> <ul style="list-style-type: none"> • Additional support given by DfESC in 2010 to Jersey Arts Trust to support local creative talent. Playwriting competition for local writers introduced in 2010 (collaboration between Arts Centre and Arts Trust). • Local history is included in the primary curriculum and new component to be launched in spring 2011. • The Citizenship programme has now been expanded to also include special needs schools. • A Jèrriais component of the Citizenship programme is now being offered to Primary Schools. Furthermore, a DVD to promote Jèrriais is being produced as a collaboration between DfESC, Highlands media students and L'Office du Jèrriais (to be ready summer 2011). • TJG (GCSE equivalent) is promoted as an option in secondary schools (first student expected to take TJG in summer 2011). • Programme of visits to the States Chamber has been developed (ongoing programme involving c. 1,000 students each year). • Arts Award scheme to be introduced for young people 11–25 in 2011.
<ul style="list-style-type: none"> • Improve consultation on key policy issues by ensuring representation from all the different communities that make up our island (CM). 	<ul style="list-style-type: none"> • 25 civil servants from across the organisation have undertaken training with the Consultation Institute and regular communication has been maintained. • Comms team are undertaking training in the use of social media for consultation – this will result in a draft social media plan for the SoJ to engage younger Islanders in the consultation process.
<ul style="list-style-type: none"> • Develop more varied, comprehensive and targeted consultation with all sectors of the community; and concentrate on providing easily accessible information on what the government is doing and why (CM). 	<ul style="list-style-type: none"> • Consultation guidelines are available online to help departments through the consultation process and there are opportunities to share best practice in engaging all sectors of the community. • Guidelines will be updated as new consultation theories emerge. • The Communications Unit provides a half day module of training for each Modern Manager cohort – this year 4 groups of managers received the training. These sessions incorporate info on consultation and ways to contact Communications Unit for advice. • A paper outlining the parameters of the media training service will be presented to CMB early in 2011. • Consultation Roadshows will tour States departments early in 2011 – the Communications Unit already works closely with departments when they plan a consultation on major policy.

	<ul style="list-style-type: none"> • During 2010, to communicate tax and spending proposals, the Minister for Treasury and Resources has gone out to meet different groups: parents from The Bridge, the congregation at St. Paul's Church and representatives of Victim Support, Samaritans, Women's Refuge and The Shelter. • Communications Unit has been working with Social Security staff to simplify the forms and letters used by the Income Support team during 2010.
<ul style="list-style-type: none"> • Work with the Comité des Connétables to develop a programme of community engagement (CM). 	<ul style="list-style-type: none"> • A review of Parish websites with a view to improving content and accessibility began in 2010. During 2010 all Parish websites also moved onto a new server offering greater stability, security and support. Work will continue to improve content and accessibility in 2011. • Continued efforts have been undertaken to promote and protect the parish system. Hustings in 2010 were generally very well attended and the parishes will play a vital role in 2011's elections (where 12 Connétables, 29 Deputies, and 4 Senatorial seats are standing for election).
<ul style="list-style-type: none"> • We will work to improve the public trust in government and establish a system of greater transparency, public participation, and collaboration to strengthen our democracy and promote efficiency and effectiveness in Government (CM). 	<ul style="list-style-type: none"> • The latest (2009) report on the Code of Practice on Public Access to Official Information reveals that 12 applications for information were made during 2009 which mentioned the Code, 10 of which were accepted, and only 2 of which were declined. The Privileges and Procedures Committee has prepared a draft Freedom of Information Law which will be debated in 2011. It is envisioned that, should this come into force, it will replace the Code.
<ul style="list-style-type: none"> • Introduce time limits for the public release of government information with appropriate safeguards in relation to these rules to protect matters such as the privacy of individuals in appropriate circumstances (CM). 	<ul style="list-style-type: none"> • All departments are aware of the guidelines re consultations and these are being followed. • All COM agendas, decision summaries and minutes are published on the website (agendas as soon as they are finalised and decision summaries within 48 hours). • The gov.je website was updated in 2010; access and navigation improved. • Ministerial Decisions and accompanying reports are posted on the website within 5 working days. • Designated individuals (web editors) have been established within each department responsible for uploading reports onto reports register. Search functionality much improved. • A review of the States Assembly site took place in 2010. Work also began to migrate data to a new site. It is envisioned that this may be launched in 2011. • During 2011 work will continue to increase use of online services allowing the public ease of access to

	States services. <ul style="list-style-type: none">• Work will continue to increase engagement with the public via social media.

Priority 16: Support the development of arts and heritage in Jersey	
‘What we will do’	Progress
<ul style="list-style-type: none"> • Implement, monitor and review the cultural strategy (ESC). 	<ul style="list-style-type: none"> • Review provided to Scrutiny – awaiting the Committee’s report.
<ul style="list-style-type: none"> • Continue to support the work of the Jersey Heritage Trust and other organisations responsible for the Island’s arts and heritage (ESC). 	<ul style="list-style-type: none"> • A Service Level Agreement has been developed between the Minister and Jersey Heritage Trust. • A report has been completed on ways in which heritage sector can work more closely together; recommendations are being implemented. • Additional funding has been agreed to support re-structuring of Jersey Heritage in 2011 • Work has been initiated with EDD to consider the use of lottery funding to support culture and heritage.
<ul style="list-style-type: none"> • Champion the development of creative expression and awareness of our heritage through schools, youth groups, adult education, and partnership arrangements with voluntary organisations (ESC). 	<ul style="list-style-type: none"> • Development of primary Jersey history resources has been completed, and launched in Autumn Term 2010. New teaching resources for visits to heritage sites to be available online in 2011. • Expansion of primary school citizenship visits to States Chamber to include all primary schools (including special needs). • Work initiated on Arts Awards Scheme for schools and youth groups. First cohort of students qualifying for award expected in 2011.
<ul style="list-style-type: none"> • Encourage all States departments to consider the impact on heritage and opportunities for the development of the arts in carrying out their day-to-day business (ESC, P&E, T&R, CMD). 	<ul style="list-style-type: none"> • Discussions to take place in Jan 2011 with P&E over expanding opportunities for local artists through Planning process following Island Plan EiP. • Opportunities created for local artists as part of Town Park development through co-operation with TTS. • Discussions are taking place with TTS over the future of Elizabeth Castle transport links. • A paper is being prepared for the Chief Minister regarding future of Jersey Archive and its relevance to States Departments and public authorities.