

STATES OF JERSEY



STRATEGIC PLAN: PROGRESS AGAINST INITIATIVES AS AT 31ST DECEMBER 2007

**Presented to the States on 17th April 2008
by the Council of Ministers**

STATES GREFFE

STRATEGIC PLAN: PROGRESS AGAINST INITIATIVES AS AT 31ST DECEMBER 2007

I am pleased to present to the States the fourth 6-monthly update which records progress against the initiatives set out in the Strategic Plan initiatives as at December 2007.

Progress remains steady. The narrative against each of the entries provides Members with an update on the current position.

Analysis of the status of each ongoing initiative shows that –

- 55 (23%) have been completed
- 128 (54%) are on track
- 32 (13%) are slightly behind schedule
- 22 (9%) have not met the deadline date set out in the Strategic Plan, or are seriously off track.

This is inevitable given the nature and timescale of the Strategic Plan. Full explanations are given for the delays, many of which are due to initiatives being incorporated into wider policy development, or to policy changes during the period.

As with previous updates, the report is arranged by Minister.

Senator Frank Walker
CHIEF MINISTER

STRATEGIC PLAN INITIATIVES - PROGRESS REPORT as at 31st December 2007

KEY:



Project completed



No longer being implemented

Green



On track - no change from last reporting period



On track - progress/improvement on last reporting period



On track - but some slippage since last reporting period

Amber



Slightly behind schedule/off track - not critical - no change from last reporting period



Slightly behind schedule/off track - not critical - progress/improvement on last reporting period



Slightly behind schedule/off track - not critical - more slippage since last reporting period

Red



Off track - serious delays/disruption to project - no change from last reporting period



Off track - serious delays/disruption to project - progress/improvement on last reporting period



Off track - serious delays/disruption to project - more slippage since last reporting period

Summary











	Complete		Deleted		Green		Amber		Red		Total
Chief Minister	9	20%	0	0%	33	73%	3	7%	0	0%	45
Economic Development	4	11%	0	0%	27	75%	4	11%	1	3%	36
Education Sport & Culture	9	28%	1	3%	20	63%	0	0%	2	6%	32
Health & Social Services	3	20%	0	0%	9	60%	1	7%	2	13%	15
Home Affairs	8	38%	0	0%	9	43%	1	5%	3	14%	21
Housing	3	43%	0	0%	3	43%	1	14%	0	0%	7
Planning & Environment	15	34%	0	0%	11	25%	11	25%	7	16%	44
Social Security	0	0%	0	0%	6	75%	1	13%	1	13%	8
Transport & Technical Services	0	0%	0	0%	2	18%	6	55%	3	27%	11
Treasury & Resources	4	21%	0	0%	8	42%	4	21%	3	16%	19
Total	55	23%	1	0%	128	54%	32	13%	22	9%	238




CHIEF MINISTER

31st December 2007			
SP Ref	Initiative	RAG Status	Comment - current position
1.2.2	Negotiate fiscal agreements with countries in order to increase opportunities for growth and diversification of the finance and other industries (CM)	➔	Netherlands now signed. Regulations and ratification lodged for debate end Jan. German TIEA package approved by CoM post industry for consultation. Ireland and UK negotiations continue post industry input. France and Nordics with industry for consideration (although UK have requested that the pension DTA be removed from the body of the TIEA and be presented separately. Australia/ New Zealand are almost complete and Negotiations with Canada, Italy and Spain are progressing slowly although some improvement in the Spanish position. The UK TIEA has a number of issues peculiar to our relationship with the UK which will need to be addressed and resolved before those discussions can progress. The USA TIEA was signed in 2002 and came into force - in full - recently.
1.8.3	From 2006; meet the requirements of the EU Savings Directive and monitor developments with the EU to ensure that we are well placed to respond (CM)	➔	European Savings Tax Directive (ESD) arrangements in place and fully operational since 01/07/05. £7.5m tax income raised in 06. Active monitoring and continuing participation in scope/remit discussions via EU and other States. No revisions expected until 2009 at earliest and then likely to be minor in nature.
1.8.4	From 2006; participate in the OECD global forum on taxation to safeguard the Island's interests and ensure a level playing field in the application of international standards (CM)	➔	Jersey remains a very active player in the OECD Global Forum (GF) process and a key participant in the GF Sub-Group (Steering Committee). Met in London in Oct with papers submitted on way forward by Jersey and others. OECD executive to draft a summary paper for next Sub-Group meeting H1 2008.
1.8.5	From 2006; negotiate individual Tax Information Exchange Agreements with OECD members and implement agreements in our own right where reciprocal economic benefits are of sufficient value to Jersey (CM)	➔	As 1.2.2 above
1.8.6	Implement and resource changes arising from –		
	- new EU Money Laundering Directives	➔	Submission on EU equivalence submitted. UK tabulated a positive summation in response to a Commission request. Some opposition to Jersey's acceptance pre IMF visit. Opposition being led by Spain (and includes Germany, Austria and Slovenia). approaches to Spain and Germany to seek to resolve the matter.
	- new UK primary and secondary legislation on financial crime	➔	Progressing well with preparations for 2008 IMF evaluation. Main focus for Q1 will be NPO legislation.
	- Corruption (Jersey) Law (CM)	➔	Corruption (Jersey) Law 2006 brought into force in May 2007. Corruption (Amendment of Definitions) (Jersey) Regulations 2007 came into force on 14 Nov 2007. Awaiting UK ratification (declaration to OECD that the Convention has been extended to Jersey).










1.8.7	Introduce powers to assist other jurisdictions pursuing civil confiscation of criminal proceeds by 2008 (CM)	✓	Powers to register external civil asset forfeiture orders in Jersey now available under the Civil Asset Recovery (International Co-operation) (Jersey) Law now in force.
2.1.1	Examine the economic consequences of an ageing population during 2006 (CM)	➡	Consultation launched in November
2.4.1	In 2006/7 bring forward proposals to ensure that such regulatory functions as are carried out by the States are appropriate, and impartial (CM)	✓	Report completed and presented to the States in 2006
2.4.2	In 2006/7 investigate the feasibility and potential efficiency savings of providing regulatory services in partnership with Guernsey and report back to the States (CM)	✓	Various potential initiatives were raised by the CoM with Guernsey's Policy Council, none of which the Policy Council wished to pursue.
2.11.1	Set up a Population Office in 2006 that will work towards amalgamating the functions of housing consent, regulation of undertakings and development and social security registration (CM)	➡	Single Business Assessment function established, dealing with j category consents and Regulation of Undertakings in the same team. In addition, single team dealing with qualifying individuals under the Housing Law and Regulation of Undertakings Law. Work at an advanced stage on introducing enhanced systems, procedures, and policy statements.
2.11.2	Draft legislation to enable the creation of a register of the Island population introducing three categories of registration – entitled, licensed and registered by 2007 (CM)	➡	Consultation Document published covering a Population Register and Jersey Names and Address Index (Part 1 of the Migration Policy). Consultation due to close 15th Feb 08. Laws will be presented to States, together with findings of consultation and costings, prior to summer recess. Target date of 2009 for the register to be in place still on track
2.11.3	Monitor migration and regulate the factors that govern migration through a system of job licensing for employers and overall control of employment in place by 2008 (CM)	➡	RUDL and Housing Law applied on an integrated basis within a single Population Office under the direction of the Migration Advisory Group. Work is also underway on 'Part 2' of the Migration Policy - proposals for consultation to cover new business licencing and housing controls.
2.11.4	Introduce policies to ensure that essential economic migrants have access to decent accommodation (see also 3.8.5) (CM)	➡	Policies and procedures being applied to achieve objective, balanced against demand on housing stock.
3.4.3	In 2006 engage the relevant authorities in France, through appropriate channels, in discussions, and, in 2007 or earlier, bring forward measures to provide improved communication in relation to the nuclear activities on the Cotentin peninsula and compensation arrangements in the event of a nuclear accident (CM)	✓	Close links on emergencies planning and notification of incidents established between Emergency Planning Officer and authorities in Normandy; consultation with MOJ on compensation available under the Paris-Brussels conventions
3.5.3	By the end of 2007, review the Emergency Measures Plan to ensure that provision is being made for the Island to deal with major incidents affecting:	➡	The rewrite of the States of Jersey Emergency Measures plan is continuing, and subject to competing priorities should be completed during 2008. Lessons learned from Exercise Flying Swan conducted in November 2007, and the development of a collaborative approach to emergency planning being undertaken by the Emergency Planning Officer is heavily influencing the process.
	- Economic stability e.g. changes to the economy arising from sudden increases in fuel prices; and	➡	Stabilisation Fund/Fiscal Policy Panel agreed by States in December 2006, other aspects of anti-inflation strategy agreed by CoM in December










	- Environmental stability e.g. an accident involving one of the nuclear installations on the Cotentin Peninsular (CM)	➔	See above: Close links on emergencies planning and notification of incidents established between Emergency Planning Officer and authorities in Normandy
3.6.4	Introduce a regular cycle of income distribution surveys and complete a poverty audit by 2008 (CM)	➔	Household Expenditure Survey published in June. 2006 included updated income distribution.
4.2.6	Support and encourage the Waterfront Enterprise Board to deliver high quality development which promotes economic benefits and provides housing and leisure facilities for residents and visitors (CM/P&E)	➔	Continued provision of support and information to WEB as required to ensure delivery of high quality developments including Waterfront. JEB proposal currently being scrutinised by Corporate Scrutiny sub-panel.
5.1.1	Work with the Privileges and Procedures Committee in reviewing the composition of the States, electoral reform and alternative methods of voting (CM/PPC)	n/a	PPC has lead responsibility in this area, and draft proposals were published towards the end of the year.
5.1.2	During 2006; develop a mechanism for effective public participation (CM)	✓	Completed
5.1.3	Introduce a framework of formal consultation for all major policy developments from 2006 (CM)	✓	Completed. Departments are using the framework for consultation process. Ongoing work needed in some areas, which will be tackled via the Communications Network and through individual meetings.
5.1.9	Work co-operatively and in consultation with the Comité des Connétables in providing services to the public (CM)	➔	Comments of the Comité have been sought on this issue and on others highlighted in 6.4.1 and 6.4.2
5.1.10	Encourage support from States Departments and private sector employers to support the honorary system (CM)	➔	Comments of the Comité have been sought on this issue and on others highlighted in 6.4.1 and 6.4.3
5.2.1	Endeavour to agree a protocol with the Lord Chancellor which will support further extension of the Island's international personality and independence of action by December 2006 (CM)	✓	Protocol signed 1 May 2007
5.2.2	Review our constitutional relationship with the UK to determine a long-term programme of action which will secure the Island's ability to maintain and enhance our independence in decision-making, review completed in 2007(CM)	➔	Second interim report completed end 2007
5.2.3	Establish a new Jersey brand in 2006 (CM)	✓	The new brand has now been approved by the Council of Ministers. It was launched in June 07 and is now being implemented in various sectors of the economy.
5.2.4	From 2006; participate in the OECD global forum on taxation to safeguard the Island's interests and ensure a level playing field in the application of international standards (CM)	➔	As 1.8.4
5.2.5	From 2006; negotiate individual Tax Information Exchange Agreements with OECD members and implement agreements in our own right where reciprocal economic benefits are of sufficient value to Jersey (CM)	➔	As 1.2.2
5.2.6	Participate at international forums either as part of the UK delegation or in our own right (CM)	➔	
5.2.7	Establish presence and regular contact with EU institutions by 2007 (CM)	➔	Periodic discussions with EC contacts continue as appropriate.

5.2.8	Over the period 2007-2010; meet, where possible, international standards set through the extension of international treaties and conventions (CM)		See progress report to the States on International Conventions and Agreements 1 Oct 2006 - 30 Sept 2007, R.8/2008.'
6.1.5	Ensure that any new policies will be financed within existing resources unless otherwise agreed by the States Assembly in the Annual Business Plan (CM)		See T&R comments 6.1.8
6.1.6	Deliver the £20 million cash savings as identified in the Change Programme by 2009 (CM)		on target
6.1.7	Deliver all savings as identified in Public Sector reorganisation: Five Year Vision for the public sector (P.58/2004) (CM)		on target (as 6.16)
6.2.1	Implement a programme of internal reviews to check at frequent and regular intervals whether public services are provided efficiently and effectively, including the use of new technology and whether services are best provided by directly employed staff, by another provider, or through partnership arrangements (CM)		Reviews underway and will be accelerated through the Comptroller & Auditor General's review in Q1 2008
6.2.2	Fully implement the efficiency programme which delivers savings of £20 million per annum by 2009 and continue to identify and implement all possible efficiency savings (CM/T&R)		on target (as 6.17)
6.2.4	Complete the transformation of the HR and IT functions by 2008 delivering annual savings of £1.6 million (CM)		HR savings target met
6.2.5	Create a new States Department responsible for all States property assets (except social rented housing and property under the administration of trading bodies) charged with delivering the first Property Plan (see Appendix A) and revenue savings from property of £1.5 million by 2009 as well as capital receipts of £4 million by the same year (CM)		Transferred to Treasury and Resources
6.2.7	Make it easier for the public to access services by creating a Customer Access Centre to centralise customer-facing services, achieving efficiency savings of £510k by 2009 (CM)		Approach and plans being developed to identify areas for transfer to Customer Services Centre. Resources to be identified. £510k savings incorporated into departmental efficiency savings.
6.2.8	By the end of 2006 complete a study to identify those public services that might be provided more efficiently by the private sector or through a partnership arrangement and identify suitable pilot reviews, one of which to be completed by the end of 2007 (CM)		Initial study completed. Results of review incorporated into the independent spending reviews being undertaken by the Comptroller and Auditor General
6.2.11	Review the resourcing and organisation of Law Officer functions to ensure that prosecution, legal advice and implementation of Laws are handled as efficiently and effectively as possible (CM)		Need to await the outcome of the decision on access to legal advice for Scrutiny, as this could have a bearing on the review. Once that is known, terms of reference will be drafted in consultation with the Bailiff, AG and CAG for discussion and decision by the Council of Ministers. Code of Practice, including access to legal advice, withdrawn prior to debate pending further discussion.
6.2.12	Review policies on the improvement of the delivery and efficiency of public services to ensure continued progress (CM)		Organisational Development programme now in place and being actively pursued.









6.4.1	Enhance the role of the Parishes as a community resource and support the Honorary Police system (CM)		Comments of the Comite have been sought on this and issues highlighted in 6.4.2 and 6.4.3
6.4.2	Encourage support and sustain community and parish activities (CM)		Comments of the Comite have been sought on this issue and on others highlighted in 6.4.1 and 6.4.3
6.4.3	Develop a strategy that will enhance the relationship between the States and the Parishes (CM)		Comments of the Comite have been sought on this issue and on others highlighted in 6.4.1 and 6.4.2

ECONOMIC DEVELOPMENT MINISTER






31st December 2007			
SP Ref	Initiative	RAG status	Comment - current position
1.2.1	Between 2006 and 2011, develop and implement existing and new strategies which will support the five key drivers in the economy – investment in physical capital, skills and human capital, innovation, competition and enterprise – and address the factors that are necessary for economic growth for existing, emergent and new sectors of the economy (ED)		EDD's Business Plan and budget process compared all potential activity against their ability to impact on the key economic drivers. As a consequence 2008 spend has increased focus on supporting growth and less emphasis on subsidising activity with little or no economic return.
1.2.3	Further develop economic and trade links with France and other European neighbours (ED)		Enterprise and Business Development facilitated a meeting in Granville between local construction suppliers and building firms and French suppliers. The meeting was arranged in conjunction with Association Impulsion and the Granville Chamber of Commerce and resulted in good publicity in local and French media. The local businesses have subsequently made further contacts with the French suppliers direct.
1.3.4	Forward for approval by the States detailed proposals for the control of inflation to update the current inflation strategy, with the proposals to include details of the future use of the balance in the Stabilisation Fund created under 1.2.3 above and the operation and long term use of the Fund which will be broadly as described in the Economic Growth Plan (P.38/2005) as adopted by the States. The proposals will also cover the role of fiscal measures, particularly GST rates, in this context (T&R/ED)		The revised Anti-inflation strategy has been completed and presented to Council of Ministers for approval. The Fiscal Policy Panel is in place and will present it's first report in April 2008.
1.4.1	Encourage growth in existing businesses across all sectors through a business and enterprise development strategy (ED)		Enterprise & Business Development continue to operate the strategy with over 500 companies assisted in the first year of Strategy roll-out. Recruitment and training of the Business support team is now complete.
1.4.2	Investigate the benefits of a vocational skills centre for 14-19 year olds during 2006 which would create a shift from imported skills to home grown skills (ED)		The Council of Ministers has now signed off on proposals for the formation of the Skills Executive and early stage implementation has begun. Recruitment for senior and managerial positions will get under way in January 2008
1.4.3	Increase employment levels by improving incentives/removing disincentives to work; addressing barriers to work; ensuring that unemployed people receive the right training to re-enter employment (ED)		The Council of Ministers has now signed off on proposals for the formation of the Skills Executive and early stage implementation has begun. Work to capture demand for skills training has already begun
1.4.4	Raise awareness of best practice in human resource management and in all aspects of business operation (ED)		Ongoing, there are now 50 liP accredited organisations in Jersey and the department is working with additional interested businesses.
1.5.1	Develop and implement an Enterprise and Business Development Strategy that will:		Delivery of the Enterprise & Business Development strategy is now well advanced with significant progress having been made in all areas of content
	- Provide a customer services centre for businesses by 2007 (ED)		Opening of the proposed Business Contact Centre has been delayed owing to discussions regarding space availability at Jubilee Wharf. The new Centre will now open during the first quarter of 2008.










	- Introduce in 2006 products and programmes to remove the main barriers to enterprise, including establishing a Jersey Business Angel Network, a Small Firms Loan Guarantee Scheme, an enhanced Business Advice Service, access to venture capital, development of enterprise skills and a business incubator (ED)		Work is presently being carried out on progressing the development of the incubator unit although decisions on location has been deferred, pending outcome of the proposed move of EBD to Jubilee Wharf.
	- Build strategic partnerships between secondary schools and Highlands College, Jersey Business School, Chamber of Commerce, British Venture Capital Association, local financial institutions, professional associations, Jersey Business Angels Network and government departments. (ED)		Closer working relationships have been developed with ESC, Highlands and Secondary school Heads as part of the consultations regarding the formation of the Skills Executive. Relations with the industry and trade bodies are developing well from a relatively low position, with much anecdotal evidence coming forward of the progress the Department is making supporting smaller businesses
	- Build strategic partnerships with first tier UK universities to deliver necessary academic and research elements of enterprise and business development (ESC)		Contribution made to the HEDG leading to the introduction of the International Finance Foundation Degree Early stage discussions recently taken place with Coventry University and its Enterprise Company regarding ways in which they may be able to support Jersey with its EBD Strategy
1.5.2	In 2006, develop a revised Tourism Strategy that places greater emphasis on matching the Jersey offering to current market requirements whilst retaining characteristics that preserve our existing tourism base. This will also include a revised marketing strategy that achieves a balance between existing and new opportunities and niche markets (ED)		The results of the new marketing campaign are positive and visitor numbers for 2007 were up on 2006. Especially encouraging is the increase in business visitors and conference attendees. ED continues to work closely with the Jersey Hospitality Association on the development of a PPP.
1.5.3	Fully integrate marketing and promotional activity for the Harbours and Airport and the Tourism sector (ED)		Many joint advertising initiatives are being undertaken with carriers. The What's On welcome brochure which is distributed at the ports of entry is now combined with tourism monthly literature and is fully on brand.
1.5.4	Through the Island Branding Project this marketing will be aligned with marketing of the Finance and other sectors which is aligned with the Island branding project (ED)		Finance and other sectors have not yet embraced the brand in the manner envisaged. This objective remains important and work will be done to ensure that Jersey benefits from a single, recognisable brand identity.
1.5.5	Introduce an economic measure to encourage the return of students (ED)		The undergraduate Internship Programme was extended leading to 97 student internees being placed with employers in 2007
1.5.6	Implement the Rural Economy Strategy from 2006(P&E/ED)		Current work streams: Implementation of the dairy industry recovery plan - agreed government assistance in in-take reduction programme: complete the improvements at the abattoir - cows exported from Jersey as abattoir is conditionally compliant: build on the initial success of the countryside renewal scheme (P&E) - CRS revised and 2008 pack launched. 2007 SAP completed
1.6.1	Encourage the provision of sufficient competition in the ICT industry (ED)		This is ongoing. The department will be recruiting an e-commerce manager in 2008 to specifically tackle and promote ICT issues for the Island









1.6.2	Develop a comprehensive air and sea transport policy for consideration by the States (ED)	→	The Minister met with Guernsey's External Transport Group on the 23rd July and a draft of the Joint Channel Islands Sea Transport Policy was discussed. Further communications took place between the two administrations and the policy was agreed in December. At that time the policy was sent to HD Ferries, Condor and the JCRA for comment. The Draft Harbours (Administration) (Amendment No. 7) (Jersey) Law 200- P.160/2007 was approved by the States in December and the Harbours (Amendment No. 42) (Jersey) Regulations 200- were put out to consultation on 6th November and the consultation was completed by the end of the year. The legislative changes are needed to improve the States ability to manage its sea transport policy objectives. Service Level Agreements were in place for passenger and car ferry services on all routes, with one operator to the end of 2008 and with another to the end of March 2008
1.6.3	Complete a fundamental review of the airport and harbour operations in 2006 that recognises their pivotal role in tourism and the wider economy (ED)	→	Ongoing
1.7.1	Monitor the effects of the Competition Law now in force, leading where necessary to more effective control over monopolies or organisations in a dominant position (ED)	→	The JCRA has issued its first fine for non-notification of merger under the Competition Law. This action shows that the regulator has teeth and is capable of effective action. The department is reviewing the Competition Law Grant with the JCRA and expects to introduce an amended SLA governing this grant during 2008.
1.7.2	Introduce consumer protection legislation – e.g. the Distance Selling Law and the Supply of Goods and Services Law will be lodged in 2006 (ED)	✓	The Distance Selling Law received Royal Assent in December 2007. An Appointed Day Act will be lodged with the States at the earliest opportunity to bring the Law into force. The consultation on the draft Supply of Goods and Services Law generated some excellent comments. It is expected that a final draft could be lodged by March 2008.
1.7.3	Seek to enhance the role of the Jersey Consumer Council (ED)	→	Officers will meet with the Chairman of the Consumer Council during January to agree terms of reference for an independent review of the constitution of the Consumer Council. The aim is to bring a Report and Proposition to the States before the end of May 2008.
1.7.4	Aim to reduce the levels of "red tape" and regulatory legislation in 2006 (ED)	→	A review of the current Gambling legislation was completed and drafting instructions are now being prepared. A review on the Licensing Law is in progress and will be completed in line with the States decision by the end of 2008. Several amendments to marine legislation have been made, most notably the draft Inshore Safety Regulations which will go out to consultation in due course and will replace the current Boat and Surf-Riding Regulations. The repeal of the Air Transport Permits (Jersey) Law was approved by the States in September. Copyright, Design Right and Performers' Protection were placed out to consultation in December. Plant Breeders Rights legislation and Patents and Registered Designs Law Drafting Instructions are to be reviewed early in 2008. Sunday Trading no change from previous period.
1.7.6	Review and implement a high value residency strategy (ED)	→	Ongoing and results exceeding targets
1.8.1	Implement the Financial Services Plan during 2006 (ED)	→	Ongoing and with the addition of a new resource progress is being accelerated.
2.5.1	Review apprenticeship schemes in 2006. Introduce new schemes allied to developments in 14-19 curriculum in 2007	→	A review of apprenticeship scheme was completed in June 2007
2.6.1	Implement a Skills Strategy seeking to secure appropriate skills in the workforce to meet economic requirements (ED)	→	See 1.4.2

3.2.5	Review licensing legislation by end 2008 (ED)		A Green Paper is being drafted and will be issued in February 2008. A Ministerial working party has been established
4.2.1	By the end of 2006, produce a Development and Regeneration Strategy for St Helier that integrates the town and the waterfront and promotes high quality design and architecture (P&E/ED)		ED continue to support P&E on the work being done on St Helier. The EDAW Report was completed during the first quarter of 2007 and proposals are now being brought forward.
4.3.2	Within the Energy Policy for Jersey, examine the potential for exploiting the Island's indigenous energy resources to reduce the dependence on energy imports to satisfy the Island's energy requirements (P&E/ED)		Ongoing see P&E.
4.5.1	Deliver a vibrant, working countryside through the implementation of the Rural Economy Strategy (ED/P&E)		See 1.5.6
5.1.8	Continue to support Island community events such as Liberation Day, the Battle of Flowers and the Battle of Britain display (ED)		Ongoing. 2007 saw many improvements to the Battle of Flowers, including free access to certain areas and the return of Mr Battle, and more changes are planned for 2008.
6.3.1	Provide clear criteria for the protection and efficient provision of services provided by States' owned, and States' controlled, utility companies (ED)		Effort has been concentrated on assisting colleagues in Treasury with work to further the sale of Jersey Telecom. This is now awaiting political direction on the way forward from the Treasury Minister.
6.5.1	Develop a long-term strategy for both the Airport and Harbour (ED)		Ongoing.
6.5.2	Secure sea and air links which are both cost-effective and beneficial to the Island (ED)		Sea and air transport policy activity in 1.6.2 above underpins secure air and sea links which are cost effective and beneficial to the Island. The addition of new carriers on sea and air routes in 2007 has led to greater competition on certain routes and customers have benefitted from reduced fares .
6.5.3	Work with other Channel Islands to develop a co-ordinated transport policy CM/ED)		Refer to 1.6.2

EDUCATION SPORT & CULTURE MINISTER

		31st December 2007	
SP Ref	Initiative	RAG status	Comment - current position
1.4.5	Develop strategically important higher education programmes in the Island co-ordinated by the Higher Education Steering group and partnerships with HE institutions 2006-2009 (ESC)		Final validation for a Foundation Degree in Finance has been achieved - agreement on funding has been made between ED ESC and the industry
			Recruitment to the Foundation degree in Art and Design has commenced
			Courses are running as planned in: <ul style="list-style-type: none"> - MA in Personnel and Development - BSc in Construction Management and Architectural Technology - BSc in Social Science - Foundation Degree in Arts and Design - Teacher's Certificate in Further Education
			Plans for including OU in the general arrangements for support of HE students are in place - and will be implemented when funding allows
			The new scheme of student support, including a loans facility, is now operational
1.4.6	Establish an international business school presence in the Island (ESC)		Work has been undertaken to clarify what is required and discussions have taken place with London Business School to identify costs
		X	Enquiries with the University of Retykjavik have now closed and work is progressing as above
1.5.1	Develop and implement an Enterprise and Business Development Strategy that will:		
	- Provide a customer services centre for businesses by 2007 (ED)		See ED
	- Introduce in 2006 products and programmes to remove the main barriers to enterprise, including establishing a Jersey Business Angel Network, a Small Firms Loan Guarantee Scheme, an enhanced Business Advice Service, access to venture capital, development of enterprise skills and a business incubator (ED)		See ED
	- Build strategic partnerships between secondary schools and Highlands College, Jersey Business School, Chamber of Commerce, British Venture Capital Association, local financial institutions, professional associations, Jersey Business Angels Network and government departments. (ED)		A number of schools have introduced enterprise schemes in their sixth forms Hautlieu have offered courses in Finance in cooperation with local finance industry
	- Build strategic partnerships with first tier UK universities to deliver necessary academic and research elements of enterprise and business development (ESC)		DfESC continues to monitor the situation
2.5.2	Create a Higher Education Development Group in 2006 to co-ordinate strategically important higher education provision in the Island (ESC)		A development group was created in 2006 and considered the remit accordingly. Having fulfilled its purpose, the terms of reference for the Higher Education Development Group will transfer to the Skills Exec in the new year



2.5.3	Introduce the 14-19 education curriculum with a view to increasing vocational options for young people from 2006 (ESC)		Highlands and Hautlieu have created a joint applications process, have joint open days and have worked together on a number of Enterprise projects. A range of events have been organised by Hautlieu and attended by other post 16 providers and a video conferencing mathematics masterclass is to be offered to the students of post 16 partners. The fee paying sector has agreed single and shared college delivery of some minority subjects and is currently considering synchronising timetables. ESC will also work closely with the newly formed Skills Executive to meet the aims contained in the report of the working group on 14-19 Education
			Arrangements for the delivery of 14-16 vocational options will be included in the new funding arrangements for Highlands College to be implemented in 2009
2.6.2	Develop strategically important higher education programmes in the Island via the Higher Education Steering Group and partnerships with HE Institutions 2006-2009 (ESC)		Work of HEDG will be incorporated into the remit of the new T&SE
			A foundation degree in Financial Services will be offered to students in September 2008
2.6.3	Report on the need for the development of an Island Academy for Higher Education by 2009 (plan for its development, if required, 2010 onwards) (ESC)		See 2.5.2 & 2.6.2
2.7.1	Bring proposals to the States in 2006 for an Early Years Strategy which will increase the number of children with access to affordable and equitable early years education and care (ESC)	✓	Minister's amendment defeated. New strategic partnership group to be established to advise Minister on future options
2.7.2	Sustain ongoing school improvement by continuing to invest in critical skills and Assessment for Learning (ESC)		The AfL action plan is in place. King's College are contracted to work with Jersey in 2008. AfL leadership is now dispersed to schools with frequent sharing of practice and determination of development.
			In 2007 all Critical Skills training was delivered to Jersey teachers. In 2008 this approach will be applied to Mathematics and Assessment for Learning.
2.7.3	Introduce a revised scheme for school evaluation during 2007 (ESC)		Four schools are now participating in a pilot for solution focused performance review. Union members are being trained alongside the teachers
			In 2007 seven secondary schools (across 20 departments) and eight primary schools had external evaluations
2.7.4	Enhance 14-19 education curriculum with a view to increasing vocational options for young people in 2006 (ESC)		see 2.5.3
2.7.5	By end of 2007, consolidate arrangements for further higher and adult education which take account of changing patterns of participation, provision and funding (ESC)		New scheme to support students in higher education is in place
			Minister signed partnership agreement. Skills Executive formed in March. Careers Service to move to Social Services by March
2.7.6	Review school funding during 2006 to ensure that schools can meet curriculum needs within available resources (ESC)		Completed
2.7.7	Establish an island-wide strategy for youth work in co-operation with voluntary youth organisations (ESC)	✓	The first year of the strategy outlined in an action plan for 2007 was successfully achieved

2.7.8	Provide an urgent replacement for the youth facilities at the Old Harbour Office in the area of the Waterfront (ESC)		Agreement has been reached with the developer to secure the old harbour offices as a permanent base for youth work.
2.7.9	Develop partnerships with parishes and a range of other providers to support informal work with young people (ESC)	✓	Partnerships have been achieved
2.8.1	Form a Council for Culture, with priority actions to be identified and achieved by end 2006 (ESC)	✓	The Council for Culture has been established
2.8.2	Implement the Cultural Strategy and publish an action plan by end 2006 (ESC)	✓	Action Plan produced early in 2007. See also 2.8.1.
2.8.3	Establish partnership agreements for all cultural providers in receipt of States funding by the end of 2006 (ESC)	✓	Partnership agreements are in place -
2.8.4	In 2006 investigate the feasibility of adopting Jèrriais as the Island's official minority language and work with the Société Jersiaise, Le Don Balleine and L'Assemblée d'Jèrriais to revive the language of Jèrriais (ESC)."	✓	Links have been made with other organisations supporting minority languages
2.9.1	Develop a new strategy for sport in 2006 for the period 2007 – 2011 (ESC)		Now to be included in department Strategy to be developed in 2008
2.9.2	Agree a plan by the end 2006 to secure the future of sports and leisure facilities currently provided at Fort Regent (ESC)		Development brief prepared by EDAW due to be tested in marketplace in 2008
2.9.3	Use the opportunity provided by the London Olympics to increase the profile of sport within the Island (ESC)		Submission for facilities made to Sport England. Awaiting final list selection.
3.2.4	Fully implement the Alcohol Strategy by 2009 (HA, HSS, ESC)		The Department continues to support the initiative by delivering the educational elements through the PSHE programme in schools. Youth clubs also engage the children in discussions and debate around the use of alcohol.
3.2.9	Increase opportunities for hard-to-reach groups to participate in sport and active recreation (ESC)		Initiatives involving after school clubs, lunch time clubs, late night football leagues, young offenders and various community programmes are running successfully
3.2.10	Review the effectiveness of the Children's Executive and the Youth Action Team by 2008 (HSS/HA/ESC)		Review of Youth Action Team completed Review of Parenting completed. Williamson report due to be published in January 2008
5.1.4	Continue to work with young people towards the further development of the Youth Forum (ESC)		The youth form continues to operate and it is available for consultation on discussions regarding the future of Jersey
5.1.5	Review the work of the Detached Youth Work Project, funded by Building a Safer Society (BASS), in St Helier in 2006 (ESC)	✓	The five year strategy is supported by more detailed annual action plans - the action plan for 2007 was achieved and a new action plan for 2008 was prepared in December 2008
5.1.6	Introduce Prince's Trust provision within the Island by 2007 (ESC)	✓	Four team events have been undertaken More programmes are planned for 2008. XL groups have been established in schools
5.1.7	Review and enhance the Citizenship Curriculum provided in schools by 2007 (ESC)	✓	Completed



















HEALTH & SOCIAL SERVICES MINISTER




		31st December 2007	
SP Ref	Initiative	RAG Status	Comment - current position
2.1.4	Support interdepartmental working within the Island-wide Strategy for an Ageing Society (ISAS) and repeat ISAS-barometer 'attitudes to ageing' in 2008 (HSS)	→	1. A care tool has been completed and was launched in January 2008. A similar tool is being developed for those under 65 years of age who need long term care. 2. ISAS Barometer- Consideration that this data could be collected via the 2008 JASS questionnaire which is circulated to 3000 households. Data would be published in February 2009.
2.1.5	By 2008 develop a concordat between the private, the voluntary and charitable, and public sector as a means of building capacity for the care of older people who require residential accommodation (HSS)	→	Representatives of the Jersey Care Federation now meet on a regular basis with representatives of SSD and HSSD and are actively involved in the implementation of a care placement tool and a "fee and dependency" structure.
2.1.6	Increase provision of community support to help people remain in their own homes (HSS)	→	The number of acute inpatient beds for adults with mental health needs has reduced from 26 to 18. The majority of patients with acute mental health needs are being cared for in the community.
2.2.1	Develop a strategic report identifying the high-level plan for the re-design of health and social care in Jersey by the end of 2006 (HSS)	↗	The time scale for the release of New Directions has been revised to enable a programme of investment for the strategy to be developed. The final document is to be presented to CoM and a public consultation is to follow during summer 2008.
2.2.2	Develop and implement a States of Jersey health improvement strategy (HSS)	✓	Health for Life was completed by the end of 2007 and is to form a key part of New Directions. The Health for Life strategy was costed and this data fed into the New Directions costings exercise.
2.2.4	Implement a set of health indicators which are meaningful for monitoring year on year progress at a population level in Jersey in 2006 (HSS)	✓	The 2008 MOH report is due in July 2008 and will include the next set of updated health indicators.
2.2.6	Complete a health related survey among school students in 2006 and distribute findings to schools for action by 2007 (HSS)	✓	Findings of the health related survey were fed back to head teachers of secondary and primary schools. Next survey is due in 2011.
2.2.7	Deliver cost effective quality services in partnership with voluntary, independent and parish organisations (HSS)	→	The GP COOP Service is established and running. An annual report will be issued in May 2008. HSSD continue to work with voluntary, independent and parish organisations to deliver high quality, cost effective care. Recent examples include the intensive work undertaken with Les Amis to secure respite services.
2.3.1	The performance of the Health and Social Services Department in meeting "Standards for Better Health" will be independently inspected by the Healthcare Commission in April 2007 and the results of that inspection will be published (HSS)	→	Maternity Services have received their report back from the Healthcare Commission, data from which will be presented at the SMT 18th March 2008. Report for Mental Health Services is now due March 2008.
2.3.2	Undertake regular service user reviews to benchmark quality and standards (HSS)	→	The Picker survey for 2007 was completed for Maternity and will be available as part of the Health Commission review of Maternity Services. This will be presented at the SMT 18th March 2008.

3.2.4	Fully implement the Alcohol Strategy by 2009 (HA, HSS, ESC)	➔	<p>1) The following Initiatives were put to the CoM by the Safer St Helier Community group under the aegis of the alcohol strategy:</p> <ul style="list-style-type: none"> (a) Extension of drinking up times (b) Reduction of the on/off licence price difference. (c) Late night transportation centre. (d) Alcohol exclusion zones. The group are to approach other interested parties for input. <p>2) Alcohol industry has extended the use of toughened glass to minimise injuries. Police Licensing Unit are overtly using video camera and will prosecute licensees for allowing drunkenness on their premises.</p> <p>3) The Health Promotion Officer for alcohol and drugs is to review early preventative educational interventions for young people known to be consuming hazardous levels of alcohol.</p> <p>4) 1999-2005 shows a year on year reduction per capita on consumption for residents of 15 years and over.</p>
3.2.10	Review the effectiveness of the Children's Executive and the Youth Action Team by 2008 (HSS/HA/ESC)	➔	<p>A review of the recommendations of the Kathie Bull report has been undertaken and presented at the Children's Executive. This report will be presented at Political level in the early part of 2008. A separate review of services by Andrew Williamson, commissioned by the Corporate Parent, is also due report in March 2008. The new Secure Unit is in operation and further development of the wider residential service is underway. This will see development of residential units with fewer residents, thus allowing better quality of service for young people. Current occupancy levels in residential and secure care have decreased significantly in line with investment in community based services. A review of the Youth Action Team was completed in November 2007 and has made recommendations for the further developments of this service. An action group is now working on these recommendations. MAST service- no change.</p>
3.7.1	By 2008; develop care pathways for young people with mental health problems who require care and support in the community or hospital admission (HSS)	➔	<p>No change. A working group have been established to commence the process of developing care pathways for young people with mental health problems. The recent review of the Child and Adolescent Mental Health Service by Young Minds (June 2006) recommended "...CAMHS be proactive in the development of care pathways for specific conditions agreed with relevant stakeholders including families".</p>





3.7.2	Implement and continually monitor substantial three year programme of investment beginning in early 2006 to increase the number of foster carers through improved recruitment, training and financial support (HSS)		<p>For the fourth quarter of 2007, 53% of looked after children were in family placements, friends, foster carers or placed for adoption. Slightly down on the third quarter (54%) but up on the previous quarters for 2006/07. The number of children involved in these statistics is relatively low so the movement of one family (with multiple siblings) can cause a substantial percentage variation.</p> <p>At the moment there are just 77 children in residential care, compared with 143 in 2003. 19 children have been adopted in the last two years; as opposed to just one between 2002 and 2004; and 21 new carers have been approved in the last two years.</p>
4.4.5	In 2007; 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 (P&E) Note: This is the responsibility of the Environmental Health Team at Health & Social Services		Guidance on the air quality review and assessment process is under fundamental review; new guidance from the UK is due Aug 08. The detail around the main source emissions on Jersey remains undefined. In particular the energy from Waste Plant, Integrated Travel and Transport Plan, Major Development schemes (Esplanade Quarter, Ann Court Car Park, Castle Quays etc.) are yet to fully quantify their impact on air quality. In order to reflect current leading practice and to fully assess the cumulative impact of development on transport the Air Quality Strategy is now planned for completion in the final quarter of 2008.

HOME AFFAIRS MINISTER

		31st December 2007	
SP Ref	Initiative	RAG Status	Comment - current position
1.8.2	Introduce new information and disclosure powers with draft Law approved by the States Assembly by December 2006 (HA)		Progress is dependent on whether a Freedom of Information Law is approved by the States. Progress is not in the control of the Home Affairs Minister
3.1.2	Implement the Human Rights Law during 2006 (HA)		In force 10th December 2006
3.1.3	Develop and implement anti-discrimination legislation commencing in 2007 (HA)		Law drafting instructions for 'race' out for consultation through CM's Dept.
3.2.1	Establish a police consultative group, either through separate primary legislation or a new Police Force Law, by 2008 (HA)		Consultation delayed for amendments to the disciplinary part of the law.
3.2.2	Identify, cost and implement service agreements with new national and regional Police services by 2009 (HA)		The new national and regional polices services in the UK referred to in the strategic plan has been abandoned. The SoJP has held discussions with the Serious and Organised Crime Agency about service level agreements and the matter is now with S.O.C.A for their response.
3.2.3	Introduce new public order legislation by 2006 (HA)		Revised law ready. Will be offered to Scrutiny Panel in Jan 08 prior to lodging
3.2.4	Fully implement the Alcohol Strategy by 2009 (HA, HSS, ESC)		See HSS
3.2.6	Introduce civil asset recovery legislation targeting local criminals by 2008 (HA)		Part One instructions with Law Draftsman
3.2.7	Fully implement "Building a Safer Society" by 2009 (HA)		Annual Report presented to and endorsed by CoM
3.2.8	Develop Victim Agency Forum by end 2006 (HA)		Forum met on 14th May 2007. ToRs agreed and members asked to review the Victims Charter and provide comments/ recommendations at the next meeting.
3.2.10	Review the effectiveness of the Children's Executive and the Youth Action Team by 2008 (HSS/HA/ESC)		Review has been undertaken
3.3.1	Start implementing the recommendations of the Integrated Criminal Justice Scoping Study as appropriate in 2006 (HA)		Criminal Justice Information Group set up. Programme Manager appointed. Meeting on a regular basis.
3.3.2	Introduce the Crime (Disorderly Conduct and Harassment) (Jersey) Law 2000- in 2006 (HA)		See 3.2.3
3.3.3	Complete the new prison wing by 2009 (HA)		Project has commenced on time
3.3.4	Subject to appropriate funding being identified, increase programmes for the education and rehabilitation of prisoners in 2007 (HA)		Learning and Skills Centre opened in Dec 07
3.3.5	Subject to appropriate funding being identified, increase access to vocational and academic education to prisoners leading to recognised qualifications, in addition to providing opportunities to address offending behaviour in 2007 (HA)		An additional £1.5M for the Prison base budget from Jan 08 will help progress
3.3.6	Introduce discretionary supervised release of prisoners by 2008 (HA)		New law undergoing HR audit by LOD
3.3.7	Establish an informal forum for the criminal justice policy and planning involving the Minister/Assistant Minister for Home Affairs, the Judiciary and the Prosecution by 2008 (HA)		An objective contained in the draft Criminal Justice Policy, but which already has the Bailiff's agreement.
3.4.1	Introduce biometric passports concurrently with UK (HA)		COMPLETE
3.4.2	In 2007 bring forward measures that will have the effect of deterring criminal elements entering Jersey (HA)		Currently under consideration by AG

















3.4.4	Work with the UK authorities to give greater emphasis to drug detection and apprehension in UK ports (HA)		Excellent working relationships exists between Jersey Customs and both UK Customs and the French authorities. Measures being reviewed with UK Customs.
3.5.1	Fully implement the Integrated Risk Management Plan by 2009 (HA)		Being implemented progressively by the Fire and Rescue Service.
3.5.2	Carry out an annual major accident simulation exercise and produce a report of the lessons learnt (HA)		Major incident simulation planned for airport January 08.





HOUSING MINISTER

		31st December 2007	
SP Ref	Initiative	RAG Status	Comment - current position
3.8.1	From 2007, commence a programme to bring States-owned housing stock up to United Kingdom 'Decent Homes Standard' by 2016 (HOUS)		Programme underway
3.8.2	Review Housing demand/supply through the publication of 'Planning for Homes' in 2006 (HOUS)	✓	Planning for Home published in 2006. Subsequent Housing Needs Survey carried out. Report due to be issued in March 2008
3.8.3	Produce detailed proposals for the procurement of funding to sustain a programme of refurbishment works for States rental accommodation with acceptance of a report and proposition by July 2006 (HOUS)	✓	Property Plan approved by States and implemented
3.8.4	Review, develop and implement strategies for the provision of Social Housing in the Island, including the long term management of States rental accommodation (HOUS)		Terms of reference produced and agreed with Scrutiny. Competitive tender carried out, Consultant Academic appointed
3.8.5	Introduce new policies which will ensure more equality in entitlement to accommodation by 2008 (see also 2..10.4) (HOUS)		Consultation on range of policies around access to housing taking place in 2008.
3.8.8	Introduce a shared equity and, if appropriate, potential discount scheme, initially using existing Housing Department stock to increase home ownership (HOUS)	✓	Property Plan approved by States and implemented
3.8.9	Introduce security of tenure legislation by 2007 (HOUS)		Final Draft of Law completed and ready for publication - to take place early in 2008.









PLANNING & ENVIRONMENT MINISTER

		31st December 2007	
SP Ref	Initiative	RAG Status	Comment - current position
1.1.1	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)		1. Climate Change - Energy Policy and Environmental Taxes Ref - 4.3.1 & 4.3.2: Delay in lodging of green paper in 2007. To be lodged Q2 2008
			2. Waste production - on target to end 2007
			3. Quality and quantity of water resources - Water Resources Law to be returned by Privy Council
			4. Transport - TTS project. No funding available till environmental taxes resolved see 2.10.2
			5. Changes in Countryside and natural history - through implementation of Rural Economy Strategy ongoing see Ref 1.5.6
1.1.2	Adopt the overall goal of the draft Biodiversity Strategy for Jersey (September 1995) and pursue the five objectives for conserving biodiversity set out in Section One (P&E)		Information gathering project for location of protected species underway
1.1.3	Provide an annual Report to the States by the Director of the Environment (P&E)		Under review
1.5.6	Implement the Rural Economy Strategy from 2006(P&E/ED)		CRS revised & 2008 pack launched. 2007 SAP completed
2.1.3	Amend building bye-laws to incorporate Lifetime Home Standards by 2007 (P&E)	✓	Achieved: New bye-laws introduced on 01/07/07
2.10.2	By 2007 bring forward a package of environmental tax and spend measures that will replace Vehicle Registration Duty by 2008 and fund key deliverables as outlined in a sustainable travel and transport plan (P&E)		Env taxes not to be implemented in 2008 budget due to tension with GST. New proposal to be developed Q1 2008
3.8.2	Review Housing demand/supply through the publication of 'Planning for Homes' in 2006 (HOUS)		Housing Needs Survey complete: analysis to be undertaken 1Q 2008
3.8.6	Amend building bye-laws to incorporate Lifetime Homes Standards by 2007 (P&E)	✓	Achieved: New bye-laws introduced on 01/07/07
3.8.7	Review building bye-law standards for fire safety, energy efficiency and structure following their forthcoming review and adoption in the UK (P&E)		Work to produce consultation documents for improving energy efficiency nearing completion
			Work on consultation document to update fire safety requirements commenced.
		✓	Scheme implemented 01/01/08
4.1.1	In 2006 fully implement the measures contained within the Rural Economy Strategy, including:		
	- Implement the dairy industry recovery plan	✓	Agreed Government assistance in in-take reduction programme
	- Complete the improvements at the abattoir	✓	Cows exported from Jersey as abattoir is conditionally EU compliant
	- Build on the initial success of the countryside renewal scheme (P&E)		See 1.5.6
4.1.2	In 2006 complete a review of countryside planning policy (P&E)		Enabling development and re-use of glasshouse supplementary planning guidance in progress.
4.2.1	By the end of 2006, produce a Development and Regeneration Strategy for St Helier that integrates the town and the waterfront and promotes high quality design and architecture (P&E/ED)		Consultation completed and under consideration. Guidance in preparation
4.2.2	Implement a series of urban improvement projects in St Helier during 2006 (P&E)	✓	Conway Street: complete
		✓	Charing Cross Phase 2: complete
		✓	Kensington Place: complete
4.2.3	Develop a viable proposal in 2006 to provide a new town park for St Helier within three to four years (P&E/TTS)		Project implementation group established to facilitate implementation












4.2.5	Publish updated planning guidance for the Waterfront in 2006 (P&E)		St Helier Waterfront Masterplan out to public consultation
4.2.6	Support and encourage the Waterfront Enterprise Board to deliver high quality development which promotes economic benefits and provides housing and leisure facilities for residents and visitors (CM/P&E)		Ongoing.
4.3.1	In 2006 bring forward for consultation and debate a comprehensive Energy Policy for Jersey that addresses (P&E): - Economic efficiency - Social equity - Security of supply - Environmental impacts		Revised target for lodging of green paper in 2007 subject to delay. To be lodged Q2 2008
4.3.2	Within the Energy Policy for Jersey, examine the potential for exploiting the Island's indigenous energy resources to reduce the dependence on energy imports to satisfy the Island's energy requirements (P&E/ED)		Delay in lodging of energy green paper in 2007. To be lodged Q2 2008
4.4.1	In 2006; bring into force the Waste Management (Jersey) Law 2005 (P&E)		Basel Convention ratified. Carrier certificates issued and register drafted. Waste Management Licence applications under review
4.4.2	In 2006; debate and bring into force the Water Resources (Jersey) Law 200- (P&E)		Refer to 1.1.1(3) above
4.4.3	In 2007; bring forward for consultation and debate a package of environmental tax and expenditure measures (P&E)		see 2.10.2
4.4.4	In 2007; consult on, then debate and implement, a Contaminated Land Strategy (P&E)		Slippage due to competing priorities.
4.4.5	Transferred to Health & Social Services		
4.5.1	Deliver a vibrant, working countryside through the implementation of the Rural Economy Strategy (ED/P&E)		See 1.5.6
4.5.2	In 2006; designate a further seven ecological, 10 geological sites and additional archaeological, architectural or historic Sites of Special Interest (P&E)		28 Sites of Special architectural, archaeological and/or historic interest added to the List. Most geological and 2 ecological SSIs to be served Q1 2008.
4.5.3	Bring forward, in 2006, new measures to control over-fishing by large scale trawling and modified pots in Jersey waters (P&E)		Complete
4.5.4	Through the Ecology Trust Fund – sponsor a project in 2006 that will create a dedicated environmental resource pack for Jersey Schools (P&E)		Complete
4.5.5	In the period 2006-2009 implement the historic towers and forts project (TTS/P&E)		Ongoing.
4.6.3	In 2007; bring forward for consultation and debate a package of environmental tax and expenditure measures that address current unsustainable patterns of resource use (P&E)		see 2.10.2
4.6.4	In 2006; complete and implement new guidance to the construction industry on waste management (P&E)		Developing project plan for delivery in Q1 2008.
4.7.1	Carry out a review of the Island Plan during 2006/2007 (P&E)		Stakeholder engagement undertaken. Research projects underway
4.7.2	Subject to adequate resources being made available, fully implement those parts of the Planning and Building (Jersey) Law 2002 that the States have agreed to bring into force on 1 st July 2006, together with associated secondary legislation, in 2006, and bring into force and implement the remaining provisions of the Law concerning third party appeals and the powers to remedy dangerous structures by early 2007 (P&E)		Provisions now effective
4.7.3	Hold meetings of the Planning Applications Panel in public from 2006 (P&E)		Ministerial and PAP mtgs now held in public. Agendas and reports published on website

4.7.4	Introduce new supplementary planning guidelines in 2006 which promotes high quality design and architecture (P&E)		Scrutiny report now published. Design for Homes and Jersey Design Guide to be progressed in 2008.
4.7.5	In 2006; bring forward for consultation and debate a Coastal Zone Management Plan (P&E)		Preparation of final Strategy in progress.
4.7.6	Undertake a scoping study for the future of the harbour areas at St. Aubin and Gorey, having regard to their unique character and setting. This will include a technical and financial appraisal for any proposed schemes as well as a conservation plan and an environmental impact assessment covering both land and marine habitats. The cost of this study will initially be funded from the Central Planning Budget, with any advance repaid should such a funded scheme progress (P&E/T&R)		Community workshop to take place to explore options for potential development in St Aubin. To feedback Q1 2008.
6.2.13	By the end of 2006 complete a feasibility study into the proposal to combine the Jersey and Guernsey meteorological services into a single, more efficient Channel Island service (P&E)		Guernsey do not wish to progress development of joint government service, primarily due to concerns about staffing. Project has therefore reached a natural conclusion






SOCIAL SECURITY MINISTER











		31st December 2007	
SP Ref	Initiative	RAG Status	Comment - current position
2.1.2	Monitor actuarial predictions and then prepare and start to introduce a co-ordinated plan, including a review of pension provision, to meet the challenges and opportunities presented by ageing population by 2010 (SOC SEC)		UK Government Actuary is preparing the triennial report - data collection underway
2.2.3	Undertake a comprehensive review of the Island's existing health insurance scheme by 2010 (SOC SEC)		Project not due to start in 2007 (Draft proposals for future of primary care funding to be released with New Directions)
2.2.5	Introduce in early 2007 a winter fuel payment, based on the UK system, for all pensioners resident in Jersey (SOC SEC)		Approved by States September 2007. Admin procedures developed. First payment due February 2008
3.1.1	Extend existing legislation to provide a comprehensive range of basic rights to employees and employers by moving into the second phase of employment reform, as approved by the States, starting in 2008 with redundancy rights and the protection of employees involved in business mergers and acquisitions (TUPE) and then addressing maternity rights, equal pay, flexible working and family friendly policies (including an investigation into issues in respect of paternity rights) (SOC SEC)		Redundancy and business transfers law drafting in progress. Forum preparing report following consultation on maternity and paternity rights, flexible working and family friendly policies
3.1.4	Develop and implement policies during 2006 to ensure that planning and resource priorities reflect the needs of people with disabilities (SOC SEC)		This has been linked to the medical components of Income Support due to be introduced January 2008, to include increased range of components for people with high personal care needs.
3.6.1	Determine the priorities for future development of the Social Insurance system as reported in "Policy Review of a the Social Insurance System in Jersey – Interim Report" by undertaking public consultation and developing future strategies for the States to consider by 2007 (SOC SEC)		Review delayed by changes to Income Support timetable - work to commence in 2008. "Imagine 2035" process to inform future consultation
3.6.2	Introduce a unified Income Support system that supports people in times of need and promotes work by mid 2007 (SOC SEC)		Legislation and administration developed to timetable. Implementation in January 2008 now secure
3.6.3	Continue to develop programmes to support people with long-term health conditions to retain, and where necessary, find suitable employment, both directly and in partnership with other providers by 2008 (SOC SEC)		Review delayed by changes to Income Support timetable - work to commence in 2008 to consider report recommendations and develop law drafting brief.




TRANSPORT & TECHNICAL SERVICES MINISTER

			31st December 2007
SP Ref	Initiative	RAG Status	Comment - current position
2.10.1	In 2006, bring proposals to the States to adopt a sustainable travel and transport plan and by end of 2007 have in place funding for implementation (TTS)		The ITTP project was placed on hold as the majority of the Transport Policy staff were diverted onto developing the major transport infrastructure associated with the Waterfront Development. The draft ITTP identified that additional funds would be required to implement the policy. Funding through proposed Environmental Taxes has been identified as a viable means to deliver the policy, however, support is required for the principle of Environmental Tax if the ITTP is to have any meaningful benefit to the Island.
2.10.3	In 2006 agree a rolling programme of funding that will secure improvements in the condition of Jersey's roads (TTS)		Funding secured, however, a detailed review of the Capital Programme has shown that the Infrastructure vote is now insufficient to meet demands
2.10.4	By end 2006, deliver a new parking strategy to incorporate a revised charging system for public parking (TTS)		A stand alone Parking Strategy that did not take into account the changes that are, or are about to take place in St Helier would not best serve the community. Therefore, the decision was taken to integrate future parking needs into the EDAW master plan for St Helier. The output from the EDAW plan resulted in the proposed Ann Court Development as a critical enabler to the Town Park project. The Ann Court Car Park project is now being expedited.
4.2.3	Develop a viable proposal in 2006 to provide a new town park for St Helier within three to four years (P&E/TTS)		See 2.10.4 above
4.5.5	In the period 2006-2009 implement the historic towers and forts project (TTS/P&E)		Minor works progressing. New funding stream required Nb. Responsibility for future programme with JHT/Property Holdings, TTS/P&E only assist in implementation
4.6.1	From 2006; implement the Solid Waste Strategy to promote waste minimisation and better manage that waste which is generated (TTS)		EfW out to tender. Compost site location review completed. Phase 2 of La Collette Hazards Review completed
4.6.2	In 2007; develop a sustainable liquid waste policy to comply with EU standards (TTS)		Now on hold awaiting the publication of the population report
4.8.1	By 2008; secure adequate investment and implement a programme of maintenance to ensure waste management infrastructure is maintained to at least minimum standards (TTS)		The programme is being delivered but TTS is not getting the funding required to maintain the Island's critical infrastructure to accepted standards to maximise life expectancy.
4.8.2	By 2008; implement a rolling programme of funding to improve the condition of highways infrastructure (TTS)		See 2.10.3
4.8.3	Over the period 2006-2010 implement the Sea Defence Strategy to ensure that the Island does not suffer breaches resulting in flooding (TTS)		The Strategy is being delivered but TTS is not getting the funding required to maintain the Island's critical infrastructure to accepted standards to maximise the life expectancy of the asset.
4.8.4	Ensure that the physical infrastructure, including the water supply and waste strategies, is able to cope with any population increase (TTS)		TTS is not getting the funding required to maintain the Island's critical infrastructure to accepted standards to maximise the life expectancy of the asset.
4.9.1	Work with the parishes to achieve an agreed plan of co-ordination by end of 2007 that ensures best use of resources (TTS)		TTS has reached agreement with POSH, However, POSH unable to deliver
4.9.2	New town park in place by 2010 (TTS)		See 4.2.3

TREASURY AND RESOURCES MINISTER

		31st December 2007	
SP Ref	Initiative	RAG Status	Comment - current position
1.3.1	Ensure that States income matches or exceeds States expenditure over the economic cycle (T&R)		Balanced budgets over the five-year planning cycle included in Draft Budget Statement 2008 debated December 2007
1.3.2	Retain any budget surpluses that occur before the introduction of the 0/10 tax changes (due in 2010) in the Consolidated Fund until the extent of any structural deficit as a result of the new fiscal strategy becomes clear with these surplus funds being be used to maintain revenue and capital spending in the short term whilst any structural deficit is addressed (T&R)		Surpluses in 2008 Budget forecasts currently exceed the additional revenues from GST in 2008 and 2009.
1.3.3	Improve overall fiscal framework by the immediate establishment of a Stabilisation Fund, into which the balance of excess funds over liabilities held currently in the Dwelling Houses Loans Fund will be transferred as they become available (T&R)	✓	Further transfer of £37 million to the Stabilisation Fund was approved in the 2008 Budget. First report of Fiscal Policy Panel due in 2008
1.3.4	Forward for approval by the States detailed proposals for the control of inflation to update the current inflation strategy, with the proposals to include details of the future use of the balance in the Stabilisation Fund created under 1.2.3 above and the operation and long term use of the Fund which will be broadly as described in the Economic Growth Plan (P.38/2005) as adopted by the States. The proposals will also cover the role of fiscal measures, particularly GST rates, in this context (T&R/ED)		New Inflation Strategy agreed by CoM in December 07 and due for release in February 08. Will include commitment to review fiscal framework once FPP in place.
1.7.5	Complete implementation of the Fiscal Strategy 2006-2010 (T&R)		GST Law in place and amendments lodged. GST implementation plan going positively, although with little contingency for additional development . GST ISE to be debated 26/02/08, GST law amendments to be debated 11/03/08, VRD replacement to be debated 01/04/08
4.2.4	By the end of 2006, agree a plan to secure the future of Fort Regent (T&R)		The initial initiative is now out of time. The 'new' approach to Fort Regent will be driven by the masterplanning exercise that is being undertaken by the Planning Department
4.7.6	Undertake a scoping study for the future of the harbour areas at St. Aubin and Gorey, having regard to their unique character and setting. This will include a technical and financial appraisal for any proposed schemes as well as a conservation plan and an environmental impact assessment covering both land and marine habitats. The cost of this study will initially be funded from the Central Planning Budget, with any advance repaid should such a funded scheme progress (P&E/T&R)		See P&E comments

6.1.1	Introduce a Goods & Services Tax (GST) by early 2008 which will remain fixed at 3% for a minimum of 3 years unless the States agree further exclusions (T&R)		Requests for additional zero rated items rejected by the States in November. Financial Services regulations have been drafted and have been through a period of consultation. Expect to be lodged mid Jan. First amendments to GST Law being prepared (mainly changes to Financial Services Industry). Some further changes will be required by regulation before start date.
6.1.2	Introduce the 0/10% corporate tax reforms and related provisions with draft Law approved by the States Assembly by 31st December 2006 (T&R)		Shareholder provisions, Income Tax (Amendment No 20)(Jersey) Law 200- adopted by the States Assembly on 20th November.
6.1.3	A phased reduction of tax allowances and reliefs for those with higher incomes with the draft Law approved by the States Assembly by 31st December 2006 (T&R)		Assessing programs are being amended to factor in 20% means 20% provisions and will be available when the 2007 assessing cycle commences in January 2008. The information sheet accompanying the tax returns makes reference to 20% means 20% and new examples have been created to factor in its effect.
6.1.4	Bring forward firm recommendation on the possibility of the States paying rates on its properties by 2007 (T&R)		The working party report is complete, waiting sign off
6.1.8	Publish annual performance reports and present the Annual Business Plan in a form that reveals the full cost of providing services, including output targets (T&R)		Draft Annual Business Plan 2008 includes costed Service Analysis with objectives and performance targets from each department.
6.1.9	Ensure that the revenue consequences of capital projects and the legislation programme are fully quantified, and that the ongoing costs of new or amended legislation are fully understood and provided for (T&R)		Revenue consequences of capital and legislation projects recorded in draft Annual Business Plan 2008 - 2012.
6.1.10	Agree a policy for the Strategic Reserve (T&R)		Policy approved by the States in Dec 2006
6.2.2	Fully implement the efficiency programme which delivers savings of £20 million per annum by 2009 and continue to identify and implement all possible efficiency savings (CM/T&R)		Efficiencies have been removed from cash limits and are being tracked by Treasury.
6.2.3	Implement the Head of Profession model for the finance function within the States with financial savings of £1.13 million by 2008 (T&R)		Finance transformation savings on track and on schedule.
6.2.5	Create a new States Department responsible for all States property assets (except social rented housing and property under the administration of trading bodies) charged with delivering the first Property Plan (see Appendix A) and revenue savings from property of £1.5 million by 2009 as well as capital receipts of £4 million by the same year (Transferred from CM)		2008 Property Plan approved by States in September 2007 as part of States Business Plan. Outstanding transfer of property resources from H & SS, P&E and Home Affairs to be finalised in first quarter 2008. Budget allocation adjusted to reflect full £1.5 million impact of revenue savings in 2008 - however delays in property transfers have prevented genuine efficiency savings resulting significant pressure on maintenance expenditure and the need to prioritise and defer all non essential works. Receipts from disposals ahead of target. Director of Property Holdings appointed September 2007. Valuation of land and buildings complete. Condition survey underway - to report in second quarter 2008. Delay in procurement of integrated property management system and consolidation of Property Holdings onto single site.

6.2.6	Implement an action plan to ensure States 2007 accounts are GAAP (Generally Accepted Accounting Principles) compliant (T&R)		The project to implement fully compliant GAAP accounts by 2010 is on track, but a number of significant risks could materialise that would result in project delay.
6.2.9	Secure efficiency through improved procurement arrangements for goods and services to achieve efficiency savings of £1.9 million by 2009 (T&R)		Efficiency savings targets were over achieved in 2005&2006 . In 2007 60% of the savings target was met. The underachievement is largely due to : recruitment, capacity building, restructuring and lag in starting new procurements.CMB approved a recommendation from the Procurement Steering Group to re phase the savings target. This means that the new target is to achieve £1.9m savings by the end of 2009.
6.2.10	Implement and test a full business continuity programme for the Income Tax Office by 31st December 2006 (T&R)		A full invocation to the Business Continuity site is planned for 2008