

# **STATES OF JERSEY**



## **STRATEGIC PLAN: PROGRESS AGAINST INITIATIVES AS AT 30TH JUNE 2008**

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**Presented to the States on 16th September 2008  
by the Council of Ministers**

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**STATES GREFFE**

**STRATEGIC PLAN – PROGRESS AGAINST INITIATIVES**  
**as at 30th June 2008**

I am pleased to present to the States the fifth 6-monthly update which records progress against the initiatives set out in the Strategic Plan as at June 2008.

Progress remains steady, with a number of initiatives completed. The narrative against each of the entries provides Members with an update on the current position.

Analysis of the status of each initiative shows that –

- 25% (60) are complete
- 57% (137) are on track
- 14% (33) are slightly behind schedule
- 3% (8) are seriously off track

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

Senator Frank Walker  
CHIEF MINISTER

# STRATEGIC PLAN INITIATIVES - PROGRESS REPORT

## as at 30th June 2008

### 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		Green		Amber		Red		Deleted		Total
Chief Minister	12	27%	29	64%	3	7%	1	2%	0	0%	45
Economic Development	4	11%	30	83%	2	6%	0	0%	0	0%	36
Education Sport & Culture	13	38%	18	53%	1	3%	1	3%	1	3%	34
Health & Social Services	3	20%	10	67%	1	7%	1	7%	0	0%	15
Home Affairs	8	38%	8	38%	5	24%	0	0%	0	0%	21
Housing	3	43%	4	57%	0	0%	0	0%	0	0%	7
Planning & Environment	10	22%	21	47%	11	24%	2	4%	1	2%	45
Social Security	3	38%	3	38%	2	25%	0	0%	0	0%	8
Transport & Technical Services	0	0%	3	30%	5	50%	2	20%	0	0%	10
Treasury & Resources	4	21%	11	58%	3	16%	1	5%	0	0%	19
<b>Total</b>	<b>60</b>	<b>25%</b>	<b>137</b>	<b>57%</b>	<b>33</b>	<b>14%</b>	<b>8</b>	<b>3%</b>	<b>2</b>	<b>1%</b>	<b>240</b>

## CHIEF MINISTER

		<b>30th June 2008</b>	
<b>SP Ref</b>	<b>Initiative</b>	<b>RAG status</b>	<b>Comment - current position</b>
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 in force. German TIEA package signed. Nordics agreed by CoM to be signed in October. France considering proposed wording on continuing discussions on elements of DTA plus information exchange and UK have requested that the pension DTA be removed from the body of the TIEA and be presented separately. Ireland and UK negotiations continue post industry input. Australia/ New Zealand are considering revised wording but unlikely to accept. 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. £8.74m tax income raised in 07. 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 early June to debate executive's revised paper based on papers submitted on way forward by Jersey and others. Fairly high level of disagreement over the treatment of Switzerland and Cayman has resulted in the need for a further meeting in October.
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)	➔	See 1.2.2 above
1.8.6	Implement and resource changes arising from -		
	- new EU Money Laundering Directives	➔	Adopted as potentially equivalent by way of footnote. Have written to each member state for clarification of their position. Some have confirmed J to be equivalent, others have responded noting that they are awaiting the outcome of our IMF review or the implementation of the EU third money laundering directive into their own law.
	- new UK primary and secondary legislation on financial crime	➔	Awaiting Privy Council approval of NPO law and Supervisory Bodies law for new POCL Schedule 2 businesses - July or October
	- Corruption (Jersey) Law (CM)	➔	Further measures taken to ensure obligations are met to enable ratification e.g, designation of Minister for Home Affairs to have overarching responsibility.
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)	➔	Analysis underpinned Imagine Jersey consultation and Keeping Jersey Special

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. Follow-up report to be produced later in 2008.
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. This will be revisited later in 2008
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 office set up - otherwise, various targets around continuous improvement on ongoing.
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)	➔	Laws dealing with Part 1 - being registration, issue of card, and name and address index substantially complete. Consultation Paper on Part 2 - dealing with residential status, business licensing, and property at second draft stage, with publication over summer 08 expected.
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)	➔	System operating under current Laws - with, various targets around continuous improvement on ongoing, and work on new laws progressing.
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. In addition, Residential Tenancy Law published as Draft for consultation, with increased security of tenure for non quals planned.
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:	➔	Work progressed by the Emergency Planning Officer, including the findings from Exercise Flying Swan has identified significant gaps in Jerseys preparedness to deal with a major incident impacting on the Island. This together with additional priorities set by the Emergency Planning Board to support the Health and Social Services response to pandemic Influenza has effectively meant the rewrite of the Emergencies Plan will not be completed until some time in 2009. The prioritised work being undertaken in the meantime will support the development of the rewrite of the Emergencies Measures Plan.

	- 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)	✓	The Emergency Planning Officer has established a Chemical, Biological, Radiological and Nuclear (CBRN) working group within the Emergency Planning Board resilience structure. The group is represented by all States departments who would have an interest and/or response in the event of an incident impacting on Jersey including from the Cotentin Peninsular. This group is writing an emergency plan which will provide the framework for a multi agency response to such an incident. As part of this planning process Gérard MARTIN, Préfecture de la Manche, Chef du service interministériel de défense et de protection civiles is visiting the planning group in August
3.6.4	Introduce a regular cycle of income distribution surveys and complete a poverty audit by 2008 (CM)		Starting development of Income distribution and Household Expenditure Surveys to run in 2009/10
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)		Proposals to set up the JEB have been withdrawn. A review will be undertaken during Qtr 3 2008 and a way forward agreed
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)		PPC has lead responsibility in this area,
5.1.2	During 2006; develop a mechanism for effective public participation (CM)	✓	
5.1.3	Introduce a framework of formal consultation for all major policy developments from 2006 (CM)	✓	Consultation guidelines are being adjusted to take new developments in public consultation into consideration, and training sessions are being arranged for individuals who undertake consultations for their departments. These are aimed at giving staff a wider view of consultation, so not every policy is offered out as a written exercise. This programme of work is being offered to staff through the Communications Network.
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 published and presented to States members June 2008
5.2.3	Establish a new Jersey brand in 2006 (CM)	✓	The new brand 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)		<b>See 1.8.4</b>

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)		
5.2.8	Over the period 2007-2010; meet, where possible, international standards set through the extension of international treaties and conventions (CM)		Requests for extension of - Council of Europe Convention on Laundering, Search, Seizure and Confiscation of the Proceeds of Crime; and UN Convention on the Suppression of Terrorist Bombings;
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)	✓	C&AG report published - recommendations under consideration. Savings incorporated into 2009 Annual Business Plan
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 & 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)		TTS telephone handling implemented and service relocated to CSC
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. Now incorporated into C&AG reviews.

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)		This initiative has been overtaken by the Comptroller and Auditor General's review of States Spending. One of the detailed reviews was of the LoD. As a result the 2009 Business Plan includes growth for the LoD cash limit and it is expected that the States will be invited to consider a further amendment.
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 and issues highlighted in 6.4.2 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 and issues highlighted in 6.4.2 and 6.4.3

## ECONOMIC DEVELOPMENT MINISTER

		<b>30th June 2008</b>	
<b>SP Ref</b>	<b>Initiative</b>	<b>RAG status</b>	<b>Comment - current position</b>
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 2009 Business Plan continues the transition to deploying the Department's funds where the greatest economic return can be achieved. The Skills Executive and Jersey Enterprise both directly address all key drivers of a thriving and vibrant economy.
1.2.3	Further develop economic and trade links with France and other European neighbours (ED)		The Bureau de Jersey continues to offer a first class service to local companies wishing to do business in France and to French companies interested in the Jersey Market. Discussions have taken place with Granville and St Malo Customs on behalf of local shellfish exporters to improve clearance procedures particularly where produce is landed directly from fishing boats. Negotiations are ongoing to secure a simplified clearance procedure.
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 Council of Ministers published their new Anti-inflation Strategy in February. The Fiscal Policy Panel will publish its first annual report in September.
1.4.1	Encourage growth in existing businesses across all sectors through a business and enterprise development strategy (ED)		Delivery of the Enterprise & Business Development strategy is now well advanced with significant progress having been made in all areas of content and covering both on & off Island support for Jersey businesses .
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 development of the Skills Executive reached early stage implementation with recruitment taking place of private sector Board members. A review of the existing Apprenticeship Scheme is about to take place and will also incorporate potential changes or synergy with the proposed 14-19 schools agenda.
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 development of Skills Executive reached early stage implementation with recruitment taking place of private sector Board members. Review of RUDL conditions and early stage demand forecasting work are directly contributing to address barriers to entry. Early years support remains an area requiring further input to remove potential barrier to re-entry.
1.4.4	Raise awareness of best practice in human resource management and in all aspects of business operation (ED)		Ongoing. There are now 40 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 and covering both on & off Island support for Jersey businesses.
	- Provide a customer services centre for businesses by 2007 (ED)		Jersey Enterprise (business contact) Centre successfully opened in March 2008 and early stage awareness campaign is coming towards completion. Client acceptance and usage appears strong given the limited promotional activity.

	- 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)		Proposals for the development of the incubator unit with private sector partners nearing completion although decisions on location has been deferred, pending outcome of space availability within Jubilee Wharf. Alternative venues under active consideration with decision due end July for Autumn opening. Development of Business Angels and Enterprise Education initiatives ongoing.
	- 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 in areas such as Foundation Degree development and a proposed Enterprise Education week. Relations with industry and trade bodies now reached a positive stage, with much feedback & anecdotal evidence coming forward of the progress the Department is making supporting small 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 Work with Coventry University and its Enterprise Company regarding ways in which they may be able to support Jersey in the creation and delivery of the proposed Jersey Incubator.
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)	✓	Strategy in place. The UK source market is experiencing difficult trading conditions, however visitor numbers are holding during the early season. Shorter stay is a key feature of the leisure market which could reduce occupancy levels. European markets are positive due to a strong Euro.
1.5.3	Fully integrate marketing and promotional activity for the Harbours and Airport and the Tourism sector (ED)	✓	The route development strategy is continuing to increase passenger volume. A number of joint marketing initiatives have been undertaken with air and sea carriers this year.
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)	✓	<b>Branding project implemented</b>
1.5.5	Introduce an economic measure to encourage the return of students (ED)		The parameters of the undergraduate Internship Programme were changed in 2008, which combined with early stage economic concerns has led to lower numbers of on-Island companies able to allocate placements. On target to provide 35 student internees with employment in 2008.
1.5.6	Implement the Rural Economy Strategy from 2006(P&E/ED)		Further significant steps have been taken in the dairy industry recovery plan which will place the sector in a far more sustainable position. Both the Countryside Renewal Scheme and rural initiative scheme continue to attract high quality applications. Jersey Enterprise working with the rural economy team to increase the scope of assistance available to farmers and small businesses in the sector
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 Harbours (Amendment No. 41) (Jersey) Regulations were approved by the States on 29 April 2008 and new policy and directions to the Harbour Master were published as RC 50/2008 on 27 May. New permits have been issued to Condor and HD Ferries. Further policy development work took place included a wave height study for the northern route, discussions with the JCRA about competition on the northern route and the inclusion of questions in the JASS about sea transport services.
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)		See 6.5.1
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 Board will be considering proposals to amend and enhance the reporting of the SLA with ED governing the use of the Competition Law grant.
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 (Jersey) Law was adopted by the States in July 2007 and came into force on 1st March 2008. The draft Supply of Goods and Services (Jersey) Law was the subject of an extended public consultation in 2007. The States are due to debate the draft in September 2008.
1.7.3	Seek to enhance the role of the Jersey Consumer Council (ED)		The Consumer Council grant has been increased for 2008. An independent review has been carried out by a UK consultant and a report is due to be published in August 2008.
1.7.4	Aim to reduce the levels of “red tape” and regulatory legislation in 2006 (ED)		The draft Gambling Commission (Jersey) Law 200* is ongoing audit for HR compliance by the Law Officers. The review and reform of the Licensing (Jersey) Law 1974 is ongoing and a Green Paper will go out for public consultation in the next two months. Various amendments to simplify and reduce licences for Wireless Telegraphy have been enacted. Drafting instructions for the new Gambling Law and associated Regulations remain ongoing. No change to status on Inshore Safety Regulations since last period. Sunday Trading Law is with LOD for review and will be presented to the States once we have received confirmation of Human Rights compatibility. Copyright, Design Right and Performers' Protection Laws consultation closed early March. Further Law drafting work is now required (RAG status amber).
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. Limited Partnership Law, Takeovers Law and Unregulated Fund Product, have been approved by the States. Progress in preparation for the IMF visit is on track.
2.5.1	Review apprenticeship schemes in 2006. Introduce new schemes allied to developments in 14-19 curriculum in 2007 (ED)		Review of existing Apprenticeship scheme about to take place that will also incorporate potential changes or synergy with the proposed 14-19 schools agenda. Breadth of coverage, availability and systems all intended to be reviewed at the same juncture.
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)		The Green Paper has been substantially modified to address concerns raised by colleagues in other departments. The delay will be addressed by reducing the consultation period to six weeks which will bring the project back on track. The draft Green Paper is substantially enhanced as a result of this dialogue notwithstanding the extra time involved.
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. The department is also working with the Parish of St Helier on the appointment of a Town Centre Manager.
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)		Energy policy green paper/consultation and white paper completed for review by the CoM and the States at the earliest opportunity. See P&E
4.5.1	Deliver a vibrant, working countryside through the implementation of the Rural Economy Strategy (ED/P&E)		<b>See 1.5.6</b>
5.1.8	Continue to support Island community events such as Liberation Day, the Battle of Flowers and the Battle of Britain display (ED)		The key events are receiving full support. However the climate for commercial or corporate sponsorship is currently unfavourable and all events need additional funding.
6.3.1	Provide clear criteria for the protection and efficient provision of services provided by States' owned, and States' controlled, utility companies (ED)		EDD working with the JCRA, energy suppliers and giving input to the Energy Policy Review
6.5.1	Develop a long-term strategy for both the Airport and Harbour (ED)		Airport strategy being implemented (runway replacement and new route developments) and full commercial financial model has been developed for Jersey Harbours to include marine leisure growth plan
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.
6.5.3	Work with other Channel Islands to develop a co-ordinated transport policy C/M/ED)		Refer to 1.6.2

## EDUCATION SPORT & CULTURE MINISTER

		30th June 2008	
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: Personnel Development (MA), Construction Management and Architectural Technology (BA), Social Science (BSc), 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
		<b>X</b>	This avenue of enquiry has 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) - 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) - 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) - Build strategic partnerships with first tier UK universities to deliver necessary academic and research elements of enterprise and business development (ESC)		
			See ED
			See 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
			<b>DfESC continues to monitor the situation</b>
2.5.2	Create a Higher Education Development Group in 2006 to co-ordinate strategically important higher education provision in the Island (ESC)		Work completed - 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)	✓	Work completed - Consideration is now being given to the establishment of a University Centre for Jersey, building on the strengths of the current provision, and adding new degree courses over time.
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)		Public consultation on future options is currently in progress. The ESC Minister will consider the outcome of this consultation, which has included a workshop on 3rd July, and he intends to come back to the States with proposals in the autumn of 2008.
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)	✓	Work completed - new scheme is in place
			Careers Service to move to Social Services during summer 2008
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. A meeting has taken place with the Parish and the developer to discuss the terms of the lease for the premises
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)	✓	Completed
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)		Following completion of a planning brief by the Planning Department JPH has undertaken an initial assessment of options a number of options to add value and offset current operation costs. A "concept" paper is being prepared to establish the level of support for change proposals before establishing a full project board. Currently no funding is available to resource a project group to advance project
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, and some Island facilities are to be included in the Sport England brochure to be distributed to competing countries.
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)		<b>Williamson report due to be published in July 2008.</b>
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

		30th June 2008	
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. Over 65's placement tool is now in general use and formally recognised by H&SS and Social Security Departments. 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)		This work is ongoing – under the auspices of New Directions an Island wide forum for independent providers is being held in July.
2.1.6	Increase provision of community support to help people remain in their own homes (HSS)		<p>Within the Adult Mental Health Services the community teams are providing care, where possible, in peoples own homes. The occupied bed days for our acute in-patient unit average 88% this year, which suggests we have the appropriate number of beds to compliment the robust community service.</p> <p>An external review of Old Age Psychiatry has recently been completed and recommendations aimed at improving our community provision are in the process of being implemented. These improvements are being made by re-prioritising service provision within our current resource allocation.</p>
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)		Programme of investment produced. Now due to go to COM in September 2008. Consultation to follow.
2.2.2	Develop and implement a States of Jersey health improvement strategy (HSS)		Health for Life to be presented to stakeholders on July 18th 2008.
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)		<b>Complete</b>
2.2.7	Deliver cost effective quality services in partnership with voluntary, independent and parish organisations (HSS)		In July 2008 a highly successful workshop was held with private and voluntary sector social care providers to discuss opportunities for the development of community based services to meet the needs of increasing numbers of older people, and under 65s, including those with brain injury, learning disabilities, mental health difficulties, who require support in their own homes or in care establishments. As part of New Directions, work is now being undertaken to build further on this development in constructive partnership working.
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)		The Adult Mental Health in-patient unit was inspected by the healthcare commission during the end of 2007. The provisional assessment report was received on 21st April 2008 and our response sent on 29th April 2008. We are awaiting the final report from the Healthcare Commission and will then present the findings to SMT. The final report will be accessible to the general public on the Healthcare Commission website:
2.3.2	Undertake regular service user reviews to benchmark quality and standards (HSS)		<b>Action plan devised from Maternity Services Review.</b>

3.2.4	Fully implement the Alcohol Strategy by 2009 (HA, HSS, ESC )	➔	<p>Health for Life strategy contains initiatives to promote reduction in alcohol consumption. This is part of the New Directions Programme. Health Promotion have given significant educational input to teachers and youth workers in the area of PHSE (Personal, Health and Social Education) and this includes advice on alcohol consumption. Health Promotion are also part of the consultation group re the update of licensing legislation. There is an established Alcohol Liaison Nurse who responsibility it is to identify and council those patients whose conditions could be alcohol related. Referrals can be made to the alcohol and drug service through this nurse. There is an arrest referral scheme to allow offenders with alcohol related problems to access the drug and alcohol service and in addition there is a system whereby visits are made to the prison to council clients prior to release who maybe in danger of returning to alcohol related crime.</p> <p>There is also a detoxification programme for people with alcohol dependency and in addition the alcohol and drug service provide specialised training for health care workers and other professionals.</p>
3.2.10	Review the effectiveness of the Children's Executive and the Youth Action Team by 2008 (HSS/HA/ESC)	➔	<p>The review needed further amendments and was completed in June 2008. It is to be presented to the States on 17th July 2008. The 'Williamson' report was presented in July 2008 and its recommendations will be considered and taken forward during the second part of 2008. A steering group is directing the recommendations from the Youth Action Team Review. Further consideration will be given to these recommendations in light of the 'Williamson' review. This will also include developments in MAST.</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>Care Pathway completed but due to limitations in availability of the service it will be reviewed in September 2008.</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>2008 has continued to see ongoing developments within the Fostering &amp; Adoption Service.</p> <p>Ongoing recruitment campaigns have had a positive response in recruiting local adopters and increasing permanent placement opportunities.</p> <p>Fostering recruitment remains a priority for the remainder of 2008. Currently the team has 28 foster carers providing day to day placements including 3 newly approved carers. The overall figure reflects a number of carers retiring from fostering and a number being reapproved to provide permanent placements foster placement or adopting.</p> <p>Fostering Allowances have increased to a level above that of the UK for the first time and the team are working with local providers and the Jersey Foster Care Association to develop a range of training opportunities.</p> <p>During the 2nd half of 2008 the possibility of the development of a dedicated Fostering &amp; Adoption Support Centre is being further explored.</p> <p>Numbers of looked after children has fluctuated from 66 at the end of Jan 2008 through to 72 at the end of June 2008.</p> <p>This figure peaked at 78 at the end of March 2008. As previously noted this figure is highly influenced but changes within families with multiple siblings.</p>

4.4.5	<p>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&amp;E) <b>Note: This is the responsibility of the Environmental Health Team at Health &amp; Social Services</b></p>		<p>No change. Guidance on the air quality review and assessment process is under fundamental review; new guidance from the UK is due Sept 08. The detail around the main source emissions on Jersey remains predominantly traffic. In working through the planning process for the energy from Waste Plant, Major Development schemes (Esplanade Quarter, Ann Court Car Park, Castle Quays etc.) their impacts on local air quality is being quantified . 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.</p>
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## HOME AFFAIRS MINISTER

		30th June 2008	
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)	✓	<b>Complete</b>
3.1.3	Develop and implement anti-discrimination legislation commencing in 2007 (HA)		Draft proposals being considered by the Council of Ministers on 21st May. Law to be lodged as soon as possible before November 2008
3.2.1	Establish a police consultative group, either through separate primary legislation or a new Police Force Law, by 2008 (HA)		Draft Police (States) Law 200- due to be considered by Scrutiny Panel in August 2008 during consultation process
3.2.2	Identify, cost and implement service agreements with new national and regional Police services by 2009 (HA)		The new national and regional police 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)		Adopted by the States 19th June 2008. Currently with Privy Council.
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 1 registered by R/C 21/12/07 in force 28/12/07
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)	✓	<b>Complete</b>
3.2.10	Review the effectiveness of the Children's Executive and the Youth Action Team by 2008 (HSS/HA/ESC)	✓	Complete
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)		<b>Progress on target</b>
3.3.4	Subject to appropriate funding being identified, increase programmes for the education and rehabilitation of prisoners in 2007 (HA)	✓	The centre now employs ten staff and has developed partnerships with Education, Sport and Culture enabling them to offer a much wider range of educational opportunities than was previously available
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)		The vocational training workshops in carpentry, painting, brickwork and industrial cleaning have recently been refurbished.
3.3.6	Introduce discretionary supervised release of prisoners by 2008 (HA)		Law Undergoing HR Audit will not be implemented in 2008
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)	✓	Complete
3.4.1	Introduce biometric passports concurrently with UK (HA)	✓	<b>Complete</b>

3.4.2	In 2007 bring forward measures that will have the effect of deterring criminal elements entering Jersey (HA)		New Povisions under Art 46a PPCE - HR Audit in progress
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)		No change, 3 yr plan in place with annual action plans being implemented
3.5.2	Carry out an annual major accident simulation exercise and produce a report of the lessons learnt (HA)		Series of exercises have ben held at the Airport in 2008.

## HOUSING MINISTER

		<b>30th June 2008</b>	
<b>SP Ref</b>	<b>Initiative</b>	<b>RAG status</b>	<b>Comment - current position</b>
3.8.1	From 2007, commence a programme to bring States-owned housing stock up to United Kingdom 'Decent Homes Standard' by 2016 (HOUS)		Refurbishment Programme Underway and On Track
3.8.2	Review Housing demand/supply through the publication of 'Planning for Homes' in 2006 (HOUS)	✓	<b>Complete</b> - Housing Needs Survey carried out in November 07 and reported on in April 08
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)	✓	<b>Complete</b> - Property Plan underway
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)		Information gathering process complete - Green Paper to be issued by 30th September 2008
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 September 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)	✓	<b>Complete</b> - Shared Equity Scheme in place
3.8.9	Introduce security of tenure legislation by 2007 (HOUS)		Draft Law published for consultation April 2008. Consultation Findings to be published September 2008.

## PLANNING & ENVIRONMENT MINISTER

		30th June 2008	
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)		<b>1. Climate Change</b> - Energy Policy and Environmental Taxes Ref - 4.3.1 & 4.3.2: Energy Policy White Paper to be lodged in Q4 2008.
			<b>2. Waste production</b> - Recycling rate target increased to 36% and EfW funding approved by the States.
			<b>3. Quality and quantity of water resources</b> - Water Resources Law Appointed Day 01/01/2009.
			<b>4. Transport</b> - TTS project. No funding available till environmental taxes resolved see 2.10.2
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)		<b>a)Overall Populations</b> -First Tranche of BAP species identified , monitoring and use of database ongoing;b) <b>Internationally Important Species</b> - Monitoring of some populations ongoing & Regular reports made to appropriate authorities;c) <b>Conservation of characteristic species etc</b> , ongoing management work ;d) <b>Enhancement of biodiversity</b> includes ex-situ work with Durrel making good progress;e) <b>Public Awareness</b> Range of informative leaflets now available online and in hard copy .Environment week project with ESC for schools awareness
1.1.3	Provide an annual Report to the States by the Director of the Environment (P&E)		Final draft prepared to go to COM in June but slipped from agenda. Will now go to COM in September.
1.5.6	Implement the Rural Economy Strategy from 2006(P&E/ED)		Good progress with Dairy Industry recovery plan. New site secured at HDF and evidence of success in export markets. Semen import agreements by the states. Both the CRS and RIS are delivering key improvements in the countryside.
2.1.3	Amend building bye-laws to incorporate Lifetime Home Standards by 2007 (P&E)	✓	<b>Completed</b>
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.
3.8.2	Review Housing demand/supply through the publication of 'Planning for Homes' in 2006 (HOUS)		Housing Needs Survey published. Report and proposition of the provision of homes for the elderly and first-time buyer homes lodged with the States
3.8.6	Amend building bye-laws to incorporate Lifetime Homes Standards by 2007 (P&E)	✓	<b>Completed</b>
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)		White paper published, and consultation period completed. Comments being evaluated
			No progress since last period, as focus has been put into changes relating to energy requirements.
		✓	<b>New scheme for the certification of design completed.</b>
4.1.1	In 2006 fully implement the measures contained within the Rural Economy Strategy, including:		
	- Implement the dairy industry recovery plan		Semen importation agreed. Sale of Five Oaks progressed & move to HDF in-train. Some export market penetration.
	- Complete the improvements at the abattoir		Abattoir achieved Full EU Approval. Routine monitoring continues
	- Build on the initial success of the countryside renewal scheme (P&E)		<b>CRS continues to be oversubscribed</b>
4.1.2	In 2006 complete a review of countryside planning policy (P&E)		Two linked and enabling applications are in the process of determination

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. Impact of traffic generation being modelled and assessed. Consultation on SPG completed. Report 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
			Weighbridge Taxi Shelter: temporary structure implemented Dec 06
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)		Work underway to develop proposals for remediation, provision of new park and development of public car parking facility
4.2.5	Publish updated planning guidance for the Waterfront in 2006 (P&E)		St Helier Waterfront Masterplan considered and endorsed by States Assembly
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)		<b>Ongoing: see 4.2.5</b>
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		Draft White Paper presented to CoM in Q2, further financial analysis of policy proposals required although may not delay target for lodging in Q4
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)		Tidal Power Group formed in order to provide recommendations to the Minister on opportunities available to Jersey.
4.4.1	In 2006; bring into force the Waste Management (Jersey) Law 2005 (P&E)		Head of Waste in post 16-06-08. Review of Waste Management Licence ongoing. Draft Duly Reasoned Request submitted for ongoing discussion.
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)		11 SSIs of archaeological, architectural and/or historic interest listed to date during 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)		<b>completed</b>
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)		<b>completed</b>
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)		Awaited appointment of Waste Manager. Project plan now being developed.
4.7.1	Carry out a review of the Island Plan during 2006/2007 (P&E)		Stakeholder engagement completed and research studies underway/completed as part of preparation of Strategic Options Paper
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 <sup>st</sup> 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)		Jersey Design Guide in preparation. To be launched Sept 08.
4.7.5	In 2006; bring forward for consultation and debate a Coastal Zone Management Plan (P&E)		Integrated Coastal Zone Management Strategy lodged for debate.
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)		Slippage due to competing priorities. Historic character statements for Gorey and St Aubin to be developed after completion of town character statements (required for the Island Plan Review). To be commenced Q1 09.
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)	<b>X</b>	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

		30th June 2008	
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)		Data collection for triennial review complete. UK Government Actuary collating results.
2.2.3	Undertake a comprehensive review of the Island's existing health insurance scheme by 2010 (SOC SEC)		Department is collaborating with H&SS on major review of Health Insurance Law, as part of 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)	✓	Winter fuel payments introduced 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 complete, awaiting final approval from Law Officers. Employment Forum has presented report on maternity and paternity rights, flexible working and family friendly policies to the Minister.
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)	✓	Income Support scheme introduced January 2008, including 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)		Sections on pension provision and long term care funding included in Jersey Annual Social Survey. Presentations made at "Imagine Jersey" events
3.6.2	Introduce a unified Income Support system that supports people in times of need and promotes work by mid 2007 (SOC SEC)	✓	Income Support scheme introduced January 2008
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)		Social Security Advisory Council have agreed to review recommendations from Professor Stafford's report.

## TRANSPORT & TECHNICAL SERVICES MINISTER

		30-Jun-08	
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)		ITTP being finalised with a view to being circulated by the end of Q3.
2.10.3	In 2006 agree a rolling programme of funding that will secure improvements in the condition of Jersey's roads (TTS)		A detailed review of the Capital Programme has shown that the infrastructure vote is now insufficient to meet the demands of the Highway Condition Assessment Audit Report
2.10.4	By end 2006, deliver a new parking strategy to incorporate a revised charging system for public parking (TTS)		Feasibility Study for parking charges system undertaken. Ann Court feasibility nearing completion. Funds in capital programme for Town Park
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
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 tenders received and evaluated. R&P lodged for States debate in July. Compost site 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)		Work is now progressing on finalising the Liquid Waste strategy
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 on cleaning.
4.9.2	New town park in place by 2010 (TTS)		See 4.2.3

## TREASURY AND RESOURCES MINISTER

		<b>30th June 2008</b>	
<b>SP Ref</b>	<b>Initiative</b>	<b>RAG status</b>	<b>Comment - current position</b>
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 the proposed Draft Annual Business Plan 2009 from the Council of Ministers to be lodged 15 July and debated 16 September 2008
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 used to maintain revenue and capital spending in the short term whilst any structural deficit is addressed (T&R)		Surpluses in proposed Draft Annual Business Plan 2009 for 2009 currently exceed the additional revenues from GST in 2009. In 2008 the States has determined that surpluses in 2008 be applied to the upfront funding of the EfW Plant amounting to £103 million.
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)		Balance on Stabilisation Fund stood at £32 million at the end of 2007 and once changes to Finance Law have received Royal Assent a further 337 million will be transferred as agreed by the States. The first report of Fiscal Policy Panel is being prepared and will be presented in early September to inform the 2009 Business Plan debate and inform the 2009 Budget proposals
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 new anti-inflation strategy was published by the Council of Ministers in February. It builds on and strengthens current policies and aims to lock the Island into low inflation in the future. The FPP is now in place and is due to publish its first annual report in the beginning of September. Work is under way for the other areas of action set out in the new anti-inflation strategy.
1.7.5	Complete implementation of the Fiscal Strategy 2006-2010 (T&R)		GST operating well in its first couple of months. Domestic registrations at around 1600 separate companies registered. Review the ISE system for small / medium sized ISEs, with an aim to improve. Customs telephone enquiries very busy still, two temporary staff on call handling until the end of the year. GST returns procedure recently publicised in the press.
4.2.4	By the end of 2006, agree a plan to secure the future of Fort Regent (T&R)		Following completion of a planning brief by the Planning Department JPH has undertaken an initial assessment of options a number of options to add value and offset current operation costs. A "concept" paper is being prepared to establish the level of support for change proposals before establishing a full project board. Currently no funding is available to resource a project group to advance project
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)		GST is in place. Minor refinements to the Income Tax software and Customs and Immigration software are taking place. First GST returns received.

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)	✓	With the 0/10 provisions and the Shareholder Taxation provision having been approved by the States work is progressing well to implement this new legislation. A new Guide to the zero / ten corporate tax system, together with new Corporate and Personal Tax Returns, and new shareholder, etc, statements, have been placed on the States website ( and the Income Tax website) A new Company Questionnaire has been prepared, and is also on the website, and is being issued to all companies incorporating on, or after 3 June 2008. The new style company tax return will need to be sent to these new companies in January 09, as the new style personal tax return will be sent to all individual taxpayers at that time.
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 include 20% means 20% provisions. 2007 tax assessments will be issued to include the appropriate allowances and reliefs.
6.1.4	Bring forward firm recommendation on the possibility of the States paying rates on its properties by 2007 (T&R)	➔	R&P withdrawn - to be redrafted and represented in the autumn
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)	➔	The Council of Ministers has agreed that the Draft Annual Business Plan 2009 be lodged 15 July 2008 including 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 proposed in draft Annual Business Plan 2009 to be lodged 15 July 2008
6.1.10	Agree a policy for the Strategic Reserve (T&R)	✓	<b>Policy approved by the States in Dec 2006</b>
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)	➔	Final year of £20 million efficiencies from the Change Programme are proposed by the Council of Ministers in the draft Annual Business Plan 2009 to be lodged 15 July 2008
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 (CM)	➔	2009 Property Plan lodge for debate in September 2008 as part of States Business Plan. Outstanding transfer of property resources from H & SS, P&E and Home Affairs to be finalised Budget allocation adjusted to reflect full £1.5 million impact of revenue savings in 2008 is insufficient to meet compliance inspections and urgent Health & Safety works. Significant pressure on maintenance expenditure has resulted in the need to prioritise and defer all non-essential works. Receipts from disposals on target. Valuation of land and buildings nearing completion in GAAP format. Condition survey visits complete - awaiting report in 3rd Quarter 2008. Preferred supplier identified for Integrated Property System - implementation to commence in 3rd Quarter 2008
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)	➔	Actual savings achieved for the first half of 2008 are not sufficient at this stage to meet annual target set for 2008. However procurement projects are in place that will deliver savings later in the year and this position should improve.
6.2.10	Implement and test a full business continuity programme for the Income Tax Office by 31st December 2006 (T&R)	➔	It is proposed that half of the Income Tax staff will take place in the invocation to the Business Continuity site in the latter part of 2008.