

ANNUAL UPDATE TO THE MTFP
DEPARTMENT ANNEX FOR 2014



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DEPARTMENT ANNEX FOR 2014
(for information only)

Council of Ministers

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B.I. Le Marquand	Senator	Home Affairs and Deputy Chief Minister
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P.J.D. Ryan	Deputy	Education, Sport and Culture
A.E. Pryke	Deputy	Health and Social Services
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R.C. Duhamel	Deputy	Planning and Environment
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K.C. Lewis	Deputy	Transport and Technical Services
Sir P.M. Bailhache	Senator	External Relations
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L.J. Rowley	Treasurer of the States	





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Introduction





Introduction

The States approved the first Medium Term Financial Plan for Jersey in November 2012. This represented a move to a 3-year planning framework, or Medium Term Financial Planning. For the first time the States of Jersey agreed minimum budgets for all departments 3 years in advance and moved away from short-term decision making. This change was intended to provide flexibility, deliver efficiencies and move to longer-term thinking within a more certain financial framework that will ultimately benefit the Island.

The Medium Term Financial Plan was split into two parts:

- The formal lodged report providing the background to the financial and economic position, the revenue and capital expenditure proposals and details of the measures that are proposed to balance budgets and actively manage the balance sheet over the next three years.
- The first department annex to the Medium Term Financial Plan provided information to support the main report including a summary of each department's key objectives towards delivering the seven strategic priorities and the detail of how the proposed department expenditure limits would be allocated to services.

This **Annual Update to the Medium Term Financial Plan Department Annex for 2014** provides an essential update of the department revenue and capital expenditure allocations for any permanent approved changes since the MTFP was agreed in November 2012.

The annual updates to the MTFP expenditure allocations are important as they provide a revised position for departments and an updated point of reference for the 2014 Financial Report and Accounts. Importantly, ALL the changes in expenditure allocations reported in the annual update remain within the total States expenditure limits agreed in the MTFP by the States.

A further Update will be provided for 2015, which will include any further approved changes in the next twelve months to give a starting position for 2015 and a point of reference for the 2015 Financial Report and Accounts.

The Annual Update to the Medium Term Financial Plan Department Annex for 2014 includes permanent and approved changes in expenditure allocations for:

- allocations of Central Growth for 2014 – as agreed in the 2014 Budget,
- capital expenditure allocations to individual projects for 2014 – as agreed in the 2014 Budget,
- service transfers between departments
- allocations from the Central Contingency (Pay Provision) to departments, and
- transfers approved between Capital and Revenue Heads of Expenditure.



The Annual Update to the Medium Term Financial Plan Department Annex for 2014 also includes:

- an introduction from each Minister including any changes to the main priorities, key objectives and success criteria for the department in 2014,
- a detailed service analysis for each department for 2014, including manpower levels and a split of gross expenditure and income across DEL (Departmental Expenditure Limits) and AME (Annually Managed Expenditure),
- a statement of comprehensive net expenditure for each department for 2014,
- a reconciliation of the changes in expenditure allocations since the MTFP for 2014,
- an update to the distribution of Comprehensive Spending Review savings and user pays,
- a summary of the States net revenue expenditure for 2014, and
- a summary of the States proposed capital programme for 2014.

The Minister for Treasury and Resources is indebted to all departments for their co-operation in providing this information.

Medium Term Financial Plan Compromises

During the MTFP debate the Council of Ministers agreed to a number of compromises to amendments to the MTFP proposals brought forward by States members.

These compromises allowed the MTFP proposals to be substantially unaltered and a balanced budget position to be maintained over the 3 years of the MTFP. In each case agreement was reached with the respective States member and the affected department such that alternative funding measures were put in place. These alternative funding measures were recorded in the Addendum to the MTFP 2013–2015 and more information on the progress made on these compromises during 2013 can be found in R114/2013.

Summary of States Revenue Expenditure Allocations 2014

States Funded Bodies	2014 Gross Expenditure Allocation £'000	2014 Income Allocation £'000	2014 Net Expenditure Allocation £'000
Ministerial Departments			
Chief Minister	23,936.5	(1,869.2)	22,067.3
– Grant to the Overseas Aid Commission	9,794.2	–	9,794.2
Economic Development	20,237.1	(1,723.9)	18,513.2
Education, Sport and Culture	129,437.0	(18,662.1)	110,774.9
Department of the Environment	10,277.9	(4,306.9)	5,971.0
Health and Social Services	223,356.5	(24,900.0)	198,456.5
Home Affairs	51,385.4	(2,079.0)	49,306.4
Housing	16,618.9	(43,811.1)	(27,192.2)
Social Security	190,662.9	(4,043.5)	186,619.4
Transport and Technical Services	43,976.0	(16,064.4)	27,911.6
Treasury and Resources	39,264.3	(7,255.5)	32,008.8
Non Ministerial States Funded Bodies			
– Bailiff's Chambers	1,844.4	(190.8)	1,653.6
– Law Officers' Department	9,752.1	(1,791.6)	7,960.5
– Judicial Greffe	8,283.3	(1,378.3)	6,905.0
– Viscount's Department	2,017.9	(594.2)	1,423.7
– Official Analyst	697.8	(61.5)	636.3
– Office of the Lieutenant Governor	826.3	(96.8)	729.5
– Office of the Dean of Jersey	26.1	–	26.1
– Data Protection Commission	388.4	(154.0)	234.4
– Probation Department	2,657.7	(445.0)	2,212.7
– Comptroller and Auditor General	768.7	–	768.7
States Assembly and its services	5,275.1	(90.4)	5,184.7
Allocations for Contingencies			
– Central Contingencies	4,144.4	–	4,144.4
– Central Pay Provision	400.0	–	400.0
– Provision for Restructuring Costs	6,540.0	–	6,540.0
– Corporate Procurement Savings Target	(3,451.3)	–	(3,451.3)
Allocation for Growth			
– Allocation for Growth for 2014	–	–	–
Net Revenue Expenditure Allocation	799,117.6	(129,518.2)	669,599.4
Depreciation	59,858.6	–	59,858.6
Impairment of Fixed Assets	5,498.1	–	5,498.1
Net Revenue Expenditure Allocation	864,474.3	(129,518.2)	734,956.1



Consolidated Statement of Comprehensive Net Expenditure

2013 Net Revenue Expenditure £		2014 Estimate £
Income		
(7,167,500)	Duties, Fees, Fines & Penalties	(7,365,300)
(105,331,800)	Sales of Goods and Services	(109,144,300)
(12,300)	Investment Income	(2,000)
(8,854,600)	Other Income	(13,006,600)
(121,366,200)	Total Income	(129,518,200)
Expenditure		
178,551,700	Social Benefit Payments	181,071,700
343,698,100	Staff Costs	368,863,100
119,834,140	Supplies and Services	129,339,600
5,590,800	Administrative Expenses	5,907,100
54,445,000	Premises and Maintenance	55,073,300
994,700	Other Operating Expenses	1,428,000
38,173,960	Grants and Subsidies Payments	42,391,300
113,500	Impairment of Receivables	116,100
5,153,100	Finance Costs	6,261,100
-	Foreign Exchange (Gain)/Loss	-
8,582,000	Contingency Expenses	8,666,300
-	Central Growth Allocation	-
755,137,000	Total Expenditure	799,117,600
633,770,800	Net Revenue Expenditure	669,599,400
41,657,000	Depreciation	59,858,600
-	Impairment of Fixed Assets	5,498,100
-	Asset Disposal (Gain)/Loss	-
675,427,800	Net Revenue Expenditure	734,956,100



Detailed Estimates of States Funded Bodies – Chief Minister





Chief Minister

Minister's Introduction

The Chief Minister's Department is structured into two main service areas, with separate Accounting Officers:

Chief Executive

- Policy Unit (policy support and research for the Council of Ministers and Chief Executive; economic advice, communications; statistics; the Population Office; Emergency Planning; Public Sector Reform Review Team)
- Law Draftsman's Office
- Information Services
- Human Resources
- Financial Services

Director of International Affairs

- All areas of external and international relations, including managing the Island's close relationship with the UK.

The prime focus of the department during the three years from 2013 to 2015 is to support and co-ordinate the Council of Ministers to deliver the priorities approved by the States in the Strategic Plan, to develop policy and prepare for further Public Sector Reform over the longer term.

The appointment of a Minister with responsibility for External Relations has fostered increased recognition of Jersey's international identity and development of the Island's beneficial relations with other countries.

The department will continue to deliver and develop its services to the public and other States departments in line with its twin objectives of improving quality and efficiency.



The core projects and issues for each area of the Department over the MTFP period are:

Chief Executive

Policy

The Strategic Plan approved in 2012 has driven the department's policy programme. In support of this, the way policy is developed and monitored has been reviewed and enhanced to ensure appropriate co-ordination and sound performance management. The results of the 2011 census are being used to inform policy development.

In this period, the Department is leading a programme of Public Sector Reform and develop wide-ranging policy and plans to modernise and prepare the organisation to meet the challenges of the future.

Migration policy and the level of net migration, once approved by the States, will be monitored with the appropriate review mechanisms. The Control of Housing and Work Law and the draft Register of Names and Addresses Law is providing the mechanism for regulating inward migration therefore systems have been developed for their implementation.

A significant priority is to continue to progress policy initiatives designed to address the effects of the ageing population. This will require cross-department planning and working.

An important part of our work is to improve the transparency of government decisions and continue to increase public engagement in the development of policy. This includes co-ordinating the development of an implementation plan for the Freedom of Information legislation approved by the States in 2011. Funding for the project has been agreed and will be drawn down from Central Contingencies as required.

The provision of quality economic advice continues to support effective management of the economy, as will the production of relevant statistics and statistical bulletins.

The Emergencies Council will continue to lead a programme of improvements to the emergency planning and management structures and processes supported by the Emergency Planning Board.

Law Drafting

The Law Draftsman's department is a vital service providing the legislative framework within which the States operates and services are provided. In 2013, the Law Draftsman's department underwent a recruitment process for additional resource to address urgent legislation required to deliver the CSR and support initiatives to grow the economy and protect jobs. Two additional draftsmen will be permanent from 2014 to be able to meet the underlying demand for law drafting.



Information Services

The Information Services Department (ISD) manages corporate IT services such as the network infrastructure, PC management, data centres, and provides the framework for managing IS projects and business projects with an IS element. Core business applications are managed by ISD at a Departmental level through embedded Business Support Groups (BSGs).

The priority for the MTFP period is to support the delivery of CSR savings and the new Strategic Plan objectives across the States where these are dependent on technology solutions, and in some cases improve the level of service provided.

Key activities in the MTFP period are:

- upgrade of PC office information systems
- consolidating existing data centres
- streamlining the support model for corporate systems and services
- supporting projects to improve finance and HR systems and processes
- continuing the development of web services and more citizen services online.

Human Resources

Human Resources (HR) core purpose is to provide strategic and transactional people management support to States Departments to deliver their departmental and CSR objectives.

- In order to fulfil this accountability, the function is delivering a number of key activities during the MTFP period: completion and implementation of the Terms and Conditions Review
- provide Organisational Development and Performance Management improvements
- upgrade or replace the Human Resources Information Systems (HRIS)
- reshape HR to support the future structure of the States organisation
- provide a Workforce Plan and Talent management process focussing on supplying successful local candidates for key roles.



External Relations

During 2013, the importance of UK and international affairs was recognised by the appointment of a Minister for External Relations.

Under these new arrangements, the Department continues to protect Jersey's unique constitution and autonomy, to promote Jersey's international identity and good reputation as a responsible jurisdiction committed to the rule of law, international standards and respect for internationally recognised human and labour rights, develop Jersey's competitive position in the global economy and promote Jersey's cultural identity abroad.

Financial Services

During 2013, following the jurisdictional review undertaken, the importance of the finance industry was recognised by the transfer of the financial services department from Economic Development Department to the Chief Ministers Department.

Central Growth Allocations

External Relations: International meetings, Monitoring, and visiting Dignitaries – £160,000 from 2014

External Relations was established using non-recurring funding sources. During 2010 and 2011 this cost was met from Fiscal Stimulus. This budget has been reduced from £260,000 in 2011 after agreeing joint monitoring contracts with Guernsey from 2012 onwards, closing the London office space used previously by the Director of International Finance and cancelling the Paris monitoring contract. Whilst there is now a recurring budget for the 6 core staff and office expenses, the international operations programme is not funded. The international operations programme requires a recurring budget of £160,000 from 2014.

External Relations: External specialist advice – £100,000 from 2014

Since its establishment with non-recurring funding, External Relations has needed to commission specialist technical advice. Currently, technical expert advice from the London School of Economics Trade Policy Unit is required, for example, on the extension of the UK membership of the World Trade Organisation to include Jersey. £100,000 will buy on average 2 to 3 specialist reports per annum and recurring funding is required from 2014.

CSR: Fund permanent members of the CSR delivery team – £150,000 from 2014

This team previously undertook the role of CSR Delivery Team but has now become the PSR Programme Office. The budget for the two members of staff was funded from the Restructuring Provision during the CSR process (2011-13) but now requires permanent funding of £150,000 from 2014 to support the Public Sector Reform programme. It is anticipated that this may need to be supplemented with additional temporary resource as required.



Service Transfers

Transfer of Rent and Service Charges – £20,600 to Housing Department

As part of the Housing Transformation Programme it was agreed that rental and service charges budgets would be transferred from CMD to Housing.

Safeguarding Partnership Board – £274,700 from Health and Social Services

The Council of Ministers agreed the allocation of sufficient budget to establish a Vulnerable Adults Policy Group and Jersey Vulnerable Adults Protection Committee. In addition, and by association, it was proposed that responsibilities for leading the Children's Policy Group and the Children's Protection Committee also transfer to the Chief Minister's Department from H&SS.

Transfer of Grant for Bureau de Jersey – £75,000 from Economic Development

In order to rationalise the management of overseas outposts and to better reflect the Chief Minister's legal responsibility, as well as the role played by the External Relations team in regional relations, EDD and CMD decided to transfer responsibility for the management of Bureau de Jersey.

Disbanding of the Customer Services Centre – £222,400 to Treasury and Resources, Housing and Transport and Technical Services

Following a review of accommodation in the States and the effectiveness of the Cyril Le Marquand Customer Services Centre, it was identified that efficiencies could be achieved by closing the Customer Services Centre and budgets and resources were transferred back to the relevant departments.

Transfer of Financial Services – £1,016,500 from Economic Development

Following the recommendations from the McKinsey Report and discussions with the Economic Development Minister and Treasury & Resources Minister, it was agreed that overall accountability and responsibility for financial services should reside with the Chief Minister.

Corporate Health and Safety Manager – £63,000 to Transport and Technical Services

It was agreed that CMD would provide support to TTS in creating a Corporate Health and Safety function across the States and that the Chief Officer of TTS would be responsible for Corporate Health and Safety.

Strategic Housing Unit – £186,800 from Housing Department

The Affordable Housing Gateway was set up using resources within the Housing Department, and following the approval by the States, the responsibility of the Gateway moved to the Chief Minister's Department, along with the team of officers.



Geospatial Information System – net income of £16,500 to Department of the Environment

In 2014 and 2015 the Geospatial Information System (GIS) will be transferred from the Department of the Environment (DoE) to the Chief Minister's Department (CMD) and a net revenue recurring budget of £16,500 will transfer from CMD to the DoE. The use of geospatial information (GI) is increasing rapidly. There is a growing recognition amongst both governments and the private sector that an understanding of location and place is a vital component of effective decision-making.

The States GIS Service is a pre-requisite to improving States services provided to the citizens of Jersey. There is an investment cost to the organisation, both setting up the service, and on-going developments of the infrastructure and new applications. Since geospatial information is becoming embedded in any government information, the costs of running the GIS service should be seen as a necessary overhead, upon which further, more value-added services can be built.

Senator Ian Gorst

Chief Minister



Chief Minister

AIM:

- Support and advise the Chief Minister and Council of Ministers in establishing, co-ordinating, communicating and implementing States approved policies and objectives.
- Provide direction and leadership to the public service to ensure that policies and programmes are delivered in accordance with agreed priorities.
- Conduct external relations to further develop Jersey's international standing and strengthen business and cultural links which benefit Islanders.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Chief Executive

Key Objective 1: The co-ordinated development and implementation of States policies.

Success criteria:

- (i) A robust framework in place with clear processes defined for developing, co-ordinating and communicating policy to deliver the Strategic Plan and to achieve a balance of economic, social and environmental objectives;
- (ii) Housing Strategy developed and agreed;
- (iii) Co-ordinated long term (15+ years) socio/economic/environmental policy plan produced as a blueprint for the future.

Strategic Plan References:

- **Vision:** *A safe and caring community; A strong and sustainable economy; Preparing for the future; Protecting the environment; A highly skilled workforce*
- **Priorities:** *Get people into work; Manage population growth and migration; House our community; Promote family and community values; Reform Health & Social Services; Reform government & the public sector; Sustainable long-term planning*



Key Objective 2: An efficient and effective public sector fit for the purpose of delivering the Council of Ministers' strategic vision and priorities.

Success criteria:

- (i) Continued focus on delivering essential services through the prioritisation of budgets and manpower in accordance with strategic priorities;
- (ii) Agreed model for reformed public sector based on service redesign, workforce modernisation and cultural change;
- (iii) Public services matched to affordability and public expectation.

Strategic Plan References:

- **Vision:** *Preparing for the future; A highly skilled workforce*
- **Priorities:** *Reform government & the public sector; Develop sustainable long-term planning*

Key Objective 3: Decision-making improved and debate better informed through the provision of accurate and timely professional advice and information.

Success criteria:

- (i) States assisted to meet its objectives through the provision of sound advice;
- (ii) Ministerial decisions supported by robust evidence;
- (iii) All Statistics Unit releases produced independently to pre-announced release dates and statistical information made available on an impartial basis;
- (iv) Structures in place to ensure proper governance processes and information management;
- (v) Successful implementation of Freedom of Information arrangements.

Strategic Plan Reference(s):

- **Vision:** *A safe and caring community; A strong and sustainable economy; Preparing for the future*
- **Priorities:** *Get people into work; Manage population growth and migration; Promote family and community values; Develop sustainable long-term planning*

Key Objective 4: Population levels that achieve a balance between economic growth and the additional demand migration places on accommodation, infrastructure and resources.

Success criteria:

- (i) Revised migration/population policy agreed by the States;
- (ii) Improved mechanisms in place to control population.



Strategic Plan Reference(s):

- **Vision:** *A safe and caring community; A strong and sustainable economy; Preparing for the future; Protecting the environment; A highly skilled workforce*
- **Priorities:** *Get people into work; Manage population growth and migration; House our community; Develop sustainable long-term planning*

Key Objective 5: Deliver £65 million Comprehensive Spending Review (CSR) savings target by the end of 2013.

Success criteria:

- (i) Agreed overall savings package delivered by the end of 2013;
- (ii) Agreed Chief Minister's Department CSR savings delivered by the end of 2013.

Strategic Plan Reference(s):

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

External Relations

Key Objective 6: Jersey's international responsibilities fulfilled and beneficial relations advanced with the United Kingdom, other countries and international organisations.

Success criteria:

- (i) International obligations met;
- (ii) Relevant international conventions and bi-lateral agreements are ratified/extended, recognising Jersey's autonomy and commitment to international standards;
- (iii) Close relationship with the UK maintained and our unique constitution and autonomy protected;
- (iv) Strengthened international relations and partnerships, supporting new and existing business and cultural links which benefit Islanders.

Strategic Plan Reference(s):

- **Vision:** *A safe and caring community; A strong and sustainable economy; Preparing for the future*
- **Priorities:** *Get people into work; Manage population growth and migration; Develop sustainable long-term planning*



Financial Services

Objective 7: Maintain and support the growth of financial services sector capacity.

Success criteria:

- (i) Development of both existing (UK/EU) and new markets in line with the strategy agreed following the jurisdictional review;
- (ii) Alignment of Jersey Finance Ltd, the Jersey Financial Services Commission and Government operating within a set of common objectives;
- (iii) Contribute to increasing the speed of legislative development alongside the Law Officers Department;
- (iv) Maintain Jersey's international profile as a transparent and co-operative jurisdiction;
- (v) Legislation set by territories outside of Jersey does not have an adverse impact on the finance industry.

Strategic Plan Reference(s):

- **Vision:** *A strong and sustainable economy*
- **Priority:** *Get People Into Work*

Chief Minister

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
	Policy Unit					43.5
1,135,100	Chief Executive's Office	1,374,700	–	–	1,374,700	
217,900	Communications Office	264,500	–	(34,700)	229,800	
612,900	Population Office	1,156,100	–	(921,800)	234,300	
401,400	Statistics	431,900	–	–	431,900	
394,500	Economics	468,400	–	(60,000)	408,400	
9,700	Legislation Advisory Panel	9,900	–	–	9,900	
920,700	External Relations	2,053,600	–	–	2,053,600	7.0
–	Financial Services	1,029,700	–	–	1,029,700	5.0
843,000	Law Drafting Department	1,011,200	–	–	1,011,200	10.0
10,101,300	Information Services	10,408,500	485,300	(718,700)	10,175,100	87.9
4,655,000	Human Resources	5,495,100	–	(134,000)	5,361,100	74.0
–	Pensions	–	–	–	–	0.0
78,900	CSR	232,900	–	–	232,900	1.0
19,370,400	Net Revenue Expenditure	23,936,500	485,300	(1,869,200)	22,552,600	228.4
514,900	Less: Depreciation	–	485,300	–	485,300	
18,855,500	Net Revenue Expenditure	23,936,500	–	(1,869,200)	22,067,300	



Chief Minister

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
(293,400)	Duties, Fees, Fines & Penalties	(301,800)
(886,400)	Sales of Goods and Services	(1,436,400)
–	Investment Income	
–	Other Income	(131,000)
(1,179,800)	Total Income	(1,869,200)
Expenditure		
–	Social Benefit Payments	–
13,098,500	Staff Costs	15,044,000
5,495,700	Supplies and Services	6,474,500
507,400	Administrative Expenses	521,100
541,000	Premises and Maintenance	529,100
700	Other Operating Expenses	800
392,000	Grants and Subsidies Payments	1,367,000
–	Impairment of Receivables	–
–	Finance Costs	–
–	Foreign Exchange (Gain)/Loss	–
–	Contingency Expenses	–
20,035,300	Total Expenditure	23,936,500
18,855,500	Net Revenue Expenditure	22,067,300
514,900	Depreciation	485,300
–	Impairment of Fixed Assets	–
–	Asset Disposal (Gain)/Loss	–
19,370,400	Net Revenue Expenditure	22,552,600

Detailed Estimates of States Funded Bodies – Chief Minister

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	18,855,500	Approved Variations to Expenditure Limits since MTFP	
Price Inflation - Dept Income	(31,600)	Service Transfers	
Price Inflation - Dept Expenditure	150,700	- Transfer of Rental and Service Charges budget for Jubilee Wharf to Housing Department	(20,600)
Price Inflation - Provision for Pay Award	-	- Transfer from Health and Social Services Department for Safeguarding Partnership Board	274,700
Commitments from Existing Policies	-	- Transfer of Bureau de Jersey from Economic Development	75,000
Department Savings	-	- Transfer to Housing Department, Treasury and Resources and Transport and Technical Services upon the Disbanding of the Customer Services Centre	(222,400)
Department User Pays	-	- Transfer of Financial Services from Economic Development	1,016,500
Departmental Transfers	-	- Transfer of Corporate Health and Safety Manager to Transport and Technical Services	(63,000)
Capital to Revenue Transfers	-	- Transfer of Strategic Housing Unit from Housing Department	186,800
MTFP Growth	1,382,000	- Transfer of Geospatial Information System from Department of the Environment	(16,500)
Proposed Procurement Savings	-	Allocations of Central Growth 2014	
Proposed Other Budget Measures	-	- External Relations: International meetings, monitoring and visiting dignitaries	160,000
Additional Fees as a Result of Housing and Work Law	(600,000)	- External Relations: External specialist advice	100,000
Net Revenue Expenditure per MTFP	19,756,600	- CSR: Fund permanent members of the CSR delivery team	150,000
		Pay Provisions	
		- Recurring effect of 2013 1% Consolidated Pay Award	130,300
		- 2014 4% Consolidated Pay Award	539,900
		Procurement Savings	-
		Capital to Revenue Transfers	-
		Other Variations	-
		Revised Net Revenue Expenditure 2014	22,067,300
		Depreciation per MTFP	485,300
		2014 Adjustment	-
		Revised 2014 Depreciation	485,300
		Revised Net Revenue Expenditure 2014	22,552,600





Jersey Overseas Aid Commission





Jersey Overseas Aid Commission

The Jersey Overseas Aid Commission's grant from the States of Jersey was reviewed in 2010 when it was proposed that an increase of approximately 5% be awarded on the existing grant per annum.

The largest part of the Commission's budget is allocated to grant aid with approximately 80% allocated to the Commission's approved aid agencies submitting proposals for projects covering clean water, health, sanitation, education, agriculture, livestock and revolving credit schemes for small businesses. £1,250,000 of its grant is available for disaster and emergency relief due to ever increasing demands for both natural disasters and the emergencies arising through human conflict. The Commission will give preference to projects located in countries in Africa, Latin America or South-East Asia which are within the bottom 50 countries on the Human Development Index.

AIM:

To manage and administer the monies voted by the States of Jersey for overseas aid, so as to enable humanitarian aid to be provided to developing countries for the purpose of:

- assisting in the reduction of poverty;
- providing medical and healthcare;
- providing effective education and training;
- assisting in emergency and disaster needs, including the subsequent restoration of facilities; and
- other purposes, relating to the provision of humanitarian aid overseas, that the Commission may from time to time consider appropriate.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: To implement fully the Jersey Overseas Aid Commission (Jersey) Law 2005

Success criteria

The Commission will pursue this by:

- (i) working closely with the private and voluntary sectors;
- (ii) ensuring the consistency of policies affecting poorer countries;
- (iii) using resources efficiently and effectively;
- (iv) the provision of funding to large and medium sized relief projects, including that of emergency and disaster relief, implemented through internal recognised specialist aid agencies or through local charities working overseas;
- (v) the provision of funding for community work projects, where teams of local volunteers undertake specific aid projects.

Jersey Overseas Aid Commission

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
9,324,100	Grant to Overseas Aid	9,794,200	–	–	9,794,200	1.0
9,324,100	Net Revenue Expenditure	9,794,200	–	–	9,794,200	1.0
	– Less: Depreciation	–	–	–	–	
9,324,100	Net Revenue Expenditure	9,794,200	–	–	9,794,200	

Jersey Overseas Aid Commission

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
	– Duties, Fees, Fines & Penalties	–
	– Sales of Goods and Services	–
	– Investment Income	–
	– Other Income	–
	– Total Income	–
Expenditure		
	– Social Benefit Payments	–
74,700	Staff Costs	78,600
13,000	Supplies and Services	13,000
2,300	Administrative Expenses	2,300
	– Premises and Maintenance	–
	– Other Operating Expenses	–
9,234,100	Grants and Subsidies Payments	9,700,300
	– Impairment of Receivables	–
	– Finance Costs	–
	– Foreign Exchange (Gain)/Loss	–
	– Contingency Expenses	–
9,324,100	Total Expenditure	9,794,200
9,324,100	Net Revenue Expenditure	9,794,200
	– Depreciation	–
	– Impairment of Fixed Assets	–
	– Asset Disposal (Gain)/Loss	–
9,324,100	Net Revenue Expenditure	9,794,200

Jersey Overseas Aid Commission

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	9,324,100	Approved Variations to Expenditure Limits since MTFP	
Commitments from Existing Policies		Service Transfers	–
5% p.a. increase in Overseas Aid Funding	466,200	Allocations of Central Growth 2014	–
Departmental Transfers	–	Pay Provisions	
Capital to Revenue Transfers	–	– Recurring effect of 2013 1% Consolidated Pay Award	800
Proposed MTFP Growth	–	– 2014 4% Consolidated Pay Award	3,100
Proposed Procurement Savings	–	Procurement Savings	–
Proposed Other Budget Measures	–	Capital to Revenue Transfers	–
Net Revenue Expenditure per MTFP	9,790,300	Other Variations	–
		Revised Net Revenue Expenditure 2014	9,794,200
		Depreciation per MTFP	–
		2014 Depreciation Adjustment	–
		Revised 2014 Depreciation	–
		Revised Net Revenue Expenditure 2014	9,794,200



Economic Development





Economic Development

Minister's Introduction

The Medium Term Financial Plan (MTFP) came at a critical point in the development and evolution of our economy.

The worldwide economic crisis has lasted longer than most predicted and Jersey, as an international finance centre, has not been immune to its effects. The most devastating outcome of this has been rising unemployment which is at its highest recorded levels; if left unchecked, this will have a long-lasting and damaging effect on the social fabric of this Island. That is why one of the key priorities identified in the States Strategic Plan is to get people into work.

At a time when we are aiming to facilitate the creation of more jobs in our economy, it is vital we take a strategic view and establish what kind of jobs we wish those to be. In taking this view, it is clear that if we are to seek to generate new employment, we must do so with the aim that these jobs will contribute to the delivery of economic growth. This is not growth for the sake of growth – but growth to deliver the tax receipts necessary to avoid having to raise taxes whilst still being able to fund our public services to the standard that we expect.

The Economic Growth and Diversification Strategy (EGDS) (P55/2012), set out how we intend to achieve this. There are four priorities: to encourage innovation and improve Jersey's international competitiveness; to grow and diversify the financial services sector, capacity and profitability; to create new businesses and employment in high value sectors; and to raise the productivity of the whole economy and reduce the reliance on inward migration.

Without the growth bids put forward in the MTFP, this strategy simply could not be delivered. A thorough assessment of our current and future work programme illustrated that to deliver growth we would have to reduce support for tourism and agriculture to unsustainable levels. This would have a highly damaging impact to those sectors and the people who work within them as well as to Island life as a whole.

This is not acceptable and therefore the growth in the Department's budget to invest in economic growth is absolutely vital. Whilst recognising the financial constraints we must operate under, now more than ever we need to invest in developing the economy.

Summary of Outline Business Cases for Growth

The following table sets out our MTFP bids, all of which are directly aligned to the priorities in the EGDS, which are in turn aimed at achieving sustainable economic growth and getting people into work.



	2013 £000	2014 £000	2015 £000
Potential Growth			
JFL – increase grant to JFL	800	800	800
JFL additional	135	500	730
JFL – Saudi/GCC Financial Services	0	350	350
Inward Investment – Digital Jersey	500	500	500
Inward Investment – non-Financial Services	800	800	800
Jersey Business	200	200	200
Skills & Workforce Development	290	500	500
Tourism Development Fund	500	500	500
TOTAL	3,225	4,150	4,380

Support for Jersey Finance Limited (JFL) and increased investment in developing finance legislation is vital if we are to enter new markets and develop new products so that we can grow and diversify our finance sector, which is and will remain absolutely critical to delivering future growth. As the industry which contributes 40% of our GVA, we cannot afford to neglect the sector which in turn funds such a substantial proportion of our public services.

Digital Jersey is one of the key components of our strategy to create new businesses in high value sectors. The e-commerce sector is set to have increasing significance on our economy and it is vital we can invest in and encourage its growth. Alongside this, strengthening our inward investment activities across all high value sectors is an essential driver in delivering diversification and creating jobs for local people.

We must accept however, that in seeking diversification into new and growing high value sectors, Jersey cannot operate in a vacuum. We need the external talent and investment as the catalyst for the creation of new jobs. As demonstrated by the successes over recent years, inward investment does create significant employment for local people – but to do this there needs to be an element of inward migration. This is good for our economy and good for Jersey.

Therefore, running in parallel to investment in growth, given the well-founded concerns of managing population growth on an island of limited resources, we must reduce our reliance on inward migration in other sectors. We should use our migration policy to encourage job creation and economic growth rather than to fill jobs which could be filled with local people. That is why we are aligning our future support for traditional sectors such as tourism, construction and agriculture with reduced reliance on inward migration. Investment in skills is critical to fill that gap, as well as develop a workforce that can capitalise on the new and exciting opportunities inward investors provide.

Across the whole range of new and established businesses, Jersey Business will be available to help organisations achieve their full potential. As a new, independent organisation, there is an opportunity to provide a step-change in business support, which the additional funding will enable them to deliver. Furthermore, the Tourism sector gets additional support, with a stable and secure funding mechanism in the Tourism Development Fund, to help enable Jersey to compete in the global marketplace.



Each initiative is being progressed as far as possible in order to impact on job creation without delay once recurring funding is agreed. I would like to take this opportunity to thank all the staff at Economic Development for the work they have done to date as well as the significant continued work that this plan for growth and jobs requires over the MTFP period.

Service Transfers

Transfer of Rent and Service Charges – £33,600 to Housing Department

As part of the Housing Transformation Programme it was agreed that rental and service charges budgets would be transferred from EDD to Housing.

Transfer of grant for Bureau de Jersey – £75,000 to Chief Minister's Department

EDD and CMD decided to transfer responsibility for the management of the Bureau de Jersey in order to rationalise the management of overseas outposts and to better reflect the Chief Minister's legal responsibility, as well as the role played by the External Relations team in regional relations,

Transfer of Financial Services – £1,016,500 to Chief Minister's Department

Following the recommendations of the McKinsey Report and discussions between the Economic Development Minister and Treasury & Resources Minister, it was agreed that overall accountability and responsibility for financial services should reside with the Chief Minister.

Senator Alan Maclean

Minister for Economic Development



Economic Development

AIM:

Deliver growth, improve competitiveness, diversify the local economy and create employment.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Encourage innovation and improve Jersey's international competitiveness.

Success criteria:

- (i) Work with the Treasury and Resources Department to establish a new Innovation Fund as a Separately Constituted Fund under the Public Finances (Jersey) Law 2005 – managed by EDD with an independent Board including EDD, Treasury and Resources and Chief Minister's Department representatives and Non-Executive Directors drawn from the private sector.

Note: Success for this objective will be to have established a fund and assessment framework that could be used for strategic investments into innovation and new technologies, in order to deliver a competitive advantage for Jersey, attract additional private sector investment and create new high value businesses resulting in significant new job opportunities in a more diversified economy.

Strategic Plan References:

- **Vision:** *A strong and sustainable economy*
- **Priority:** *Get people into work*

Key Objective 2: Working across Government to grow the financial services sector capacity and profitability.

Success criteria:

- (i) Develop both existing (UK/EU) and new markets (BRIC);
- (ii) Contribute to increasing the speed of legislative development alongside the Law Officers Department and Chief Minister's Department;
- (iii) Raise Jersey's international profile as a transparent and co-operative jurisdiction;
- (iv) Work with the Treasury and Resources Department to improve Jersey's competitiveness in international market place through continued development of tax policy.

Note: Success for this objective will be to improve productivity within the financial services sector and maintain employment numbers at, or above, current levels whilst diversifying into new products, services and markets.

**Strategic Plan References:**

- **Vision:** *A strong and sustainable economy*
- **Priority:** *Get people into work*

Key Objective 3: Create new businesses and employment in high-value sectors.

Success criteria:

- (i) Enhance efforts to secure high-value inward investment, exceeding previous levels of inward investment;
- (ii) Task Jersey Business to increase the rate of high-value business start-ups and the growth of existing high-value businesses;
- (iii) Develop a 'Whole of Government' approach to ensure that the education system, Social Security and benefits policies, Planning approvals process and Housing and Work Laws recognise, where appropriate, the creation of employment as a priority;
- (iv) Maximise the potential of Gigabit Jersey and further develop an internationally competitive telecoms offering.

Note: Success for this objective will be that by 2015, in addition to exceeding previous levels of business development and inward investment success, a minimum of 10 flagship projects will have been delivered, leveraging significant economic and growth opportunities for Jersey or Jersey businesses.

Strategic Plan References:

- **Vision:** *A strong and sustainable economy*
- **Priority:** *Get people into work*

Key Objective 4: Raising the productivity of the whole economy and reducing the reliance on inward migration.

Success criteria:

- (i) Align the education and training of the current and future workforce with the needs of employers;
- (ii) Remove the barriers to enterprise, encourage innovation and use of new technologies;
- (iii) Link continued support for the Tourism and Rural sectors to increased local employment and reduced reliance on inward migration.

Note: Success for this objective would be improvement in the productivity of existing business, increased number high-value start-up enterprises, reduced numbers of hard to fill vacancies and skills gaps reported by employers, and increases in the percentage of locally qualified staff working in the traditional sectors.



Strategic Plan References:

- **Vision:** *A strong and sustainable economy; a highly skilled workforce*
- **Priority:** *Get people into work; Manage population growth and migration*

Key Objective 5: Continue to improve efficiency and effectiveness across the Department.

Success criteria:

- (i) Reform the mechanisms of delivery for areas of the Department where service can be improved and efficiencies delivered through a change in organisational structure;
- (ii) Continue to develop and improve regulatory and policy frameworks which support business whilst protecting the public's interests;
- (iii) Continue to drive efficiencies through the use of arms-length delivery organisations.

Note: Success for this objective would be private sector led organisations delivering more of EDD's services with the Department focused on developing and improving policy and regulation.

Strategic Plan References:

- **Priority:** *Reform government and the public sector*

Economic Development

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
	Economic Growth & Diversification					7.2
600,000	Enterprise Support	600,000			600,000	
1,913,000	Investment and Diversification	2,075,100			2,075,100	
	Tourism, Destination & Marketing					24.3
1,085,200	Joint Marketing	1,396,700		(298,500)	1,098,200	
3,693,400	Destination Marketing and Communication	4,055,100		(261,000)	3,794,100	
631,100	Events	650,300			650,300	
124,000	Research and Statistics	124,000			124,000	
320,800	Visitor Services	575,600		(208,000)	367,600	
500,000	Tourism Development	500,000			500,000	
	Policy and Regulation					19.3
300,000	Competition Law	300,000			300,000	
624,000	Consumer Affairs/Trading Standards	781,100	3,200	(106,100)	678,200	
	– Gambling Legislation and Control	–			–	
	– Regulation of Undertakings	–			–	
334,300	Rural Sector	353,500			353,500	
494,000	Policy Development	1,459,200		(850,300)	608,900	
5,093,600	Financial Services	4,859,000			4,859,000	–
	Rural Support					4.0
882,400	Single Area Payment	887,800			887,800	
744,000	Dairy Service Support Payment	460,000			460,000	
278,000	Rural Initiative	317,400			317,400	
52,600	General Support	60,700			60,700	
	Skills					1.5
588,600	Training and Workforce Development	781,600			781,600	
18,259,000	Net Revenue Expenditure	20,237,100	3,200	(1,723,900)	18,516,400	56.3
3,200	Less: Depreciation	–	3,200	–	3,200	
18,255,800	Net Revenue Expenditure	20,237,100	–	(1,723,900)	18,513,200	

Economic Development

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
(667,800)	Duties, Fees, Fines & Penalties	(667,800)
(981,100)	Sales of Goods and Services	(981,100)
–	Investment Income	–
(75,000)	Other Income	(75,000)
(1,723,900)	Total Income	(1,723,900)
Expenditure		
–	Social Benefit Payments	–
3,852,400	Staff Costs	3,493,300
6,288,300	Supplies and Services	6,265,500
251,500	Administrative Expenses	251,500
389,700	Premises and Maintenance	356,100
60,700	Other Operating Expenses	390,000
9,137,100	Grants and Subsidies Payments	9,480,700
–	Impairment of Receivables	–
–	Finance Costs	–
–	Foreign Exchange (Gain)/Loss	–
–	Contingency Expenses	–
19,979,700	Total Expenditure	20,237,100
18,255,800	Net Revenue Expenditure	18,513,200
3,200	Depreciation	3,200
–	Impairment of Fixed Assets	–
–	Asset Disposal (Gain)/Loss	–
18,259,000	Net Revenue Expenditure	18,516,400

Economic Development

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	18,255,800	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(47,900)	Service Transfers	
Price Inflation – Dept Expenditure	326,400	– Transfer of Rent and Service Charges for Jubilee Wharf to Housing Department	(33,600)
Price Inflation – Provision for Pay Award	–	– Transfer of Bureau de Jersey to Chief Minister's Department	(75,000)
Commitments from Existing Policies	–	– Transfer of Financial Services to Chief Minister's Department	(1,016,500)
Department Savings	–	Allocations of Central Growth 2014	–
Department User Pays	–	Pay Provisions	
Departmental Transfers	–	– Recurring effect of 2013 1% Consolidated Pay Award	38,100
Capital to Revenue Transfers	–	– 2014 4% Consolidated Pay Award	140,900
MTFP Growth	925,000	Procurement Savings	–
Proposed Procurement Savings	–	Capital to Revenue Transfers	–
Proposed Other Budget Measures	–	Other Variations	–
Net Revenue Expenditure per MTFP	19,459,300	Revised Net Revenue Expenditure 2014	18,513,200
		Depreciation per MTFP	3,200
		2014 Depreciation Adjustment	–
		Revised 2014 Depreciation	3,200
		Revised Net Revenue Expenditure 2014	18,516,400





Education, Sport and Culture





Education, Sport and Culture

Minister's Introduction

Steady progress has been made in the areas of education, sport and culture since the initial publication of this Medium Term Financial Plan.

In particular we have been able to move forward to tackle the demographic challenge we face. We previously highlighted the steadily rising birth rate in Jersey and the implication this would have in terms of providing school places. Capital expenditure of £8.2 million was announced in October as part of the 2014 Budget proposals. This funding will enable the service to provide the additional primary school places that we know will be required from 2016 and beyond.

The plans involve building seven new classes at d'Auvergne school and filling them gradually over the subsequent years. Six other schools in various parts of the Island will also be expanded to accommodate additional pupils in future. This solution not only adds flexibility to our education system, it builds on the existing successes of these popular community schools. In all cases the work will improve the quality of the educational environment and directly benefit the children in it.

A new strategy for IT in education was launched in October. Teachers, students, parents and business people have been challenged to 'Think Differently' by the strategy, which sets out how Jersey students can excel in IT and computing in future. It has been developed to ensure the Island's next generation have the ability to keep pace with the rapid, constant developments in technology and are well equipped to succeed in their careers.

It proposes a new approach to teaching the subject, a new IT curriculum, closer links with businesses and an upgrade for the IT infrastructure used in States schools, from secondary to primary.

At the other end of education, higher education funding continues to be a concern for many families. The burden will be eased by a new tax relief for those in the marginal band and will result in a saving of up to £780 per student. University funding remains a priority for Education, Sport and Culture. The States' contribution to university education is £9.8 million a year, but further work will be required to ensure our students can continue to access university.

The student finance system has been revised to remove an inequity and now uses household income as a basis for the calculation of student grants. Further consideration will be given to the income thresholds, which have remained static for some time, and the level of maintenance. A lot depends on radical changes that are still taking place in the UK. With one or two exceptions, UK universities have agreed with ESC that Jersey students should pay the same tuition fees as their counterparts in England. However, the current cap on tuition fees comes to an end in 2015 and further increases are possible.

The continuing focus on unemployment and workplace skills is an important area for ESC. The Jersey Youth Service, through its work with the Prince's Trust, has expanded the opportunities for Jersey's



more vulnerable young people. It is successfully providing them with the experience and confidence they need to find work and fills an invaluable role in doing this.

The Trackers apprentice programme, launched a year ago, is strong and thriving. Feedback from employers is overwhelmingly positive but, most vitally, employees see it as a valuable vehicle for improving skills in their chosen career. It helps staff move forward and enables their companies, which are predominantly small businesses, to work with them in this. The result will be a better skilled workforce and, ultimately, more successful, dynamic businesses.

Trackers is a training and education initiative as opposed to a job creation scheme. The successful formula is based on a mentor system that supports both staff and their managers. This focus and emphasis on quality has resulted in an impressive success rate. Of the 58 original enrolments, all are either still with the programme or have successfully completed. Not only that but Trackers is ahead of target; the original aim was to enrol 120 apprentices by the end of 2014. In October 2013 this figure had already reached 113.

With less than two years until the Island stages the NatWest Island Games, there is a renewed interest in sport. A new five-year strategy for sport and physical activity was launched in October 2013 with the aim of capitalising on the growing enthusiasm for the event. The strategy called 'Fit For The Future' will harness Islanders' expertise and create a sporting legacy that enables Jersey people to be as fit and healthy as possible. Part of the strategy focuses on sports infrastructure, which will be improved for the games but with wider, lasting benefits for the whole community.

Deputy Patrick Ryan

Minister for Education, Sport and Culture



Education, Sport and Culture

AIM:

- Strengthen our community by providing a first class education service, supporting the development of skills and promoting sporting, leisure and cultural activities that enrich our lives.
- Ensure that our children enjoy the best start possible.
- Prepare our young people for the challenges of the future and encourage them to make a positive contribution to society.
- Encourage lifelong learning and active participation in sport and culture.
- Promote social inclusion and equal opportunity.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Provide opportunities for all learners to succeed.

Success criteria:

- (i) The current vocational pilots offered across schools and Highlands College are extended and co-ordinated to provide a broader range of choice for up to 25% of 14–16 year olds in the non fee-paying schools;
- (ii) New skills strategy developed by the Skills Board and accepted by Skills Executive and Council of Ministers;
- (iii) Review the school curriculum for Information Technology to take account of changes to the UK curriculum and the needs of individuals and industry;
- (iv) Increase in the number of Higher Education programmes on offer locally through increased activity in the University Centre and greater partnership with private sector providers;
- (v) Development of the 4th ICT Strategy (2013–2015) to support proposed new curriculum, E-learning, E-safety, and administrative objectives;
- (vi) Governance arrangements in schools further improved to ensure adherence to agreed standards, e.g. health and safety, data security;
- (vii) Training, development and succession planning in place to ensure the sustainability of the Professional Partnering Scheme;
- (viii) A comprehensive programme for leadership and management development at all levels complements school self-evaluation, increases effectiveness and allows for succession planning;
- (ix) Early Years and Day Care Registration amalgamated to promote comprehensive support to Early Years providers;



- (x) The recommendations arising from the reviews of the curriculum, structure and funding of primary and secondary education assessed and implemented where appropriate;
- (xi) A new apprenticeship scheme for young people between 16 and 19 years old is introduced in partnership with employers.

Strategic Plan References:

- **Priority:** *Get people into work; Develop sustainable long-term planning*

Key Objective 2: Promote social inclusion and equal opportunity for all.

Success criteria:

- (i) Educational support arrangements for vulnerable children and young families are delivered within the framework of the Children and Young People's Plan;
- (ii) School-based support for parents further developed in partnership with the Parenting Service;
- (iii) Central database enables early identification, assessment and monitoring of children who require intervention and additional support;
- (iv) Language support in place for individuals who do not speak English as a first language;
- (v) New Prince's Trust programmes delivered according to plan;
- (vi) Research and assess needs for library services for housebound people contributing to improved quality of life and independent living for frail/elderly.

Strategic Plan References:

- **Priority:** *Reform Health & Social Services; Develop sustainable long-term planning; Promote family and community values;*

Key Objective 3: Work in partnership with local and national organisations, promote healthy lifestyles and to increase opportunities for the local community to participate in sport, leisure and cultural activities.

Success criteria:

- (i) A new strategy for sport is developed;
- (ii) Increased collaboration between cultural organisations leads to sustained levels of participation and activity;
- (iii) Youth Service reorganisation completed and partnerships with Parishes sustained;
- (iv) Community sport programmes increased in targeted areas;
- (v) 2015 Organising Committee develops plans with Sport Governing Bodies to host NatWest Island Games in 2015;
- (vi) Individuals and teams continue to compete in Regional, National and International competitions;
- (vii) All sport centres continue to achieve Quest accreditation ensuring the operation of high quality facilities and good customer care;
- (viii) Schools supported to review their Travel Plans as part of the Safer Routes to School initiative;



- (ix) Exercise referral continues to develop programmes with Health and Social Services targeted at those in need;
- (x) Smoking reduction program targeted at Year 8 pupils developed and delivered with Health Promotion.

Strategic Plan References:

- **Priority:** *Promote family and community values*

Key Objective 4: Plan effectively for the future.

Success criteria:

- (i) Results of public consultation on the future of education in Jersey published and way forward determined;
- (ii) Data and performance reporting functions further developed to meet the requirements of the ESC service;
- (iii) Action plans arising from a review of the ESC property portfolio implemented;
- (iv) Governance arrangements reviewed to support the introduction of the new Control of Housing and Work (Jersey) Law and Register of Names and Addresses (Jersey) Law;
- (v) Comprehensive Spending Review savings delivered in accordance with agreed timescales and as approved by the States;
- (vi) Demographic changes monitored, analysed and assessed, and appropriate solutions identified to respond to present and future demands on the service;
- (vii) Records management systems further developed and improved to support the work of the ESC service and prepare for the introduction of the new Freedom of Information Law;
- (viii) ESC Communications Strategy implemented to improve communication with internal and external stakeholders;
- (ix) Support provided to bring forward proposals for the Future of Fort Regent.

Strategic Plan References:

- **Priority:** *Develop sustainable long-term planning*

Education, Sport and Culture

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
Schools and Colleges						
Non Fee Paying Provided Schools						
3,628,000	Pre-School Education	4,328,400	–	(515,400)	3,813,000	47.7
24,786,300	Primary Education	26,405,300	42,400	(147,800)	26,299,900	445.6
24,175,900	Secondary Education	25,463,800	42,300	(336,300)	25,169,800	396.9
7,908,500	Special Educational Needs and Special Schools	8,336,900	42,000	(74,900)	8,304,000	145.3
696,900	Jersey Music Service	916,300	–	(331,100)	585,200	13.4
5,706,700	Fee Paying Provided Schools	15,068,600	46,200	(9,312,400)	5,802,400	209.5
4,686,900	Non Provided Schools	4,877,300	–	–	4,877,300	–
Culture and Lifelong Learning						
10,933,900	Further, Vocational and Tertiary Education (including Highlands College)	14,209,800	9,500	(2,628,400)	11,590,900	213.6
9,329,600	Higher Education	10,642,400	–	–	10,642,400	4.8
1,431,700	Youth Service	2,285,600	26,200	(801,500)	1,510,300	35.2
861,300	Careers Jersey	904,100	–	–	904,100	28.3
Child Care Support						
198,400	Child Care Registration	199,900	–	–	199,900	3.7
181,100	Jersey Child Care Trust	185,300	–	–	185,300	–
1,662,700	Public Libraries	1,794,100	1,800	(59,800)	1,736,100	30.2
2,596,000	Heritage (Grant to the JHT)	2,727,800	–	–	2,727,800	–
1,782,300	Culture (including the Grant to the JAT)	1,868,700	–	–	1,868,700	1.4
Sports Division						
1,625,300	Sports Centres	5,184,700	59,500	(3,462,600)	1,781,600	70.2
1,231,300	Playing Fields and Schools Sports	2,124,400	5,600	(760,200)	1,369,800	8.9
485,200	Sport Development	692,800	–	(175,200)	517,600	15.6
384,500	Grants and Advisory Council	896,000	–	–	896,000	–
158,400	Playschemes and Outdoor Education	222,800	–	(56,500)	166,300	2.2
100,000	Minor Capital Expenditure	102,000	–	–	102,000	–
104,550,900	Net Revenue Expenditure	129,437,000	275,500	(18,662,100)	111,050,400	1,672.5
216,900	Less: Depreciation	–	275,500	–	275,500	
104,334,000	Net Revenue Expenditure	129,437,000	–	(18,662,100)	110,774,900	

Education, Sport and Culture

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
(20,600)	Duties, Fees, Fines & Penalties	(21,100)
(17,685,400)	Sales of Goods and Services	(18,307,500)
–	Investment Income	–
(325,300)	Other Income	(333,500)
(18,031,300)	Total Income	(18,662,100)
Expenditure		
8,926,100	Social Benefit Payments	10,194,600
84,051,400	Staff Costs	88,218,600
9,698,800	Supplies and Services	10,238,300
883,700	Administrative Expenses	901,400
6,845,600	Premises and Maintenance	6,882,600
25,000	Other Operating Expenses	25,500
11,911,300	Grants and Subsidies Payments	12,952,100
–	Impairment of Receivables	–
23,400	Finance Costs	23,900
–	Foreign Exchange (Gain)/Loss	–
–	Contingency Expenses	–
122,365,300	Total Expenditure	129,437,00
104,334,000	Net Revenue Expenditure	110,774,900
216,900	Depreciation	275,500
–	Impairment of Fixed Assets	–
–	Asset Disposal (Gain)/Loss	–
104,550,900	Net Revenue Expenditure	111,050,400

Education, Sport and Culture

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	104,334,000	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(468,300)	Service Transfers	–
Price Inflation – Dept Expenditure	828,700	Allocations of Central Growth 2014	–
Price Inflation – Provision for Pay Award	–	Pay Provisions	
Commitments from Existing Policies		– Recurring effect of 2013 1% Consolidated Pay Award	912,100
CSR Growth and Other Growth	600,000	– 2014 4% Consolidated Pay Award	3,684,900
Ongoing Savings Shortfall	158,000	Procurement Savings	–
CSR Savings shortfall Agreed May 2012	(1,088,000)	Capital to Revenue Transfers	–
Department Savings	(158,000)	Other Variations	–
Department User Pays	–	Revised Net Revenue Expenditure 2014	110,774,900
Departmental Transfers	–	Depreciation per MTFP	275,500
Capital to Revenue Transfers	–	2014 Depreciation Adjustment	–
MTFP Growth	1,971,500	Revised 2014 Depreciation	275,500
Proposed Procurement Savings	–	Revised Net Revenue Expenditure 2014	111,050,400
Proposed Other Budget Measures	–		
Net Revenue Expenditure per MTFP	106,177,900		



Department of the Environment





Department of the Environment

Minister's Introduction

A high quality environment is at the heart of all of our lives. A good environment is one of the key ingredients to Jersey and why we all love to live, work and play here. A healthy environment underpins a strong economy, a happier and healthier lifestyle and a more diverse and robust ecosystem.

As the Minister for Planning and the Environment, I will ensure that the environment is not forgotten. Jersey has already signalled its commitment to a number of International Environmental commitments. These, and the environment they seek to enhance, must not be taken for granted and must be at the forefront of our decision-making along with social and economic issues.

On a small Island, the issues of good spatial planning and meeting development needs – whilst protecting eco-system services and the natural and historic environment – will always be a challenge.

To maintain economic diversity, there is a desire to sustainably expand economic growth in sectors dependent on the environment such as fisheries and farming, so that natural resources are protected for future generations as well as maintaining a vibrant town centre and Parish communities.

It is likely that energy prices will continue to rise in the future. The need to develop more secure and sustainable energy supplies is a challenge which might be partially met by natural, renewable energy resources in the medium to long term when technology and economic feasibility is proven. The role of government to develop these resources or to facilitate private development needs to be considered.

The regulation of clean air and water, waste management, natural habitats and special places and buildings is a challenge against a requirement for increased housing and economic growth. Overall economic, social and environmental decision-making needs to be co-ordinated to mitigate the impacts of climate change.

The provision of housing is a key challenge for the Island in the face of increased demand. Housing in Jersey is an expensive commodity and there is a need to ensure that a greater proportion of new homes in the Island are more affordable.

Our key challenge is managing the requirements of an increasing population against their resource requirements, whilst maintaining key ecosystem services and the need to recognize and manage the social, economic and environmental interactions. All of this has to be achieved with limited resources during a time when the island is experiencing significant social and economic challenges.



Summary of Outline Business Cases for Growth

The following summary presents the five priority Outline Business Cases (OBCs), along with their associated cost projections:

- Succession planning
- Strengthening the protection of the Island's environment
- Masterplanning
- Countryside infrastructure
- Island plan

SUMMARY OF MTFP GROWTH REQUESTS 2013–2015

		2013 £000	2014 £000	2015 £000
MTFP Growth Requests	Note			
Succession planning	1	36	75	100
Strengthening the protection of the Island's environment	2	200	-	-
Countryside infrastructure	2	50	-	-
Masterplanning	3 & 4	-	100	100
Island Plan	4	-	-	150
TOTAL		286	175	350

Funding position:

1. Funded from MTFP Growth Allocation
2. Funded in 2013 from Central Contingencies
3. Funding earmarked in Central Contingencies in 2014
4. To be funded from Central Planning Vote in 2015

Alternative Funding Measures

During the MTFP debate the Council of Ministers agreed to a number of compromises to amendments to the MTFP proposals brought forward by States members.

In response to a proposal to increase States total expenditure limits to provide three schemes for the Environment department that had not been prioritised for growth funding (Countryside infrastructure, Masterplanning and Strengthening the protection and regulation of the Island's environment), the Council of Ministers proposed alternative funding measures including use of the Central Planning Vote, allocations for back to work and employment initiatives and the opportunity to carry forward 2012 underspends. (More information on these and other MTFP compromises is contained in R114/2013).



Get People into Work

Succession planning – £36,000 to £100,000

The age profile of DoE staff is such that succession planning needs to be addressed. It would also support job opportunities for the younger generation and the strategy to provide more on-the-job training for school leavers. The proposal would be to recruit two trainees (school leavers / graduates) in each of Planning and Countryside Rural. This could be funded through the Back to Work funding carry forward within Social Security.

Sustainable Long Term Planning

Strengthening the protection of the Island's environment – £200,000

The existing financial and manpower resource of Environmental Protection is increasingly stretched to effectively meet the demands of regulating and enforcing compliance with the Island's environmental legislation which is under Environmental Protection's remit. These laws provide fundamental tools to protect the Island's environment against increasing environmental, developmental and social pressures. The Environment Scrutiny Panel recognised the resource constraints within Environmental Protection during their recent Review of Marine Waters. The Panel further endorsed Environmental Protection's strategy and the importance to the Island of securing environmental goals through the implementation of widely recognised and proven EU Directives (Water Framework Directive, Marine Strategy Directive, Bathing Water Directive). These provide a vital and holistic (cross-departmental) framework and approach that will deliver recognised environmental protection goals in line with EU best practise and will safeguard the future of the Island's environment. Environmental Protection have initially assessed the resource implications and require two additional staff to ensure compliance.

Masterplanning – £100,000

There is an increasing political pressure to undertake masterplanning. This could cost upwards of £100,000 per year and require additional staff.

Countryside infrastructure – £50,000

Current resources are insufficient to adequately maintain the national park and environmental car parks. There is a need for an additional staff member and maintenance budget to further improve the environment in which we live. There is also a need to invest in additional infrastructure, e.g. footpaths. This would enable an improvement network for walking encouraging people to live a healthier lifestyle.

Other Growth

Island plan – £150,000

There is a legal requirement to update the Island Plan every 10 years. The next plan is required in 2020 and work will need to commence by 2016. In the past this has been funded through one-off capital



allocations. However, the plan is not a capital asset and should be funded from revenue. The more efficient and effective method would be to undertake a continuous review which would require an ongoing annual amount of approximately £150,000.

Service Transfers

Geospatial Information System (GIS) – £16,500 from Chief Minister's Department

In 2014 and 2015 the Geospatial Information System (GIS) will be transferred from the Department of the Environment (DoE) to the Chief Minister's Department (CMD) and a net revenue recurring budget of £16,500 will transfer from CMD to the DoE. The use of geospatial information (GI) is increasing rapidly. There is a growing recognition amongst both governments and the private sector that an understanding of location and place is a vital component of effective decision-making.

The States GIS Service is a pre-requisite to improving States services provided to the citizens of Jersey. There is an investment cost to the organisation, both setting up the service, and on-going developments of the infrastructure and new applications. Since geospatial information is becoming embedded in any government information, the costs of running the GIS service should be seen as a necessary overhead, upon which further, more value-added services can be built.

Deputy R. C. Duhamel

Minister for Planning and Environment



Department of the Environment

AIM:

Look after the environment. This includes our sea, water, air, land and buildings. It also means working to ensure that Jersey has a thriving, sustainable community and economy that does not unnecessarily harm the environment.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Manage and regulate the natural and built up environment.

Success criteria:

- (i) Continue to regulate the environment, including water, waste, animal health, plant health, planning and building, biodiversity and 800 square miles of territorial sea.

Strategic Plan References:

- **Vision:** *A safe and caring community, A strong and sustainable economy, Preparing for the future, Protecting the environment*
- **Priorities:** *Manage population growth and migration, House our community, Promote family and community values, Develop sustainable long-term planning*

Key Objective 2: Develop existing and new legislation, strategies and policies to protect the environment.

Success criteria:

- (i) Deliver the new Island Plan and a range of new and revised supplementary planning guidance to support and complement the new Plan;
- (ii) Develop the approved Island Plan Policy H3: Affordable Housing;
- (iii) Develop an energy policy in order to achieve a secure, affordable and sustainable energy supply;
- (iv) Develop an Air Quality Action Plan (with the Department of Health and Social Services);
- (v) Develop a Contaminated Land Strategy;
- (vi) Develop a Climate Change Adaptation Plan (to follow Energy Policy);
- (vii) Develop further the potential of sustainable energy resources such as tidal power and off-shore wind power;
- (viii) Deliver a new historic environment protection regime;
- (ix) Review the Wildlife Law;
- (x) Update Animal Health legislation;
- (xi) Develop a Landscape Strategy and Environmental Action Plan and Coastal National Park Management plan;



- (xii) Deliver the Rural Economy Strategy (2011–2015);
- (xiii) Carry out a review of the Countryside and Rural Economy;
- (xiv) Deliver regulation under the Convention on International Trade in Endangered Species (CITES) Law;
- (xv) Deliver and implement the Fisheries and Marine Resources Strategy;
- (xvi) Develop and implement an Integrated Coastal Management Strategy and Ramsar management plan;
- (xvii) Review and amend the Planning and Building Law and subordinate legislation.

Strategic Plan References:

- **Vision:** *A safe and caring community, Preparing for the future, Protecting the environment*
- **Priorities:** *Manage population growth and migration, House our community, Promote family and community values, Develop sustainable long-term planning*

Key Objective 3: Deliver department efficiencies and contribute towards States activities and Comprehensive Spending Review savings.

Success criteria:

- (i) Explore the possible benefits of consolidating environmentally based policies across the States, such as land, air, waste and transport;
- (ii) Develop and deliver a strategy for a Low Carbon Economy (in partnership with EDD);
- (iii) Deliver department savings towards the States Comprehensive Spending Review;
- (iv) Continue to lead and co-ordinate the Eco-Active States programme.

Strategic Plan References:

- **Vision:** *A strong and sustainable economy, Preparing for the future, Protecting the environment*
- **Priorities:** *Get people into work, Promote family and community values, Reform government & the public sector, Develop sustainable long-term planning*

Key Objective 4: Improve the customer and stakeholder experience of Department of the Environment services.

Success criteria:

- (i) Develop further the performance culture within the department;
- (ii) Continue to provide and enhance the provision of weather services (forecasting, observing and climate monitoring across the Channel Islands);
- (iii) Develop and implement a new Planning appeals system;
- (iv) Introduce more permitted development;
- (v) Deliver a new 3D model of St Helier;
- (vi) Develop further the online planning service.



Strategic Plan References:

- **Vision:** *Preparing for the future, Protecting the environment*
- **Priorities:** *Reform government & the public sector, Develop sustainable long-term planning*

Key Objective 5: Promote environmentally conscious decision-making in all sectors.

Success criteria:

- (i) Develop the Eco-Active Energy Efficiency Service;
- (ii) Continue to lead and co-ordinate the Eco-Active programme;
- (iii) Contribute to the delivery of initiatives that reduce waste, energy use, pollution and the effects of climate change.

Strategic Plan References:

- **Vision:** *A safe and caring community, A strong and sustainable economy, Preparing for the future, Protecting the environment*
- **Priorities:** *Promote family and community values, Reform government & the public sector, Develop sustainable long-term planning*

Department of the Environment

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
	Planning and Building					53.9
(120,500)	Development Control	1,753,700	–	(1,822,300)	(68,600)	
(71,800)	Building Control	1,306,800	–	(1,352,700)	(45,900)	
958,100	Policy and Projects	975,900	45,100	(9,900)	1,011,100	
	Environment					63.6
1,525,500	Environmental Management and Rural Economy	1,634,900	200,000	(27,200)	1,807,700	
1,196,100	Environmental Policy and Awareness	1,240,300	–	(5,100)	1,235,200	
910,400	Environmental Protection	1,236,700	–	(280,200)	956,500	
470,900	Fisheries and Marine Resources	486,000	36,200	(24,400)	497,800	
268,800	States Veterinary Officer	283,100	1,000	(4,000)	280,100	
588,900	Meteorology	1,360,500	101,500	(781,100)	680,900	
5,726,400	Net Revenue Expenditure	10,277,900	383,800	(4,306,900)	6,354,800	117.5
124,500	Less: Depreciation	–	383,800	–	383,800	
5,601,900	Net Revenue Expenditure	10,277,900	–	(4,306,900)	5,971,000	

Department of the Environment

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
(3,315,000)	Duties, Fees, Fines & Penalties	(3,442,100)
(794,000)	Sales of Goods and Services	(824,900)
–	Investment Income	–
(167,600)	Other Income	(39,900)
(4,276,600)	Total Income	(4,306,900)
Expenditure		
–	Social Benefit Payments	–
6,943,300	Staff Costs	7,424,200
1,522,000	Supplies and Services	1,395,800
105,300	Administrative Expenses	104,400
349,700	Premises and Maintenance	357,100
–	Other Operating Expenses	–
958,200	Grants and Subsidies Payments	996,400
–	Impairment of Receivables	–
–	Finance Costs	–
–	Foreign Exchange (Gain)/Loss	–
–	Contingency Expenses	–
9,878,500	Total Expenditure	10,277,900
5,601,900	Net Revenue Expenditure	5,971,000
124,500	Depreciation	383,800
–	Impairment of Fixed Assets	–
–	Asset Disposal (Gain)/Loss	–
5,726,400	Net Revenue Expenditure	6,354,800

Department of the Environment

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	5,601,900	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(104,100)	Service Transfers	
Price Inflation – Dept Expenditure	68,900	– Transfer of Geospatial Information System to Chief Minister's Department	16,500
Price Inflation – Provision for Pay Award	–		
Commitments from Existing Policies	–	Allocations of Central Growth 2014	–
Department Savings	–	Pay Provisions	
Department User Pays	–	– Recurring effect of 2013 1% Consolidated Pay Award	69,200
Departmental Transfers	–	– 2014 4% Consolidated Pay Award	279,600
Capital to Revenue Transfers	–	Procurement Savings	–
MTFP Growth	39,000	Capital to Revenue Transfers	–
Proposed Procurement Savings	–	Other Variations	–
Proposed Other Budget Measures	–	Revised Net Revenue Expenditure 2014	5,971,000
Net Revenue Expenditure per MTFP	5,605,700	Depreciation per MTFP	383,800
		2014 Adjustment	–
		Revised 2014 Depreciation	383,800
		Revised Net Revenue Expenditure 2014	6,354,800



Health and Social Services





Health and Social Services

Minister's Introduction

During 2013 the staff of Health and Social Services have worked hard to balance the competing priorities of the White Paper and the Comprehensive Spending Review whilst simultaneously delivering business as usual within the MTFP spending limits.

With a Ministerial Oversight Group, we have developed plans for future hospital provision; due to the hard work of the many stakeholders involved we now have a vision for new, fit for purpose facilities which will be focussed on two sites - the existing hospital site and Overdale. £297m is proposed to be allocated from the Strategic Reserve for this ambitious project, the largest ever embarked upon by the States of Jersey.

In addition to the future hospital, cross departmental working has been key in several initiatives, for example the development of a mechanism for Long Term Care Benefit (HSSD/SSD). Working with the Community and Voluntary sector and other States departments will remain pivotal for success in 2014 and beyond.

Departmental Objectives

In 2014, Health and Social Services, in partnership with Primary Care and the Community and Voluntary sector, will continue to develop and implement modern, sustainable and high quality services as described in P82/2012 'A New Way Forward for Health and Social Care'.

Our high level business objectives remain unchanged; some of our success criteria have been updated to reflect the ongoing development of our work.

This includes, under objective 1, the development of a sustainable model for Primary Care, working with GPs, Dentists, Opticians, Pharmacists and other States departments, as noted in P82/2012.

Activity will continue regarding detailed planning for the future hospital, in addition to a review of our estate to ensure that our facilities can remain fit for purpose. Additional bed capacity is required whilst the future hospital is being developed; this will start to be secured in 2014 and, as with all health and social care, will have a focus on safety, quality and value.

The future hospital, White Paper and business as usual all require a continued review of workforce models, as we need to ensure teams have the right staff and that recruitment and retention challenges are addressed.

An in depth look at Mental Health Services is planned and will include services, facilities and estate. Mental health legislation will also be subject to review with the aim of bringing it up to date and fit for purpose.



The important work of the Public Health Department is now represented under objective 2 and collectively underpins the objective to reduce incidence of morbidity and disease.

With agreed additional funding we will be able to continue our focus on continuous improvement using the Jersey Lean System. This will be led by a Reform team, who would support individuals and teams across health and social care. This is reflected under objective 3.

Work planned in relation to improved governance appears within the success criteria of our 4th objective where inspection, regulation and self evaluation feature as key areas for attention alongside enhanced performance management.

CSR

The Department has worked hard to deliver over £7m of CSR savings and user pays schemes over the period 2011 – 2013. A significant proportion has now been delivered and removed permanently from budgets. Work is ongoing to complete the remaining projects and deliver recurrent savings during the remainder of 2013 and into 2014.

Of the projects listed in the MTFP Annex, some have delivered additional savings and work is ongoing on others. A number of schemes have been developed as efficiency schemes which are likely to deliver recurrent savings from 2014. In 2013 non-recurrent savings have been identified - the Department has held vacancies and taken other management actions to ensure that the overall target is delivered.

The project on Service Level Agreements has overachieved targets due to partnership working with the new System Redesign and Delivery team enabling the negotiation of more competitive contract prices with UK providers.

Service redesign and Lean schemes have already started to realise benefits, some of which are cash releasing and some are cost containment. Projects currently underway are expected to deliver more than £200,000 of cash releasing savings and further projects are being scoped.

The project to redesign the Emergency Department has not yet delivered the anticipated savings; further work is being progressed on this.

Workforce redesign measures have seen the removal of historical shift payments and working patterns in order to modernise services at an improved value for money.

Finally, a number of projects are being taken forward to contribute to delivering Hospital efficiencies. These include modernisation of the pathology service, changes to the drug prescribing in respect of shared care of patients with long term conditions, and a reduction in the level of clinical waste.



Service transfers

Safeguarding Partnership Board – £274,680 to Chief Minister's Department

In 2013 there was a transfer of budget from the previous Jersey Child Protection Committee to the Chief Minister's Department to fund the new Safeguarding Partnership Board for children and adults.

In addition the department's budget has increased by the pay awards agreed for nurses, doctors and other pay groups.

Update on the White Paper

Work has continued in specifying the new services, working closely with a wide range of clinical and professional individuals, including representatives from Primary Care, the Community and Voluntary sector and other States departments.

New services are already in place for Community Midwifery, Professional Fostering, Pulmonary Rehabilitation, Family Care Co-ordination, Intermediate Care, End of Life care, Respite for Children and Respite for Dementia.

During 2014 new White Paper services will continue to be implemented, and we will also continue to focus on improving hospital discharge and joint working across health and social care, including close working with primary care and community and voluntary sector organisations.

We look forward with enthusiasm to realising the additional benefits these and other services will bring to our patients, clients, carers and staff.

I would like to thank the staff for their continued hard work and commitment in what has been a very demanding year. 2014 will undoubtedly be another very busy year and I am confident the staff will rise to the challenges it will bring.

Deputy Anne Pryke

Minister for Health and Social Services



Key objectives

AIM:

Improve the health and well being of the population of Jersey with particular emphasis on children and older people.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA FOR 2013 TO 2015

Objective 1: Redesign of the health and social care system to deliver safe, sustainable and affordable health and social services.

Success criteria

- (i) Continued implementation of the 10 year transition plan based on the 2012 White Paper;
- (ii) In conjunction with the Social Security Department, implementation of mechanisms for the funding of long term care;
- (iii) Have an approved plan for the future development of HSSD Estate requirements including hospital, mental health and community based children and adult facilities;
- (iv) Informed by the acute service strategy and detailing delivery of new models of care, develop plans for future hospital provision including options to deliver transitional capacity, by the end of 2014;
- (v) Working in partnership with Primary care practitioners, the Social Security Department and Treasury and Resources develop a sustainable model for Primary Care by September 2014;
- (vi) Working in tandem with Social Security colleagues, advance Primary Care governance, local regulation and the quality agenda according to commitments in P36/2010;
- (vii) Continue to build robust commissioning of services to meet the needs of islanders, which supports a vibrant provider market, including the Community and Voluntary Sector and the Parishes;
- (viii) Joint working with Education Sports and Culture and Home Affairs on implementing the Children's and Young People's Strategic framework, and with Social Security and the Housing Department in relation to the older adults' agenda;
- (ix) Joint working with the Treasury and Resources and Social Security Departments to identify proposals for a sustainable funding mechanism for health and social care, by September 2014 according to commitments in P82/2012;
- (x) Implementation of a Workforce Plan and Workforce Development Plan that supports the redesign of the health and social care system and development of a future hospital provision;
- (xi) Undertake a review of mental health services.

Strategic Plan References:

- **Vision:** *A safe and caring community; Preparing for the future*
- **Priorities:** *Promote family and community values; Reform Health & Social Services; Develop long-term planning*



Objective 2: Improved health outcomes by reducing the incidence of mortality, disease and injury in the population.

Success criteria

- (i) Monitor, understand, improve and protect the health and wellbeing of islanders through:
 - a. Health Intelligence: Publication of the 2nd Joint Channel Islands Health Profile
 - b. Health Improvement:
 - Development of a Food and Nutrition Strategy;
 - Complete and commence implementation of a Skin Cancer Strategy;
 - Create a working group to develop a new Tobacco Strategy from 2015 onwards;
 - c. Health Care Programmes:
 - Introduction of an infant rotavirus immunisation programme, other new immunisation programmes as recommended and funded, explore the possibility of a new contract for immunisation delivery;
 - Development and introduction of a surveillance programme for women at high risk from breast cancer;
 - d. Public Health legislation:
 - Professional and Care Regulation:
 - Regulation of Care Law [see objective 4 (vi)];
 - Creation and implementation of a new system of medical practitioners' registration and revalidation;
 - Environmental Health – if adopted by the States:
 - Implementation of legislation associated with food supplements, nutritional health claims and food safety;
 - Implementation of the Public Health and Safety (dwellings) Law.
- (ii) Develop services which promote early intervention across a variety of services, commencing with psychological therapies, support for those suffering from alcohol dependency and those services aimed at promoting 'school readiness'.

Strategic Plan References:

- **Vision:** *A safe and caring community; Preparing for the future*
- **Priorities:** *Reform Health & Social Services; Reform government & the public sector*

Objective 3: Improved consumer experience of Health and Social Services.

Success criteria:

- (i) Develop services which support personalised care in a variety of settings, giving choice to individuals and providing support for their carers;
- (ii) Improve the consumer experience of health and social services by supporting our staff to implement the "Jersey Lean System" of service improvement;
- (iii) Increase patient and public involvement with services as described by the recommendations made in the Francis, Keogh, Berwick and Winterbourne Reports of 2013.



Strategic Plan References:

- **Vision:** *A safe and caring community; A highly skilled workforce*
- **Priorities:** *Promote family and community values; Reform Health & Social Services*

Objective 4: Promotion of an open culture based on good clinical and corporate governance with a clear emphasis on safety.

Success criteria

- Continued development of an organisational culture which promotes a positive and open environment in which staff are empowered to make challenges to achieve improvements in services and patient care;
- Availability of the necessary staffing levels with appropriate performance management in place to support safe and effective care whilst providing for the required succession planning;
- Evidence of the Department's commitment to the importance of promoting children's and adults' welfare;
- Embed external inspection and internal self evaluation models across Health and Social Services, strengthening the assurance structure;
- Develop performance information that provides accurate information to promote informed changes and develop reports to assure HSSD that safety is maximised;
- Develop new legislation providing a framework for the regulation of all health and social care activities in Jersey.

Strategic Plan References:

- **Vision:** *Preparing for the future; A highly skilled workforce*
- **Priorities:** *Reform Health & Social Services*

Objective 5: Manage the Health and Social Services budget to deliver services in accordance with the Medium Term Financial Plan

Success criteria:

- Sustainable, efficient and cost effective services delivered within approved cash limits;
- Effective resource and workforce planning, development, deployment and productivity in both hospital and community settings;
- Agreed savings schemes achieved.

Strategic Plan References:

- **Vision:** *Preparing for the future; A highly skilled workforce*
- **Priorities:** *Reform Health & Social Services; Develop sustainable long-term planning*

Health and Social Services

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
3,900,200	Public Health Services	4,498,300	21,700	(577,700)	3,942,300	60.0
	Hospital Services					
26,112,800	Hospital Inpatient Services	33,201,100	271,900	(5,075,700)	28,397,300	494.0
15,276,500	Theatres	17,484,100	483,500	(1,565,300)	16,402,300	233.0
10,744,500	Women & Children	12,400,300	150,500	(1,404,100)	11,146,700	184.0
6,845,200	Unscheduled and Emergency Care	7,658,200	56,000	(393,000)	7,321,200	167.0
16,531,200	Day Stay and Outpatient Services	18,635,200	180,600	(1,003,100)	17,812,700	219.0
10,808,600	Tertiary Care	12,063,200	–	(42,600)	12,020,600	–
21,228,400	Clinical Support	23,799,800	1,697,000	(3,394,000)	22,102,800	277.0
4,844,400	Ambulance Emergency Services	4,977,800	190,600	(136,900)	5,031,500	57.0
	Community & Social Services					
22,414,900	Older Peoples Services	34,781,600	103,700	(9,374,100)	25,511,200	470.0
26,350,700	Adults Services	29,085,100	72,500	(1,278,600)	27,879,000	370.0
15,510,300	Children's Services	16,878,300	52,000	(394,300)	16,536,000	269.0
6,924,400	Therapy Services	7,893,500	28,300	(260,600)	7,661,200	104.0
187,492,100	Net Revenue Expenditure	223,356,500	3,308,300	(24,900,000)	201,764,800	2,904.0
3,229,700	Less: Depreciation	–	3,308,300	–	3,308,300	
184,262,400	Net Revenue Expenditure	223,356,500	–	(24,900,000)	198,456,500	



Health and Social Services

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
(3,900)	Duties, Fees, Fines & Penalties	(4,000)
(15,694,300)	Sales of Goods and Services	(16,052,400)
–	Investment Income	–
(4,780,200)	Other Income	(8,843,600)
(20,478,400)	Total Income	(24,900,000)
Expenditure		
986,600	Social Benefit Payments	1,007,300
131,171,800	Staff Costs	143,812,900
61,878,400	Supplies and Services	67,395,100
1,087,400	Administrative Expenses	1,133,300
7,459,400	Premises and Maintenance	7,773,800
11,800	Other Operating Expenses	12,300
2,112,800	Grants and Subsidies Payments	2,188,500
–	Impairment of Receivables	–
32,600	Finance Costs	33,300
–	Foreign Exchange (Gain)/Loss	–
–	Contingency Expenses	–
204,740,800	Total Expenditure	223,356,500
184,262,400	Net Revenue Expenditure	198,456,500
3,229,700	Depreciation	3,308,300
–	Impairment of Fixed Assets	–
–	Asset Disposal (Gain)/Loss	–
187,492,100	Net Revenue Expenditure	201,764,800

Health and Social Services

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	184,262,400	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(578,800)	Service Transfers	
Price Inflation – Dept Expenditure	1,548,000	– Transfer to Chief Minister’s Department for Safeguarding Partnership Board	(274,700)
Price Inflation – Provision for Pay Award	–	– Transfer of staff budget for Finance Resource from Treasury and Resources	89,800
Commitments from Existing Policies		Allocations of Central Growth 2014	–
CSR Growth and Other Growth	1,300,000	Pay Provisions	
2% Growth Allocation	3,450,700	– Recurring effect of 2013 1% Consolidated Pay Award	1,199,000
Replacement of Original HIF funding	157,100	– Recurring effect of 2013 Doctors and Consultants Pay Award	189,000
Replacement of HIF funding	(4,000,000)	– Recurring effect of Additional Funding for 2012 Nurses Pay Award	550,000
Department Savings	–	– Recurring effect of Additional Funding for 2013 Nurses Pay Award	1,050,000
Department User Pays	–	– 2014 4% Consolidated (including Nurses Pay Award)	5,032,000
Departmental Transfers	–	Procurement Savings	–
Capital to Revenue Transfers	–	Capital to Revenue Transfers	–
MTFP Growth	4,482,000	Other Variations	–
Proposed Procurement Savings	–	Revised Net Revenue Expenditure 2014	198,456,500
Proposed Other Budget Measures	–	Depreciation per MTFP	3,289,600
Net Revenue Expenditure per MTFP	190,621,400	2014 Adjustment	18,700
		Revised 2014 Depreciation	3,308,300
		Revised Net Revenue Expenditure 2014	201,764,800





Home Affairs





Home Affairs

Minister's Introduction

My introduction included in the Annex to the 2013 – 2015 Medium Term Financial Plan set out the Department's key role in ensuring the overall safety of the Island community and core function of helping to ensure the safety of our community.

The following key objectives and success criteria have been updated to reflect their alignment to the Strategic Plan and relevance to 2014. A new success criteria has been added to promote the Lean initiative to support public sector reform.

With regard to anticipated changes in 2014, I am pleased to advise that 2014 will be the first full year of operation of the long awaited Police Authority following the appointment of a Chairman and Members in 2013. It is also worth noting that it is my intention to transfer the responsibility for the Community Relations Trust to the Chief Minister's Department as the lead Department for social policy.

Central Growth Allocations

The Department's request for growth endorses its contribution to 'business as usual'. In fact the following items are not new projects or initiatives but are necessary if the Department is to continue to deliver its core functions.

Maritime Response Team (MRT) – £25,000

The funding for a UK Maritime off-shore ship fire-fighting capability has not been re-instated by either the UK Department for Transport or the Department of Communities and Local Government. There remains no UK provision to assist with emergency fire-fighting, industrial accidents or chemical incidents at sea. Many UK Fire and Rescue Services and their Authorities with notable maritime risk have taken the decision to fund the shortfall in order to maintain such a capability in and around their coastal waters. Furthermore, Guernsey has withdrawn from the previous jointly provided Maritime Incident Response Group arrangements.

However, the States of Jersey Fire and Rescue Service (JFRS) has developed and implemented a new local Marine Response Strategy (MRS), supported by capability, tactics and operations at a reduced cost. These have been incorporated into the Jersey Coastguard and Condor Marine Services Emergency Response Plan.

Central Growth allocation is required in order that the JFRS can fulfil the new MRS. This will also enable the JFRS to access mutual assistance from those Services that have a maritime response capability, if required.



Increased Running Costs of New Prison Facilities – £25,000

The Prison was designed in the late 1960s and was opened in 1974. A programmed redevelopment (Masterplan) commenced in 2003 to address some of the Prison estate's shortcomings which were reinforced in previous inspections. The first five phases of the Masterplan have been delivered or are currently on site.

The construction of a new visit room and staff facility (phase four) opened in April 2013 and construction work on a new stores and engineers' facility (phase five) commenced in May 2013 with a target completion date of February 2014. In addition, a new classroom, boiler house and greenhouse have now been constructed in the horticultural area of the Prison.

These new facilities have increased the running costs of the Prison which cannot be accommodated within the Home Affairs Department's net revenue expenditure.

Service Transfers

Cadet and Military Support Officer – £8,000 to Office of the Lieutenant Governor

The transfer of funds for the Cadet and Military Support Officer is the Department's contribution to the new post created within the Lieutenant Governor's Office to co-ordinate forces cadet work and ceremonial functions that have a military element.

Senator B. I. Le Marquand

Minister for Home Affairs



Key objectives

AIM:

Provide for a safe, just and equitable society, thus improving people's quality of life.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Note: Since the publication of the Medium Term Financial Plan 2013–2015, the alignment of the Department's objectives to the Strategic Plan References (Vision and Priorities) have been refined

Key Objective 1: To secure the capacity and capability required to deliver and sustain effective services for the purpose of protecting the public and providing a safe and caring community.

Success criteria:

- (i) The maintenance of an adequate and efficient Police Force for the Island as prescribed by the Police Force (Jersey) Law, 1974, as amended, which is to be superseded in due course by the States of Jersey Police Force Law 2012, some Articles of which are already in force;
- (ii) The maintenance of an adequate and efficient Fire and Rescue Service for the Island as prescribed by the Fire and Rescue Service (Jersey) Law, 2011;
- (iii) The maintenance of an adequate and efficient Customs and Immigration Service for the Island as prescribed by the Customs and Excise (Jersey) Law, 1999 and the Immigration (Jersey) Order, 1993;
- (iv) The maintenance of an adequate and efficient Prison Service for the Island as prescribed by the Prison (Jersey) Law, 1957.

Strategic Plan References:

- **Vision:** *A safe and caring community; Protecting our environment*
- **Priorities:** *Manage population growth and migration; Promote family and community values; Reform government and the public sector*

Key Objective 2: Underpin the vision of a safe and caring community by providing:

- (a) a Police Service which will work in partnership to:
 - provide visible, responsive community policing,
 - protect our community from harm,
 - bring offenders to justice,
 - build public trust and confidence.
- (b) a Fire and Rescue Service which will work in partnership to:
 - eliminate preventable fire casualties,



- reduce the effect of fire,
 - respond effectively to emergency calls,
 - assist in safeguarding property and the environment.
- (c) a Customs and Immigration Service which will work in partnership to:
- protect Jersey from the threat of illegal immigration and the import/export of prohibited or restricted goods,
 - collect Customs and Excise duties, including import GST, while preventing loss of government revenue from fraud or evasion,
 - honour the Island's external Customs, Immigration, Passport and Nationality obligations.
- (d) a Prison Service which will work in partnership to:
- keep in custody those persons committed to the Prison by the Courts in a safe, decent and healthy environment,
 - reduce re-offending by providing constructive regimes for prison inmates, which address offending behaviour and improve educational and work skills,
 - contribute to Multi Agency Risk Assessment forums to help manage those persons that are considered to be a risk to the general public.

Success criteria:

- (i) Delivery of the performance targets set out in the States of Jersey Police Annual Policing Plan for 2014;
- (ii) Delivery of performance targets set out in the current States of Jersey Fire and Rescue Service Integrated Risk Management Plan (IRMP);
- (iii) Delivery of the performance targets set out in the States of Jersey Customs and Immigration Annual Action Plan for 2014;
- (iv) Delivery of the performance targets set out in the States of Jersey Prison Service Annual Business Plan for 2014.

Strategic Plan References:

- **Vision:** *A safe and caring community; Protecting our environment*
- **Priorities:** *Manage population growth and migration; Promote family and community values; Reform government and the public sector*

Key Objective 3: To ensure effective development and delivery of partnership arrangements to:

-
- ensure that the Island is as resilient as possible to threats to its security and way of life,
 - help people feel secure in their homes and local communities by driving down levels of crime, anti-social behaviour and disorder, vulnerability and harm,
 - provide people with opportunities to develop their potential as lifelong learners and active and responsible members of society,
 - support the efficient and effective delivery of justice.



Success criteria:

- (i) Reduced levels of recorded crime;
- (ii) Improved perception of public safety (Jersey Annual Social Survey);
- (iii) Reduced rates of re-offending behaviour;
- (iv) Reduced rates of fire and associated injury and loss.

Strategic Plan References:

- **Vision:** *A safe and caring community*
- **Priorities:** *Promote family and community values; Reform Health and Social Services; Reform government and the public sector*

Key Objective 4: To maintain Jersey's Defence contribution to the United Kingdom.

Success criteria:

- (i) A Royal Engineer Squadron prepared to deliver individual reinforcements or a formed group to support UK Operations.

Strategic Plan References:

- **Vision:** *A safe and caring community*
- **Priorities:** *Promote family and community values*

Key Objective 5: To maintain and preserve a register of all births, marriages, civil partnerships, adoptions and deaths in Jersey

Success criteria:

- (i) A register of all births, marriages, civil partnerships, adoptions and deaths in Jersey is maintained.

Strategic Plan References:

- **Vision:** *A safe and caring community*
- **Priorities:** *Promote family and community values*

Key Objective 6: To ensure that staff and resources are managed so as to deliver high standards of performance and provide value for money.

Success criteria:

- (i) Financial balance achieved and total budget and spend profile consistent with forecast;
- (ii) Costs of each defined service area and relevant overheads identified, so that meaningful



- comparisons can be made year to year and with other jurisdictions;
- (iii) Management costs minimised to ensure maximum resources are directed to front line services whilst ensuring that our public services are delivered in a way which is effective, fair and in keeping with the States' environmental and social objectives;
 - (iv) Adequate financial provision is made in the Medium and Long Term Financial Plans to meet Home Affairs requirements in order to support the States of Jersey Strategic Plan;
 - (v) Explicit link between budget prioritisation process and States of Jersey Strategic Plan Priorities demonstrated;
 - (vi) Staff developed to help them achieve their full potential;
 - (vii) All identified Comprehensive Spending Review savings are met and are sustainable;
 - (viii) Provide appropriate training to staff in order to promote and adopt Lean ways of working throughout Home Affairs.

Strategic Plan References:

- **Vision:** *A safe and caring community; A strong and sustainable economy; Preparing for the future; Protecting the environment; A highly skilled and motivated workforce*
- **Priorities:** *Promote family and community values; Reform government and the public sector; Develop sustainable long term planning*

Home Affairs

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
Home Affairs						
78,000	Explosives Officer / Explosives Licensing	79,800	–	–	79,800	–
17,200	Statutory and Legislative Provisions	17,500	–	–	17,500	1.2
–	Vetting and Barrister Office	–	–	–	–	3.0
125,000	Communications Data (Police and Customs)	125,000	–	–	125,000	–
300,000	Criminal Injuries Compensation Scheme	300,000	–	–	300,000	–
100,000	Police Authority	100,000	–	–	100,000	1.0
67,500	Grants	67,500	–	–	67,500	–
Police						
11,088,700	Response and Reassurance Policing	11,656,800	149,100	(25,300)	11,780,600	169.3
4,262,600	Specialist Crime Investigation	4,441,100	15,600	(21,000)	4,435,700	63.7
1,345,900	Manage Offenders through Custody	1,436,500	1,200	(19,600)	1,418,100	10.1
1,758,200	Supporting the Criminal Justice System	1,891,900	1,200	(39,600)	1,853,500	33.6
1,664,500	Manage Intelligence	1,762,700	1,200	(19,400)	1,744,500	30.9
1,983,500	Financial Crime Investigation	2,100,600	1,200	(19,600)	2,082,200	21.6
1,482,500	National Security Policing	1,578,700	1,200	(19,600)	1,560,300	20.5
Fire and Rescue						
4,494,900	Emergency Response	4,725,700	163,800	(136,100)	4,753,400	67.5
319,600	Fire Protection	383,700	–	–	383,700	7.0
229,000	Community Safety	287,200	–	–	287,200	4.0
Customs and Immigration						
1,120,100	Revenue Collection	1,088,500	47,300	–	1,135,800	13.8
4,344,600	Enforcement	5,854,400	47,200	(1,247,400)	4,654,200	54.2
199,800	External Obligations	158,700	47,200	(16,000)	189,900	14.5
HM Prison						
7,793,900	Residential Accommodation	8,219,000	114,300	–	8,333,300	118.1
1,254,400	Prisoner Activity	1,591,300	–	(285,000)	1,306,300	22.5
1,616,500	Operations and Administration	1,655,600	–	(130,400)	1,525,200	25.5
Jersey Field Squadron						
1,048,700	UK Defence	1,076,000	1,400	–	1,077,400	6.0
7,800	IMLO and Careers Office	–	–	–	–	–
470,900	Building a Safer Society	496,800	–	–	496,800	1.0
169,300	Superintendent Registrar	290,400	–	(100,000)	190,400	3.5
47,343,100	Net Revenue Expenditure	51,385,400	591,900	(2,079,000)	49,898,300	692.5
612,600	Less: Depreciation	–	591,900	–	591,900	
46,730,500	Net Revenue Expenditure	51,385,400	–	(2,079,000)	49,306,400	



Home Affairs

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
(1,317,200)	Duties, Fees, Fines & Penalties	(1,346,600)
(687,600)	Sales of Goods and Services	(705,400)
–	Investment Income	–
(27,000)	Other Income	(27,000)
(2,031,800)	Total Income	(2,079,000)
Expenditure		
–	Social Benefit Payments	–
39,427,900	Staff Costs	41,567,900
5,012,400	Supplies and Services	5,280,600
1,260,700	Administrative Expenses	1,404,700
2,575,500	Premises and Maintenance	2,643,400
308,800	Other Operating Expenses	308,800
165,000	Grants and Subsidies Payments	168,000
–	Impairment of Receivables	–
12,000	Finance Costs	12,000
–	Foreign Exchange (Gain)/Loss	–
–	Contingency Expenses	–
48,762,300	Total Expenditure	51,385,400
46,730,500	Net Revenue Expenditure	49,306,400
612,600	Depreciation	591,900
–	Impairment of Fixed Assets	–
–	Asset Disposal (Gain)/Loss	–
47,343,100	Net Revenue Expenditure	49,898,300

Home Affairs

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	46,730,500	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(48,200)	Service Transfers	
Price Inflation – Dept Expenditure	247,700	– Transfer of budget for part-funding of Cadet and Military Support Officer to Office of the Lieutenant Governor	(8,000)
Price Inflation – Provision for Pay Award	–		
Commitments from Existing Policies	–	Allocations of Central Growth 2014	
Department Savings	–	– Maritime Incident Response Group	25,000
Department User Pays	–	– Increased running costs of new Prison facilities	25,000
Departmental Transfers	–		
Capital to Revenue Transfers	–	Pay Provisions	
MTFP Growth	509,000	– Recurring effect of 2013 1% Consolidated Pay Award	345,000
Proposed Procurement Savings	–	– Recurring effect of 2013 Firefighters' Pay Award	83,300
Proposed Other Budget Measures	–	– 2014 4% Consolidated Pay Award	1,397,100
Net Revenue Expenditure per MTFP	47,439,000	Procurement Savings	–
		Capital to Revenue Transfers	–
		Other Variations	–
		Revised Net Revenue Expenditure 2014	49,306,400
		Depreciation per MTFP	591,900
		2014 Depreciation Adjustment	–
		Revised 2014 Depreciation	591,900
		Revised Net Revenue Expenditure 2014	49,898,300





Housing (excluding Incorporation)





Housing (excluding Incorporation)

Minister's Introduction

On 16th May 2013 the States made some of the most significant decisions it has ever made in respect of how it intends to see the housing needs of the Island's population met.

With P33/2013 I made a number of proposals for the future organisation of the Social Housing sector which also laid the foundations for longer term planning in the provision of all forms of Housing. Following a good and informed debate the States agreed to:

- The creation of a Strategic Housing Unit to develop a long term housing strategy for Jersey and to coordinate delivery;
- The return to the previously agreed States policy of having rents in the social housing sector at 90% of their market equivalent;
- The incorporation of the existing Housing Department as a wholly States owned company limited by guarantee by 1st July 2014;
- That the Chief Minister would prepare options for the regulation of the Social Housing Sector;
- That the Treasury & Resources Minister would make arrangements for the funding of the new Housing Company.

There has been significant activity in the wake of those decisions and a number of key activities have already been completed.

The Strategic Housing Unit has already been formed and work on the long term housing strategy has already commenced. The Strategic Housing Unit has also taken on management responsibility for the Affordable Housing Gateway.

The approved policy return to 90% market rents will take effect for new tenancies created from 1st April 2014 and the Social Security Minister is making preparations to ensure that the necessary changes can be made to the housing component of Income Support so that those who need support to meet their rent commitments from that time are fully protected. The Social Security Minister was a member of my Political Steering Group throughout the Housing Transformation Programme and I have been grateful to have his support.

On 17th July 2013 the States debated and approved the Draft Social Housing (Transfer) (Jersey) Law 2013. This legislation is essential to the formation of the Company in July 2014 and has, following States approval, already received Royal Assent. The Regulations which will give effect to the Law and allow the transfer of assets and staff to the new company are being prepared for debate by the States early in 2014.



Resolving the funding of the Social Housing sector is fundamental to achieving long term sustainable housing solutions. I am grateful for the significant assistance offered by the Minister for Treasury & Resources both as a member of my Political Steering Group and in developing a mechanism which will give the new company access to funding of £207m through a Bond issue as well as provision for £43m for re-zoned sites and site acquisitions. The business case developed for the company demonstrates that this level of funding will be necessary in the relatively short term to allow it to complete the programme of refurbishment and provide some 900 new homes.

The recruitment of Board members for the company is underway and the States will be asked to consider nominations early in 2014. Once appointed the Shadow Board will play a vital role in finalising the transfer of assets and staff to the company.

Given everything I have said one could be forgiven for thinking that the Department's focus has been entirely on preparing for incorporation in 2014. Nothing could be further from the truth. The Department continues to deliver impressively on its refurbishment and new build programmes providing much needed stimulus for the local construction industry. This programme of work will continue in 2014 with another five major projects getting underway. 171 new homes are currently under development and an additional 65 will commence in 2014. All of this is alongside the normal and often unsung activity of supporting our 4,500 tenants, their families and the communities they live in.

2014 will be a significant year in terms of housing. The incorporation of the Department represents the end of one long journey in identifying the need for change, researching options and ultimately bringing forward proposals and seeing them delivered. It will though be the start of an even more challenging journey for the new company, its board, staff and customers. I know that together they are up to the challenges ahead and as a citizen of this fabulous island I look forward to seeing the company flourish and deliver the housing solutions which we need.

Deputy Andrew Green MBE

Minister for Housing



Housing (excluding Incorporation)

AIM:

Ensure that long-term, sustainable and affordable housing is provided to meet the needs of all residents.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Effective management of the States owned social rental stock.

Success criteria:

- (i) The stock managed so that:
 - a. plans remain on track for all States owned social rented properties to comply with the Decent Homes Standard and other statutory obligations;
 - b. income is maximised to enable maintenance and refurbishment of the stock, into the future;
 - c. the portfolio is improved and able to grow to ensure that it meets the changing needs of the community, particularly in relation to homes designed to meet the needs of an ageing population;
 - d. sufficient assets, both existing and new build, are disposed of to provide capital to bridge the funding gap in the refurbishment programme and to offer targeted affordable housing opportunities for first time buyers;
 - e. sufficient assets are acquired to meet the demand for homes evidenced by the Affordable Housing Gateway.

Strategic Plan References:

- **Priorities:** *House our community*

Key Objective 2: Introduce the proposed changes in the provision of social housing.

Success criteria:

- (i) Subject to the approval of the States the existing Housing Department is incorporated as a wholly States owned Company Limited by Guarantee with existing assets and staff transferred;
- (ii) Mechanisms are introduced in partnership with the Treasury & Resources Department to allow borrowing to aid the development of new affordable homes.

Strategic Plan References:

- **Priorities:** *House our community; Reform government and the public sector*



Key Objective 3: Greater emphasis given to the delivery of social landlord services.

Success criteria:

- (i) There is continued engagement, consultation and empowerment of customers so that they are increasingly involved in making decisions which affect them and establishing service standards;
- (ii) A partnership is developed with the Affordable Housing Gateway to ensure adequate pathways are established for those in housing need;
- (iii) Existing links with the third sector are enhanced to ensure that there is a focus on long term housing solutions for individuals;
- (iv) In collaboration with other statutory and non-statutory agencies the coordination of targeted services to protect the social wellbeing and independence of those who require on-going support.

Strategic Plan References:

- **Priorities:** *House our community; Promote family and community values*

Key Objective 4: Staff and resources managed to improve performance and provide value for money.

Success criteria:

- (i) Business Plan delivered within agreed cash limits;
- (ii) Value for money pursued, driving efficiency through setting individual and team targets, together with personal development plans, all of which will be reviewed regularly by the continuation of the appraisal process;
- (iii) Continuous improvement achieved through business process and Key Line of Enquiry (KLOE) review, to ensure efficiency and value for money and allow for benchmarking performance against other equitable social housing providers;
- (iv) Further develop the departmental risk management strategy demonstrating the link between high level strategic and operational risks;
- (v) The health, safety and welfare of staff, contractors, tenants and the public protected by the management of good health & safety standards and procedures.

Strategic Plan References:

- **Priorities:** *Reform government and the public sector*

Housing (excluding Incorporation)

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
211,100	Strategic Housing Unit	-	-	-	-	-
-	Regulatory Functions	-	-	-	-	-
	Landlord Services					
	Estate Services					
17,850,700	Planned Maintenance	8,457,800	19,364,300	(26,000)	27,796,100	19.4
1,846,900	Response Repairs	2,042,100	-	-	2,042,100	4.9
384,000	Operations	2,537,400	-	(1,902,400)	635,000	-
926,300	Voids	720,000	-	-	720,000	-
	Tenant Services					
271,700	Assisted Living	572,300	-	(2,000)	570,300	4.9
765,300	Tenant Liaison	1,096,200	-	-	1,096,200	14.1
	Finance Services					
(39,373,500)	Rent and Fee Collection	1,193,100	-	(41,880,700)	(40,687,600)	12.9
(17,117,500)	Net Revenue Expenditure	16,618,900	19,364,300	(43,811,100)	(7,827,900)	56.2
9,681,000	Less: Depreciation & Impairments	-	19,364,300	-	19,364,300	
(26,798,500)	Net Revenue Expenditure	16,618,900	-	(43,811,100)	(27,192,200)	

Housing (excluding Incorporation)

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
	– Duties, Fees, Fines & Penalties	–
(42,199,100)	Sales of Goods and Services	(43,743,100)
	– Investment Income	–
(50,700)	Other Income	(68,000)
(42,249,800)	Total Income	(43,811,100)
Expenditure		
	– Social Benefit Payments	–
2,845,100	Staff Costs	3,444,600
608,200	Supplies and Services	861,700
52,000	Administrative Expenses	79,500
11,869,600	Premises and Maintenance	12,068,900
60,600	Other Operating Expenses	158,100
14,700	Grants and Subsidies Payments	5,000
	– Impairment of Receivables	–
1,100	Finance Costs	1,100
	– Foreign Exchange (Gain)/Loss	–
	– Contingency Expenses	–
15,451,300	Total Expenditure	16,618,900
(26,798,500)	Net Revenue Expenditure	(27,192,200)
9,681,000	Depreciation	13,866,200
	– Impairment of Fixed Assets	5,498,100
	– Asset Disposal (Gain)/Loss	–
(17,117,500)	Net Revenue Expenditure	(7,827,900)

Housing (excluding Incorporation)

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	(26,798,500)	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(47,400)	Service Transfers	
Price Inflation – Dept Expenditure	334,200	– Transfer of Rental and Service Charges budget for Jubilee Wharf from Chief Minister's Department, Economic Development and Treasury and Resources	104,200
Price Inflation – Provision for Pay Award	–	– Transfer upon the Disbanding of the Customer Services Centre from Chief Minister's Department	95,200
Price Inflation – Rent Increase	(1,459,800)	– Transfer of Strategic Housing Unit to Chief Minister's Department	(186,800)
Commitments from Existing Policies	–	– Transfer for Corporate Procurement Savings Recharge from Treasury and Resources	30,900
Department Savings	–	– Transfer in Relation to Rental Increase in October 2013 from Social Security Department	600,200
Department User Pays	–	Allocations of Central Growth 2014	–
Departmental Transfers	–	Pay Provisions	
Capital to Revenue Transfers	–	– Recurring effect of 2013 1% Consolidated Pay Award	26,900
MTFP Growth	–	– 2014 4% Consolidated Pay Award	108,700
Proposed Procurement Savings	–	Procurement Savings	–
Proposed Other Budget Measures	–	Capital to Revenue Transfers	–
Net Revenue Expenditure per MTFP	(27,971,500)	Other Variations	–
		Revised Net Revenue Expenditure 2014	(27,192,200)
		Depreciation per MTFP	9,772,000
		2014 Depreciation Adjustment	4,094,200
		Revised 2014 Depreciation	13,866,200
		Add: 2014 Impairments	5,498,100
		Revised Net Revenue Expenditure 2014	(7,827,900)





Housing (post Incorporation)





Housing (post Incorporation)

The Financial Implications of Housing Incorporation

“House our Community” is a key strategic priority for the States, as set out in its Strategic Plan 2012, with the aim that all Island residents should be housed adequately.

A quarter of States homes and a lesser proportion of Housing Trust properties require improvement to meet basic Decent Homes Standards and this proportion will worsen significantly over the next 5 years unless considerable investment is made. This is particularly pressing for the States’ housing stock where current arrangements do not provide sufficient funding to enable existing standards to be maintained going forward.

In May 2013, the States Assembly approved a proposition entitled “The Reform of Social Housing” (P33/2013), brought by the Council of Ministers, which sought to:

- establish a new Strategic Housing Unit to coordinate a long-term housing strategy;
- bring forward proposals which are proportionate for Jersey in relation to the regulation of social housing for the approval by the States;
- establish a new, not for profit, wholly States owned Housing Company to improve the States owned social housing stock and with the financial capacity to develop new social housing when required on a sustainable basis; and
- return social housing rents to near market fair rent levels to ensure tenants who can afford to do so, pay a fair rent.

Whilst these proposals were largely in line with those set out in the Housing Minister’s White Paper “Achieving Decent Homes – An Affordable Housing Framework for the Future”, and those noted in the Medium Term Financial Plan 2013 – 2015, there were significant changes in the implementation of the return to near market rent levels and future increases in the Annual Return to the States.

It is now proposed to implement the return to near market rent levels only on new tenancies created from April 2014 and, in future, to maintain the current Annual Return to the States in real terms, by limiting any increases to those in line with RPI.



Financial Implications arising in the MTFP

There are a number of financial impacts resulting from the Housing Transformation Programme which are set out in the following table and the key elements are explained in more detail in below.

MEDIUM TERM FINANCIAL PLAN – EXPENDITURE

	2013 £'000	2014 £'000	2015 £'000	
Potential Expenditure Adjustments from Housing Incorporation				
– Removal of Contribution to Net Expenditure from Housing Cash Limit		14,220	28,534	Note 1
Social Security Department				
– Impact of New rents policy – additional I.S. (States sector)		300	700	Note 2
– impact of New rents policy – additional I.S. (Housing Trust sector)		51	134	Note 3
– Impact of New rents policy – additional I.S. (Private sector)		750	1,000	Note 4
Increase in States Expenditure from Housing Incorporation	0	15,321	30,368	
Less: Medium Term Financial Plan – Central Growth Allocation				
Housing our Community				
– Impact of New rents policy additional I.S. (Private Sector)		(750)	(1,000)	Note 5
Net MTFP Expenditure adjustment from Housing incorporation	0	14,571	29,368	Note 6

MEDIUM TERM FINANCIAL PLAN – STATES INCOME

	2013 £'000	2014 £'000	2015 £'000	
Potential Impact on States Income of Housing incorporation				
– Indicative Return from new Housing Company		14,220	28,534	Note 1
– Indicative Return from Housing Trusts		51	134	Note 3
Net MTFP Income adjustment from Housing Incorporation	0	14,271	28,668	Note 7
Net MTFP Surplus/(Deficit) adjustment from Housing Incorporation	0	300	700	Note 8
Add back: MTFP Growth – Impact of New rents policy additional I.S. (Private Sector)		750	1,000	
Net cost to the States of Housing Incorporation	0	1,050	1,700	Note 9
Additional Item:				
– Housing Past Service Pension Liability Debt – repayment		2,135		Note 10

Notes

1. 2014 represents the period to July 2014 and in 2015 the full year effect is adjusted by RPI.
2. As per P33/2013.
3. To be confirmed in Trust Agreements following discussions between officers of Treasury and Resources and Housing.



4. As per Social Security forecasts from the MTFP.
5. Provided in original MTFP as growth so not part of required adjustment to MTFP for Housing Incorporation.
6. Net increase in total States Net Revenue Expenditure required as a result of Housing Incorporation.
7. Net increase in total State Income Targets required as a result of Housing Incorporation.
8. Net increase in States Deficit forecast and reduction in Consolidated Fund balance required as a result of Housing Incorporation.
9. Net cost to the States of Housing Incorporation being the increase in total States net expenditure less increase in States income.
10. Additional funds will be received on transfer in respect of the Housing past service pension liability which will be transferred to the Pension Fund.

Income Support Costs

The financial impact of the return to near market rent levels in the Social Sector is now significantly reduced from that previously detailed in the MTFP as the implementation will be phased over many years as new tenancies are created.

The additional Income Support costs arising from the return to near market rent levels will be met as follows:

- In the States sector, the additional cost estimated to be £300,000 in 2014, £700,000 in 2015 and potentially increasing to £2m by 2043, will be met from the Social Security budget for Income Support. The increases in Income Support in 2014 and 2015 will be topped up from Central Contingencies, if the current MTFP funding levels prove to be inadequate.
- In the Housing Trust sector, there is estimated to be a small additional cost of Income Support in 2014 and 2015, increasing to £1m by 2043. The increases in Income Support in 2014 and 2015 will be topped up from Central Contingencies, if the current MTFP funding levels prove to be inadequate.
- In the Private sector, it is proposed to implement the revised rates of Income Support with effect from April 2014. This additional cost has been provided as a growth bid in the current MTFP of £750,000 in 2014 and £1 million in 2015 which is proposed to be allocated to Social Security Income Support as part of the 2014 Budget allocation of Central Growth.

Housing's Annual Return to the States of Jersey

A key requirement of the Housing Transformation Programme is that the current level of the contribution from the Housing Department to the Consolidated Fund is maintained in real terms. This contribution will move upon the Housing Department's incorporation on 1st July 2014 from income to the States Net Revenue Expenditure to States Income as a return from a States owned and Incorporated body. Future increases in the incorporated Housing Association's Annual Return will be linked to RPI.



Proposals to agree the required changes to the MTFP 2013–2015

The changes required to the MTFP to reflect the financial impact as a result of the Housing Transformation Programme will be lodged by the Council of Ministers under Article 9(1) of the Public Finances (Jersey) Law 2005, as prescribed by Article 10 of the Social Housing (Transfer) Law 2013.

In summary the proposals will be:

- to increase States total net revenue expenditure in 2014 and 2015 to reflect the transfer of the contribution from Housing Department net revenue expenditure budget;
- to increase States Income targets to reflect the new annual return from the new incorporated Housing Association in 2014 and 2015; and
- to consider whether the States total net expenditure limit and the Social Security net revenue head of expenditure need to be increased to reflect the increase in income support estimated in the States sector and Housing Trust sector in 2014 and 2015.

The increases of £750,000 in 2014 and £1m in 2015 to Social Security from the Central Growth Allocation were agreed in the 2014 Budget.

Housing's Past Service Pension Liability Debt – Repayment

Housing Department employees will transfer to the new Company upon incorporation on 1st July 2014 as prescribed in Article 8 of the Social Housing (Transfer) Law 2013. These employees will retain their membership of the Public Employees Contributory Retirement Scheme and it will be necessary to discharge the Pre-1987 Past Service Pension Liability Debt before this transfer occurs, currently estimated to total £2.135 million.

Deputy Andrew Green MBE

Minister for Housing



Housing (post Incorporation)

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
211,100	Strategic Housing Unit	-	-	-	-	-
-	Regulatory Functions	-	-	-	-	-
	Landlord Services					
	Estate Services					
17,850,700	Planned Maintenance	4,235,100	10,453,000	(13,200)	14,674,900	19.4
1,846,900	Response Repairs	1,018,300	-	-	1,018,300	4.9
384,000	Operations	1,362,700	-	(1,032,900)	329,800	-
926,300	Voids	360,000	-	-	360,000	-
	Tenant Services					
271,700	Assisted Living	283,900	-	(1,000)	282,900	4.9
765,300	Tenant Liaison	549,400	-	-	549,400	14.1
	Finance Services					
(39,373,500)	Rent and Fee Collection	595,500	-	(20,329,500)	(19,734,000)	12.9
(17,117,500)	Net Revenue Expenditure	8,404,900	10,453,000	(21,376,600)	(2,518,700)	56.2
9,681,000	Less: Depreciation	-	10,453,000	-	10,453,000	
(26,798,500)	Net Revenue Expenditure	8,404,900	-	(21,376,600)	(12,971,700)	

Housing (post Incorporation)

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
	– Duties, Fees, Fines & Penalties	–
(42,199,100)	Sales of Goods and Services	(21,341,900)
	– Investment Income	–
(50,700)	Other Income	(34,700)
(42,249,800)	Total Income	(21,376,600)
Expenditure		
	– Social Benefit Payments	–
2,845,100	Staff Costs	1,723,200
608,200	Supplies and Services	430,800
52,000	Administrative Expenses	39,600
11,869,600	Premises and Maintenance	6,129,100
60,600	Other Operating Expenses	79,200
14,700	Grants and Subsidies Payments	2,400
	– Impairment of Receivables	–
1,100	Finance Costs	600
	– Foreign Exchange (Gain)/Loss	–
	– Contingency Expenses	–
15,451,300	Total Expenditure	8,404,900
(26,798,500)	Net Revenue Expenditure	(12,971,700)
9,681,000	Depreciation	6,933,000
	– Impairment of Fixed Assets	3,520,000
	– Asset Disposal (Gain)/Loss	–
(17,117,500)	Net Revenue Expenditure	(2,518,700)

Housing (post Incorporation)

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	(26,798,500)	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(47,400)	Service Transfers	
Price Inflation – Dept Expenditure	334,200	– Transfer of Rental and Service Charges budget for Jubilee Wharf from Chief Minister's Department, Economic Development and Treasury and Resources	104,200
Price Inflation – Provision for Pay Award	–	– Transfer upon the Disbanding of the Customer Services Centre from Chief Minister's Department	95,200
Price Inflation – Rent Increase	(1,459,800)	– Transfer of Strategic Housing Unit to Chief Minister's Department	(186,800)
Commitments from Existing Policies	–	– Transfer for Corporate Procurement Savings Recharge from Treasury and Resources	30,900
Department Savings	–	– Transfer in Relation to Rental Increase in October 2013 from Social Security Department	600,200
Department User Pays	–		
Departmental Transfers	–	Allocations of Central Growth 2014	–
Capital to Revenue Transfers	–	Pay Provisions	
MTFP Growth	–	– Recurring effect of 2013 1% Consolidated Pay Award	26,900
Proposed Procurement Savings	–	– 2014 4% Consolidated Pay Award	108,700
Proposed Other Budget Measures	–	Procurement Savings	–
Net Revenue Expenditure per MTFP	(27,971,500)	Capital to Revenue Transfers	–
		Other Variations	–
		Transfer to States Income on Incorporation	14,220,500
		Revised Net Revenue Expenditure 2014	(12,971,700)
		Depreciation per MTFP	19,364,300
		Less: Transfer on Incorporation	(8,911,300)
		Revised 2014 Depreciation	10,453,000
		Revised Net Revenue Expenditure 2014	(2,518,700)





Social Security





Social Security

Minister's Introduction

The Department's overall aims over the period of the MTFP can be summarized as:

- getting people back to work by assisting people in gaining employment in order to support themselves and their families;
- keeping people in work by maintaining legislation that supports a safe and fair working environment and providing contributory benefits that support people during breaks from the workplace;
- protecting Islanders from the impacts of low income by providing an Income Support Scheme and other tax funded-benefits;
- assisting older Islanders to maintain their standard of living by means that are financially sustainable for future generations;
- maintaining and building upon current service standards, improving ease of use, efficiency and effectiveness; and
- supporting the plans of other departments, including the reform of Health and Social Services, the Housing Transformation Programme and the management of population growth and migration.

Summary of Outline Business Cases for Growth

This summary presents the Business Cases along with their associated cost projections:

- Back to Work Projects
- Employment Schemes & Incentives
- Discrimination Legislation
- Private Sector Rental Support

Back to Work Projects – £2.16m by 2015; and

Employment Schemes and Incentives – £4.66m by 2015

Due to current economic conditions, unemployment is expected to increase further before stabilising. Therefore the Strategic Plan's most urgent priority remains to 'Get People into Work'. Government has



implemented a 'Back to Work' programme which will lead to lower unemployment. The programme has already proved to be successful and unemployment is already lower than expected.

This has been achieved through investment in a broad range of support schemes to help locally qualified unemployed people improve their employability and find employment in order to support themselves and their families.

This activity has included further investment in existing schemes to support the increasing levels of those unemployed:

- Workzone
- Advance to Work
- Advance Plus
- WorkWise

We have created a central Back To Work Employer Engagement team to maximise opportunities with employers for the recruitment of locally qualified unemployed people. This team works across all support schemes and initiatives.

Additionally we have invested in schemes to improve the employability of those groups furthest away from unemployment (e.g. Long Term unemployed) and to encourage employers to take on those who are locally unemployed and reduce reliance on migrant labour (Job Substitution). Investment has been made in the following initiatives:

- Employment Grant – incentive for employers to recruit the long term unemployed;
- Long Term Unemployed Unit - focused support to improve employability of the long term unemployed;
- Sector Specific Training Initiatives – extensive programme of training developed with specific industries to place higher numbers of unemployed locals into work;
- Job Training Fund – fund to source short term interventions to improve employability;
- Work Readiness Fund – fund to provide training in areas such as motivation, C.V. writing, confidence building, numeracy and literacy;
- Job Clubs – supported group sessions to improve employment search;
- Employment Projects – activities to improve employability for those with significant barriers that limit commercial work placements opportunities (e.g. Environment projects); and
- Targeted Employment Grant – a subsidy scheme to place specific unemployed groups into positions with employers – aimed at those furthest from employment.



Discrimination Legislation – £200k by 2015

In 2011, the States took the decision (P.118/2011) to transfer responsibility for the development of discrimination legislation to the Minister for Social Security and to provide funding for the implementation and operation of this new law.

Development of the law is on track. The Discrimination (Jersey) Law 2013 was adopted by the States of Jersey on 14 May 2013, sanctioned by Order of Her Majesty in Council on 9 October 2013 and registered by the Royal Court on 18 October 2013. The growth bid assumes that the law will be operational in relation to the first protected characteristic of Race in the second half of 2014 and provides for part year administration costs in 2014. The full cost of administration is provided for in 2015, including the cost of the Tribunal service and advice and conciliation services provided by the Jersey Advisory and Conciliation Service and the Citizens' Advice Bureau.

Private Sector Rental Support – £1m by 2015

The Housing Transformation Programme proposes to increase rent levels in States-owned housing accommodation to 90% of the market value as new tenancies are created. Income support rates for these tenants will be automatically adjusted in line with the new rental values.

At present income support rental components apply across both the public/social sector and the private sector at the same level. In future, it will be necessary to set separate component values for the public/social sector and the private sector.

New social sector rents will be set from April 2014 for new tenancies and it is proposed to reset the private sector rental components at the same time. The additional costs associated with these adjustments are estimated at £1 million in a full year, with the 2014 bid set at £750,000 to cover the new system from April to December.

The Corporate Services Scrutiny Panel proposed an amendment to create a central growth allocation for 2014 and 2015 by removing growth that had been allocated directly to departments in the original proposals from the Council of Ministers. The impact has been to remove a sum of £750,000 in 2014 and £1,000,000 in 2015 from Social Security – originally earmarked for Private Sector Rental Support – and place it into a central growth allocation which will then be re-allocated on an annual basis, as part of the annual Budget debates for 2014 and 2015.

Summary of Business Cases for Base Estimate Changes

This summary presents the justification along with their associated cost projections:

- Employment Tribunal
- Staff Costs – Impact of FSR Implementation



Employment Tribunal - £50k by 2015

This line item continues the provision of administrative support to the Employment Tribunals.

Staff Costs – Impact of FSR Implementation - £230k by 2015

This line item details an adjustment needed to previous base budgets following the staffing changes that were agreed as part of the Fiscal Strategy Review.

Summary of Business Cases for Other Growth/Base Budget Changes

This summary presents the justification along with their associated cost projections:

Income Support – Staff Costs - £460k by 2015

There is a forecasted annual increase in the Income Support weekly Benefit (AME) expenditure for the duration of this MTFP from £74M in 2012 to £82M in 2013; £84M in 2014; and £86M in 2015. These increases to expenditure reflect the forecasted increase in the number and value of claims above current levels in addition to an annual allowance for inflation. However, the MTFP included a requirement for the Department to make £3M of savings, therefore the forecasted increases reduce to £81M in 2014 and £83M in 2015.

The current economic conditions have and will continue to increase the number of new claims and the volume of changes to claims. Additional staff will be required to maintain service levels against this increased level of activity.

SUMMARY OF GROWTH BIDS/BASE ESTIMATE CHANGES REQUESTS 2013-2015

	2013 £000	2014 £000	2015 £000
Potential Growth			
Back to Work Projects	2,345	2,270	2,161
Employment Schemes & Incentives	3,060	4,660	4,660
Discrimination Legislation	0	150	200
Private Sector Rental Support	0	750	1,000
Base Budget Changes			
Employment Tribunal	45	50	50
Staff Costs – Impact of FSR Implementation	207	230	230
Other Growth/Base Budget Changes			
Income Support – Staff Costs	414	460	460
TOTAL	6,071	8,570	8,761



Financial Implications to Social Security of Housing Incorporation

There are a number of financial impacts resulting from the Housing Transformation Programme.

Income Support Costs

The financial impact of the return to near market rent levels in the Social Sector is now significantly reduced from that previously detailed in the MTFP as the implementation will be phased over many years as new tenancies are created.

The additional Income Support costs arising from the return to near market rent levels will be met as follows:

- In the States sector, the additional cost estimated to be £300,000 in 2014, £700,000 in 2015 and potentially increasing to £2m by 2043, will be met from the Social Security budget for Income Support. The increases in Income Support in 2014 and 2015 will be topped up from Central Contingencies, if the current MTFP funding levels prove to be inadequate.
- In the Housing Trust sector, there is estimated to be a small additional cost of Income Support in 2014 and 2015, increasing to £1m by 2043. The increases in Income Support in 2014 and 2015 will be topped up from Central Contingencies, if the current MTFP funding levels prove to be inadequate.
- In the Private sector, it is proposed to implement the revised rates of Income Support with effect from April 2014. This additional cost has been provided as a growth bid in the current MTFP of £750,000 in 2014 and £1 million in 2015 which is proposed to be allocated to Social Security Income Support as part of the 2014 Budget allocation of Central Growth.

Proposals to agree the required changes to the MTFP 2013-2015

The changes required to the MTFP to reflect the financial impact as a result of the Housing Transformation Programme will be lodged by the Council of Ministers under Article 9(1) of the Public Finances (Jersey) Law 2005, as prescribed by Article 10 of the Social Housing (Transfer) Law 2013.

In summary the proposals will be:

- to increase States total net revenue expenditure in 2014 and 2015 to reflect the transfer of the contribution from Housing Department net revenue expenditure budget;
- to increase States Income targets to reflect the new annual return from the new incorporated Housing Association in 2014 and 2015; and
- to consider whether the States total net expenditure limit and the Social Security net revenue head of expenditure need to be increased to reflect the increase in income support estimated in the States sector and Housing Trust sector in 2014 and 2015.



The increases of £750,000 in 2014 and £1m in 2015 to Social Security from the Central Growth Allocation were agreed in the 2014 Budget.

Service Transfers

In 2014, the Department will be making Service Transfers totalling £650,200.

These include £600,200 to Housing as a result of lower than forecast increases proposed for Income Support and Housing rents from October 2013.

There will also be £50,000 transferred to the Judicial Greffe as continued support for the Employment Tribunal administrative costs.

Senator F. du H. Le Gresley

Minister for Social Security



Social Security

AIM:

Help people to achieve and maintain financial independence and provide social benefits to protect those unable to support themselves.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Back to work, keep people in work.

Provide support for people to gain and retain employment in order to support themselves and their families.

Success criteria:

- (i) Policies, schemes and services developed and implemented to assist, in particular the long term unemployed and the young, to access the work place through the back to work initiative;
- (ii) Services are further developed and introduced to improve the employment opportunities for those with long term health conditions;
- (iii) The Skills Strategy is successful in providing local residents with the skills required by employers to facilitate a reduced dependency on imported labour;
- (iv) Income Support scheme continues to encourage and incentivise work, such that work always pays;
- (v) Modifications to the Trainee Minimum Wage are effective in encouraging a growth in the employment and training of young adults.

Strategic Plan References:

- **Priorities:** *Get people into work; Promote family and community values; Develop sustainable long-term planning*

Key Objective 2: Protect Islanders from the impacts of low income.

Success criteria:

- (i) Income Support scheme and other tax-funded benefits continue to provide targeted financial support to low income households, appropriate and flexible to their individual needs;
- (ii) Income Support scheme continues to encourage and incentivise work, such that work always pays;
- (iii) Income Support scheme successfully adapted to provide appropriate assistance to tenants in both social and private housing sectors;
- (iv) Health Service reforms include support to low income groups and those with long term conditions to enable them to access health services, including Primary Care.



Strategic Plan References:

- **Priorities:** *Get people into work; House our community; Promote family and community values; Reform government and the public sector*

Key Objective 3: Adequate income for old age, affordable for our children. Assist older Islanders to maintain standards of living by means that are financially sustainable for future generations.

Success criteria:

- Strategy developed ensuring the medium to long term sustainability of pension funding;
- The Skills Strategy ensures that older residents have the current skills and opportunities necessary to continue to be productive members of the Island's workforce;
- Discrimination and Employment Law protects older workers from discrimination and exclusion from the workplace;
- Long-term care funding scheme successfully introduced;
- Increasing number of individuals benefiting from care packages provided in their own home;
- Health Service reforms include support to low income groups and those with long term conditions to enable them to access health services, including Primary Care;
- Income Support and other tax funded schemes provide targeted financial support to low income households.

Strategic Plan References:

- **Priorities:** *Get people into work; Reform Health and Social Services; Reform government & the public sector; Promote family and community values; Develop sustainable long-term planning*

Key Objective 4: Improving our Customer Service. Maintain and build upon current service standards, improving ease of use, efficiency and effectiveness.

Success criteria:

- Improving the information accessible in respect of benefits available, to ensure customers are better informed;
- Increased transparency of Social Welfare expenditure through the publication of a comprehensive annual report;
- Reduced levels of fraud and error within the benefit system;
- Increased use of electronic payments;
- New Long-term care contribution collected by Income Tax Department;
- Services of other Departments accessible through the facilities at the Department, particularly where synergies exist.

Strategic Plan References:

- **Priorities:** *Reform government & the public sector; Develop sustainable long-term planning*



Key Objective 5: Delivering the Strategic Plan. Contribute fully to other initiatives of the Council of Ministers, where success requires our participation.

Success criteria:

- (i) Development of Primary Health Care Strategy, including effective governance;
- (ii) Sustainable and appropriate funding of Primary Care Services;
- (iii) Implementation and delivery of changes to Income Support to sustain the Housing Transformation;
- (iv) Integrated service to deliver administration of Names and Addresses register on behalf of Population Office;
- (v) Delivery of integrated Social Policy Framework and joint working with Health and Social Services and the Housing Department in relation to the older adults agenda.

Strategic Plan References:

- **Priorities:** *Get people into work; House our community; Reform Health and Social Services; Reform government & the public sector; Promote family and community values; Manage population growth/migration; Develop sustainable long-term planning*

Social Security

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
62,200,000	States Contribution to Social Security Fund	–	63,700,000	–	63,700,000	–
	Income Support					–
81,787,100	Weekly Benefit	–	80,846,600	–	80,846,600	
1,397,300	Special Payments	–	1,447,600	–	1,447,600	
18,775,300	Residential Care	–	19,413,700	–	19,413,700	
672,800	Winter Fuel	–	697,000	–	697,000	
832,700	Transitional Relief	–	682,700	–	682,700	
547,200	Health and Safety at Work	556,400	–	–	556,400	5.0
9,547,100	Employment Services	4,235,700	6,930,000	–	11,165,700	95.0
	Other Benefits					–
–	Invalid Care allowance	–	–	–	–	
1,416,900	Christmas Bonus	–	1,468,900	–	1,468,900	
776,800	Food Costs Bonus	–	805,000	–	805,000	
317,200	Jersey 65+ Health Plan	–	328,800	–	328,800	
243,200	TV Licence	–	252,100	–	252,100	
18,100	Non Contributory Death Grant	–	18,800	–	18,800	
51,800	Social Fund	–	53,600	–	53,600	
51,800	Child Care Support	–	53,600	–	53,600	
98,000	Dental Benefit Scheme	–	101,500	–	101,500	
7,333,500	Staff Costs and Administration	8,037,700	–	–	8,037,700	138.5
1,035,000	Contingency	–	1,033,200	–	1,033,200	–
(3,747,800)	Social Security and Health Funds Payroll	–	–	(4,043,500)	(4,043,500)	(81.9)
183,354,000	Net Revenue Expenditure	12,829,800	177,833,100	(4,043,500)	186,619,400	156.6
–	Less: Depreciation	–	–	–	–	
183,354,000	Net Revenue Expenditure	12,829,800	177,833,100	(4,043,500)	186,619,400	

Social Security

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
	– Duties, Fees, Fines & Penalties	–
(3,747,800)	Sales of Goods and Services	(4,043,500)
	– Investment Income	–
	– Other Income	–
(3,747,800)	Total Income	(4,043,500)
Expenditure		
168,639,000	Social Benefit Payments	169,869,800
11,199,100	Staff Costs	12,107,800
1,552,800	Supplies and Services	1,684,800
183,200	Administrative Expenses	187,200
119,300	Premises and Maintenance	122,100
214,700	Other Operating Expenses	214,700
4,148,800	Grants and Subsidies Payments	5,433,300
	– Impairment of Receivables	–
9,900	Finance Costs	10,000
	– Foreign Exchange (Gain)/Loss	–
1,035,000	Contingency Expenses	1,033,200
187,101,800	Total Expenditure	190,662,900
183,354,000	Net Revenue Expenditure	186,619,400
	– Depreciation	–
	– Impairment of Fixed Assets	–
	– Asset Disposal (Gain)/Loss	–
183,354,000	Net Revenue Expenditure	186,619,400

Social Security

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	183,354,000	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(93,700)	Service Transfers	
Price Inflation – Dept Expenditure	117,900	– Transfer of Jersey Employment Tribunal budget to Judicial Greffe	(50,000)
Price Inflation – Provision for Pay Award	–	– Transfer in Relation to Rental Increase in October 2013 to Housing Department	(600,200)
Net provision for Income Support, Benefits and Supplementation	6,479,300		
Commitments from Existing Policies	–	Allocations of Central Growth 2014	
Department Savings	–	– Private Sector Rental Support	750,000
Department User Pays	–		
Departmental Transfers	–	Pay Provisions	
Capital to Revenue Transfers	–	– Recurring effect of 2013 1% Consolidated Pay Award	62,000
MTFP Growth		– 2014 4% Consolidated Pay Award	250,600
– DEL	974,000		
– AME	775,500	Procurement Savings	–
Proposed Procurement Savings	–	Capital to Revenue Transfers	–
Proposed Other Budget Measures		Other Variations	–
Over Achievement of CSR Savings Targets	–		
Savings to be Delivered by New Measures in Addition to CSR Targets	(3,000,000)	Revised Net Revenue Expenditure 2014	186,619,400
Extend Supplementation Certainty Calculation for Period of MTFP	(1,800,000)	Depreciation per MTFP	–
Remove Supplementation Contingency	(600,000)	2014 Depreciation Adjustment	–
Net Revenue Expenditure per MTFP	186,207,000	Revised 2014 Depreciation	–
		Revised Net Revenue Expenditure 2014	186,619,400



Transport and Technical Services





Transport and Technical Services

Minister's Introduction

The main areas of operation for Transport and Technical services are:

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

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

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

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

The Capital Allocation of £10.1m in 2014 is the first part of the major project to renew the Sewage Treatment Works (STW) and refurbish the outfall at First Tower. Initial design, enabling works and the replacement of the Clinical Waste Incinerator on an alternative site are included within this initial allocation. The Strategy will outline the plans for the new STW and seek approval of the States to proceed with the project. Additional capital allocations from 2015, totalling £65m including infrastructure investments from the Currency Fund, will be required in order to deliver the Strategy.

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

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

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



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

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

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

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

Central Growth Allocations

Treatment and Disposal of Ash – £1m in 2014

It has been my long term desire to remove the legacy Air Pollution Control residue (APCr) from its current high specification cell at La Collette for treatment or disposal off-Island. The contract for the removal of the current APCr went out to the tender at the end of 2013 and it is hoped that work can begin in early 2014 to remove the stockpile. Further budget allocations of £2m per annum from 2015 will ensure that the APCr produced by the Energy from Waste plant can continue to be exported.

Service Transfers

Disbanding of the Customer Services Centre – £52,500 from Chief Minister's Department

Following the decision to disband the Customer Services Centre at Cyril Le Marquand House, the funds allocated by the TTS Department to the project in 2009 have been returned to TTS from the Chief Minister's Department.

Corporate Health and Safety Manager – £63,000 from Chief Minister's Department

In the 2013 MTFP, additional growth was allocated to the Chief Minister's Department to fund the provision of a corporate Health and Safety service. The budget for the Health and Safety Manager has been transferred to the TTS Department following the decision to nominate the Chief Executive of TTS as Corporate Lead on Health and Safety. The Health and Safety Manager was appointed in 2013 and has begun a programme of Health and Safety training for Senior Executives as well as providing Health and Safety guidance to a range of States Departments.

Deputy Kevin Lewis

Minister for Transport and Technical Services

Key objectives

AIM:

- Ensure minimum impact of waste on the environment;
- Develop on-Island travel networks which meet the needs of the community;
- Provide attractive and well maintained public amenities and infrastructure.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

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

Success criteria:

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

Strategic Plan Reference:

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



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

Success criteria:

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

Strategic Plan Reference:

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

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

Success criteria:

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

Strategic Plan Reference:

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

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

Success criteria:

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



Strategic Plan Reference:

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

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

Success criteria:

- (i) Sea defences not breached;
- (ii) Scheduled implementation of the Sea Defence Strategy;
- (iii) Continual review of climate change predictions to inform the Sea Defence Strategy.

Strategic Plan Reference:

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

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

Success criteria:

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

Strategic Plan Reference:

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

Key Objective 7: Well maintained public places and amenities.

Success criteria:

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

Strategic Plan Reference:

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



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

Success criteria:

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

Strategic Plan Reference:

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

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

Success criteria:

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

Strategic Plan Reference:

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

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

Success criteria:

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

Strategic Plan Reference:

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

Transport & Technical Services

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
	Operational Services: Waste					188.9
11,742,100	Liquid Waste	7,561,200	8,855,500	(630,500)	15,786,200	
10,549,600	Solid Waste	14,521,000	5,728,900	(7,514,500)	12,735,400	
	Operational Services: Municipals					219.8
1,737,200	Cleaning	4,007,200	–	(2,150,100)	1,857,100	
2,195,200	Parks and Gardens	3,902,200	30,800	(1,612,800)	2,320,200	
(197,100)	Jersey Harbours	2,436,400	–	(2,596,300)	(159,900)	
9,986,500	Engineering and Highways	4,906,800	5,481,800	(380,300)	10,008,300	66.3
5,575,000	Transport	6,641,200	74,600	(1,179,900)	5,535,900	24.1
41,588,500	Net Revenue Expenditure	43,976,000	20,171,600	(16,064,400)	48,083,200	499.1
15,989,700	Less: Depreciation	–	20,171,600	–	20,171,600	
25,598,800	Net Revenue Expenditure	43,976,000	–	(16,064,400)	27,911,600	

Transport & Technical Services

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

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

Transport & Technical Services

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	25,598,800	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(485,900)	Service Transfers	
Price Inflation – Dept Expenditure	621,000	– Transfer upon the Disbanding of the Customer Services Centre from Chief Minister's Department	52,500
Price Inflation – Provision for Pay Award	–	– Transfer of Corporate Health and Safety Manager from Chief Minister's Department	63,000
Commitments from Existing Policies	–	Allocations of Central Growth 2014	
Department Savings	–	– Treatment and disposal of ash	1,000,000
Department User Pays	–	Pay Provisions	
Departmental Transfers	–	– Recurring effect of 2013 1% Consolidated Pay Award	199,200
Capital to Revenue Transfers	–	– 2014 4% Consolidated Pay Award	804,600
MTFP Growth	50,000	Procurement Savings	–
Proposed Procurement Savings	–	Capital to Revenue Transfers	–
Proposed Other Budget Measures		Other Variations	–
Removal of Impôts Fuel Duty Rebate from Bus Contract	8,400	Revised Net Revenue Expenditure 2014	27,911,600
Net Revenue Expenditure per MTFP	25,792,300	Depreciation per MTFP	17,594,200
		2014 Depreciation Adjustment	2,577,400
		Revised 2014 Depreciation	20,171,600
		Revised Net Revenue Expenditure 2014	48,083,200





Treasury and Resources





Treasury and Resources

Minister's Introduction

The Treasury and Resources Department consists of the following sections:

- Treasury functions;
- Taxes Office;
- Jersey Property Holdings;
- Corporate Procurement;
- Insurance; and
- Pensions.

The Minister also has responsibility for all contingencies in addition to his Departmental accountabilities.

The Treasury and Resources Department manages the Island's finances and assets, ensuring the protection and good use of public funds. It is responsible for all taxation, States budgets and financial policies. It also manages States property and represents the States shareholder interests in publicly owned companies.

The Department's financial plan over the three years of the MTFP is to deliver its objectives largely within its existing resources except for an additional £700,000 necessary to maintain community health and social care facilities to an acceptable standard.

This additional sum will support the States Strategic Priority 'Reform Health and Social Services' by boosting the maintenance budget required to keep community buildings fit to deliver modern models of care, as described in the HSS White Paper 'Caring for each other, Caring for ourselves'.

In addition to business as usual during the MTFP period, the Department will:

- effectively manage insurance risks and make use of the improved contract terms to exceed its CSR savings target;
- provide professional procurement advice to departments to help them to secure savings and achieve better value for money;
- manage the balance sheet as well as the budget through continued improvements in the management of its property portfolio and returns on investments and strategic shareholdings;



- support departments in achieving their strategic aims and delivering their infrastructure projects through funding advice;
- continue to improve financial performance reporting;
- support departments in the move to longer term financial planning and the delivery of the MTFP;
- implement the Taxes Transformation Programme to improve the efficiency of tax administration and maximise the receipt of income due;
- deliver a fair and affordable public sector pension scheme; and
- keep tax policy under review in order to protect and grow the Island's economy.

The sections below expand on a selection of the more substantial projects which are being undertaken by the Department during the MTFP period in support of the States strategic priorities.

Taxes

The MTFP assumes that there will be no substantial tax increases and no new taxes introduced during this period.

The Tax Policy team will focus on reviewing measures to safeguard revenues and simplify the tax regime, in line with the principles of 'low, broad and simple'. This will include:

- continuing to monitor and enhance the robustness of the income tax system with regard to corporate structures and to property ownership and development;
- reviewing the feasibility of moving to independent and current year taxation for all taxpayers; and
- continuing to monitor and respond to international tax standards.

Further details of specific measures will be included in the annual Budget Statements.

The Taxes Office will continue to implement its Taxes Transformation Programme (TTP) during this period which aims to modernise its operational processes.

The Taxes Transformation Programme is the action plan arising from the independent review of the tax functions within the States undertaken by Deloitte in the summer of 2010. The review focused mainly on the structure and activities of the Taxes Office but also considered its interaction with Customs & Immigration and the Social Security Department.

At the end of their review, Deloitte recommended that the States of Jersey embark on a Taxes Transformation Programme (TTP), to be supported by a dedicated implementation team to deliver what is a major 3 to 4 year modernisation and reform project of the Taxes Office.



The Deloitte report included around 140 recommendations and the key deliverables of the TTP are:

- potential increases in tax revenues through improved collection of taxes due;
- agreed efficiency savings in Taxes Office for 2012 and 2013 in line with the CSR;
- introduce increased information powers and information sharing;
- implement self assessment in both Business and Personal Tax Divisions;
- simplify Personal Tax rates, allowances and exemptions where possible; and
- deliver effective, fit-for-purpose Information Systems solutions across all Tax departments.

The TTP started in October 2011 with a 3 month phase of scoping, mobilisation and planning and also included some immediate work-related tasks which will have a major impact on the future shape of programme.

Early in 2012 it was agreed that the Taxes Office would take on responsibility, acting as agents of the Social Security Department, for the collection of charges to be paid into a ring fenced fund and used for new Long Term Care (LTC) provisions. Working with Social Security on the implementation of LTC contributions has been added as a component of TTP and is the number one priority.

It was announced in 2013 that the LTC contributions will not start until 2015 which is a delay of one year from the original plan and is subject to States debate / approval.

Property

During 2013 to 2015, Jersey Property Holdings (JPH) will focus on continuation of the rolling programme of works to address the poor state of repair of the States of Jersey estate. Additional funds of £11.25m have been allocated to JPH for backlog maintenance for this period.

The two key capital projects to be progressed in this period are the relocation of the Police into new facilities and the development of a full feasibility study for a replacement General Hospital, following the initial pre-feasibility work undertaken in 2012.

The office rationalisation programme, of which the Police relocation is the first phase, will continue through the period of the MTFP. This will free up sites for residential development and reduce the running costs of States office accommodation in the future.

JPH will be managing all other building projects which house public services on behalf of the sponsoring departments as described in the capital programme.



Procurement

Corporate Procurement will complete the roll out of its transformation programme which began in 2011 and comprised of 3 main activities:

- a programme of cross departmental procurement projects which together are targeted to deliver the £6.5m CSR savings;
- the organisation and development of a professional procurement function that is based on category management. This model requires that procurement professionals/category managers are embedded in the key areas of the business;
- the procurement and implementation of a modern procure-to-pay computer system which will complement the e-tendering system currently used within the States.

Pensions

People are living longer which is increasing the cost of providing pensions. Employee and employer contributions into the public sector pension schemes have remained static for many years over which time the cost of providing the pension benefits has increased as people have been living longer.

It is necessary to ensure that pensions are affordable and sustainable for employees, employers and the taxpayer. Changes to public sector pensions are required to ensure the pension schemes are sustainable for the long term and provide benefits that are appropriate for the way people live and work today. The public sector pension scheme landscape has changed both in Jersey and the UK and changes are being proposed that will provide sustainable public sector pension schemes for at least the next 25 years.

Public sector pension schemes in the UK have been reviewed following the publication of a report by the Independent Public Service Pensions Commission chaired by Lord Hutton. In mid-2011, a Technical Working Group comprising of representatives from the PECRS Committee of Management and Treasury was established to develop a report on possible options for changes to PECRS to ensure its viability and sustainability for the future. In March 2013, the Technical Working Group brought forward options that aim to ensure PECRS is affordable and sustainable for the long term, have regard to the Hutton recommendations, facilitates continued membership of the Transfer Club and provides clarity over future arrangements for the sharing of risks and benefits between employer and employee.

During 2013, negotiations with the Joint Negotiating Group have progressed with a view to bringing in changes to PECRS in 2015.



Service Transfers

Transfer of Rent and Service Charges – £50,000 to Housing Department

As part of the Housing Transformation Programme it was agreed that rental and service charges budgets for Jubilee Wharf would be transferred from JPH to Housing.

Disbanding of the Customer Services Centre – £74,700 from Chief Minister's Department

Following a review of accommodation in the States and the effectiveness of the Cyril Le Marquand Customer Services Centre, it was identified that efficiencies could be achieved by closing the Customer Services Centre and budgets and resources were transferred back to the relevant departments.

Corporate Procurement Savings Recharge – £30,900 to Housing Department

Following the successful conclusion to the main insurance programme re-tendering process during the 4th quarter 2011, recurring saving were achieved and departmental budgets realigned to ensure budgets matched expenditure. A small recharge was required between Treasury and Resources and the Housing Department for the three years of the MTFP.

Finance Resource Staff Budget – £89,800 to Health and Social Services

Transfer of resources in order to further strengthen the senior finance team.

Senator Philip Ozouf

Treasury and Resources Minister



Treasury and Resources

AIM:

Support the delivery of the States' strategic objectives by maintaining sustainable public finances, providing effective financial advice and managing States assets.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Effective long term strategic and financial planning and sustainable public finances.

Success criteria:

- (i) Develop, implement and maintain a financial planning framework to ensure accurate forecasting and the setting of an overall financial envelope within which budgets are set – to include:
 - Medium Term Financial Plan
 - Long Term Capital Programme
- (ii) In conjunction with the Chief Minister's Department, continue to develop a robust strategic and business planning and performance framework ensuring firm linkages between financial and non-financial information;
- (iii) Develop and gain approval of a Fiscal Strategy delivering:
 - Balanced budgets over the economic cycle
 - A fiscal stimuli programme as necessary
 - Measures to maintain low levels of inflation
 - Necessary justifiable and sustainable taxes and charges
- (iv) Implementation of International Financial Reporting Standards (IFRS);
- (v) Effective monitoring, management and reporting on States investments;
- (vi) Maintenance and development of the Public Finances Law and associated governance arrangements;
- (vii) The affordability, sustainability and fairness of PECRS and JTSF pension schemes reviewed and proposals for change brought forward and implemented.

Strategic Plan Reference:

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



Key Objective 2: Improved monitoring and reporting of financial performance.

Success criteria:

- (i) Improved internal in-year financial performance reporting, forecasting, budgeting and analysis of both net revenue expenditure and capital expenditure;
- (ii) Financial assessment of major policy developments;
- (iii) Provision of information and advice to enable informed decision-making, thereby ensuring demonstrable value for money;
- (iv) Development of clear KPIs and other financial performance reports by which departmental performance can be monitored, reviewed and improved;
- (v) Development of an active shareholder role in respect of States owned companies, delivering improved accountability and financial performance from companies, subject to funding;
- (vi) Production of Annual Accounts in accordance with International Financial Reporting Standards (IFRS).

Strategic Plan Reference:

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

Key Objective 3: Effective governance of funding designed to aid the economy.

Success criteria:

- (i) Management of funds provided for Social Housing Schemes.

Strategic Plan Reference:

- **Vision:** *A strong and sustainable economy; Preparing for the future*
- **Priorities:** *House our community*

Key Objective 4: Efficient and effective Treasury services.

Success criteria:

- (i) Maintain and operate effective treasury management policies and investment strategies;
- (ii) Maximise financial returns on cash and investments whilst managing security and liquidity requirements;
- (iii) Effective management of the Island's currency;
- (iv) Maintain and develop governance arrangements to facilitate improvement in value for money and performance in respect of States trading departments, States companies, States funds and funds held in trust;
- (v) Effective management of States insurance;
- (vi) Maintain an effective control and compliance framework for Treasury Operations.



Strategic Plan Reference:

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

Key Objective 5: Efficient and effective financial management and financial processing services.

Success criteria:

- (i) Improved external financial reporting;
- (ii) Maintain and develop a robust financial control and assurance framework across the States;
- (iii) Maintain and develop financial systems and processes;
- (iv) Pay States suppliers in accordance with agreed terms, conditions and policies;
- (v) Pay States employees in accordance with agreed terms and conditions;
- (vi) An effective cashing and accounts receivable service for the collection of States income charged for the provision of goods and services;
- (vii) Provision of services to support the administration of PECRS and JTSF pension schemes;
- (viii) Effective and efficient provision of a range of processing and back-office support services.

Strategic Plan Reference:

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

Key Objective 6: Long term Tax Policy and efficient and effective tax administration and collection.

Success criteria:

- (i) Development and implementation of new Tax Policy and changes to current Tax Policy;
- (ii) Assessment, collection and enforcement of income tax and goods and services tax;
- (iii) Administration and enforcement of both sets of Jersey's international tax agreements.

Strategic Plan Reference:

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

Key Objective 7: Effective audit and risk management.

Success criteria:

- (i) Agreed audit plan delivered in accordance with IIA Standards;
- (ii) Regular reports provided to the Audit Committee and C&AG;
- (iii) Risk management promoted and reviewed throughout the organisation to achieve 'managed' status;



- (iv) Contribution to development and implementation of an effective Assurance Framework;
- (v) Review and appraise the soundness, adequacy, and application of accounting, financial and other operating controls, and promoting effective control at reasonable cost;
- (vi) Ascertain the extent of compliance with established policies, plans, procedures, laws, and regulations;
- (vii) Determine the extent of which the States assets are accounted for and safeguarded from losses of all kinds.

Strategic Plan Reference:

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

Key Objective 8: Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review savings target by 2013 and deliver outline budget reduction programme for 2014 and 2015.

Success criteria:

- (i) Sustainable, effective low cost services;
- (ii) Medium Term Financial Plan delivered within agreed Cash Limits.

Strategic Plan Reference:

- **Vision:** *A strong and sustainable economy; Preparing for the future*
- **Priorities:** *Reform government & the public sector; Develop sustainable long-term planning*

Jersey Property Holdings

Key Objective 9: A disposal programme which reduces the States' Property Portfolio to a size which is affordable and efficient, and releases capital proceeds for investment in addition to sites suitable for Housing development.

Success criteria:

- (i) Improved asset utilisation and reduced property operating costs;
- (ii) The concentration of States' administration into fewer geographic locations and the development of new working environments which support more collaborative and efficient ways of working;
- (iii) The release of surplus or high alternative use value properties to provide funds to support capital investment, with a strong focus on progressing sites which may be developed for social rented or private sector housing.



Strategic Plan Reference:

- **Priorities:** *House our community; Reform government & the public sector; Develop sustainable long-term planning*

Key Objective 10: Addressing building stock condition resulting from a legacy of under funding of maintenance and capital works.

Success criteria:

- A significant reduction in 'backlog' maintenance which has resulted from structural under-funding of property maintenance over a number of years, through the progression of remedial works in a phased and prioritised programme plan;
- The delivery of capital projects to replace assets which have deteriorated beyond reasonable repair, funded from proceeds generated by the disposal of property over and above that required to meet agreed capital proceeds targets;
- Capital projects commenced and completed on time and within budget.

Strategic Plan Reference:

- **Priorities:** *Develop sustainable long-term planning*

Key Objective 11: Development and maintenance of a five year rolling Portfolio Plan.

Success criteria:

- The continued consolidation of all property information, asset valuations and legal commitments in a single database;
- The identification of all future investment and asset management activity through the single comprehensive Integrated Property System.

Strategic Plan Reference:

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

Key Objective 12: Continued development of the Jersey Property Holdings organisation.

Success criteria:

- The introduction of new financial directions, policies and procedures to clarify all internal and external operating procedures for property transactions and utilisation;
- The completion of Health and Safety and supplier management training for all appropriate personnel;



- (iii) The development of service level agreements for all property users in conjunction with lease agreements, including customer satisfaction indices;
- (iv) Co-location of all Jersey Property Holdings staff.

Strategic Plan Reference:

- **Priorities:** *Reform government & the public sector*

Procurement

Key Objective 13: A single corporate procurement function across the States.

Success criteria:

- (i) The implementation of a procurement strategy;
- (ii) A procurement plan to deliver cash and efficiency savings across the States focussing on large corporate initiatives that will deliver maximum benefit to the States;
- (iii) Educate to improve procurement skills at departmental and operational level;
- (iv) Support the implementation of an e-sourcing system and supplier portal across all departments;
- (v) Implement effective strategies, policies and procedures to support a corporate approach to the procurement of goods, services and works;
- (vi) Implement planning and performance management criteria in respect of the States' procurement activities;
- (vii) Promulgate best practice with regard to supplier management and work with Economic Development to develop capacity of local suppliers.

Strategic Plan Reference:

- **Priorities:** *Reform government & the public sector*

Treasury and Resources

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
5,737,300	States Treasury	7,710,100	–	(1,303,000)	6,407,100	107.2
7,074,100	Taxes Office	6,589,300	1,261,000	(179,200)	7,671,100	96.1
19,959,300	Jersey Property Holdings	15,290,000	19,359,700	(5,729,800)	28,919,900	47.0
464,400	Corporate Procurement	530,700	–	(43,500)	487,200	12.0
2,334,500	Insurance	2,396,400	–	–	2,396,400	–
5,571,900	Pensions	6,747,800	–	–	6,747,800	–
41,141,500	Net Revenue Expenditure	39,264,300	20,620,700	(7,255,500)	52,629,500	262.3
11,140,300	Less: Depreciation	–	20,620,700	–	20,620,700	
30,001,200	Net Revenue Expenditure	39,264,300	–	(7,255,500)	32,008,800	

Treasury and Resources

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
	– Duties, Fees, Fines & Penalties	–
(6,849,000)	Sales of Goods and Services	(7,036,500)
	– Investment Income	–
(213,500)	Other Income	(219,000)
(7,062,500)	Total Income	(7,255,500)
Expenditure		
	– Social Benefit Payments	–
14,551,900	Staff Costs	15,327,100
3,009,000	Supplies and Services	3,469,300
437,300	Administrative Expenses	450,300
13,751,400	Premises and Maintenance	13,592,900
179,800	Other Operating Expenses	182,300
	– Grants and Subsidies Payments	–
112,500	Impairment of Receivables	115,000
5,021,800	Finance Costs	6,127,400
	– Foreign Exchange (Gain)/Loss	–
	– Contingency Expenses	–
37,063,700	Total Expenditure	39,264,300
30,001,200	Net Revenue Expenditure	32,008,800
11,140,300	Depreciation	20,620,700
	– Impairment of Fixed Assets	–
	– Asset Disposal (Gain)/Loss	–
41,141,500	Net Revenue Expenditure	52,629,500



Treasury and Resources

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	30,001,200	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(191,700)	Service Transfers	
Price Inflation – Dept Expenditure	574,700	– Transfer of Rental and Service Charges budget for Jubilee Wharf to Housing Department	(50,000)
Price Inflation – Provision for Pay Award	70,000	– Transfer upon the Disbanding of the Customer Services Centre from Chief Minister's Department	74,700
Commitments from Existing Policies		– Transfer of staff budget for Finance Resource to Health and Social Services	(89,800)
CSR Growth and Other Growth	(2,800)	– Transfer for Corporate Procurement Savings Recharge to Housing Department	(30,900)
Unallocated Growth Provision	391,000	Allocations of Central Growth 2014	–
Department Savings	–	Pay Provisions	
Department User Pays	–	– Recurring effect of 2013 1% Consolidated Pay Award	137,400
Departmental Transfers	–	– 2014 4% Consolidated Pay Award	555,000
Capital to Revenue Transfers		Procurement Savings	–
Property Holdings: Backlog Maintenance Programme	(500,000)	Capital to Revenue Transfers	–
MTFP Growth	70,000	Other Variations	–
Proposed Procurement Savings	–	Revised Net Revenue Expenditure 2014	32,008,800
Proposed Other Budget Measures		Depreciation per MTFP	11,589,300
Reduce PECRS Pre 1987 Repayment Term	1,000,000	2014 Depreciation Adjustment	9,031,400
Net Revenue Expenditure per MTFP	31,412,400	Depreciation	20,620,700
		Revised Net Revenue Expenditure 2014	52,629,500



Non-Ministerial States Funded Bodies





Non-Ministerial States Funded Bodies

Introduction

The Public Finances (Jersey) Law 2005 defines the Non Ministerial Bodies as being a States funded body for which no Minister is responsible to the States for its administration and funding. Each Non Ministerial Body has an appointed accounting officer personally responsible for the proper financial management of its resources. The application of the Public Finances Law applies in the same manner as to Ministerial Departments except in instances of disagreement with regard to a budget offered to a Non Ministerial Body by the Council of Ministers.

In such circumstances, the offered budget and the requested budget should be published in the States Medium Term Financial Plan with a disclosure from the Council stating why a variation is recommended.

No such disagreements were included in the Medium Term Financial Plan 2013–2015. The Non Ministerial Bodies were offered budgets in line with the financial framework of the Council, including inflation funding and efficiency savings. It is appreciated that all Non Ministerial Bodies have accepted these offers having recognised both the principles and budgetary constraints of the Council.

It is recognised that there are particular and individual financial pressures within each of these bodies and the Council of Ministers will consider these pressures.

The legal services' budgets contain estimates for Court and Case Costs. By its nature, expenditure on Court and Case Costs is an unpredictable element in the budget. A Smoothing Reserve has been put in place to deal with the volatile nature of Court and Case Costs expenditure. This is primed with £2.8 million of carry forwards from 2011 and £0.5 million from 2012. Quarterly budget monitoring procedures have also been put in place to monitor expenditure in this area which will give early notice if there is to be a need to draw on the Smoothing Reserve.

Service Transfers

Cadet and Military Support Officer – £8,000 from Home Affairs

Re-instatement of the post of Cadet and Military Support Officer in the Office of the Lieutenant Governor, following the relinquishment of the post by Home Affairs Department. The remainder of the post will be funded from 2012 carry- forwards in 2014 and 2015. There will be a growth bid in 2016 for additional funding.

Jersey Employment Tribunal – £50,000 from Social Security

The transfer of service from Social Security to Judicial Greffe originally occurred in 2011 with a recurring transfer of budget in 2012. However, at the time of transfer, insufficient budget was transferred from



the Social Security Department owing to an increase in service demand, and it was agreed by both departments that a growth bid would be made by the Social Security Department in the Medium Term Financial Plan (MTFP) to cover the shortfall. This growth bid was successful and the MTFP has approved the required funding for the Social Security Department for each of the years, 2013 to 2015.



Non-Ministerial States Funded Bodies

Bailiff's Chamber

AIM:

Support for the rôle of the Bailiff as President of the Royal Court and the States Assembly, and in his other customary and statutory duties as Civic Head of the Island.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Support the Island's judiciary in the delivery of civil and criminal justice.

Success criteria:

- (i) Criminal trials heard within three months of indictment;
- (ii) Civil disputes heard within date fix targets;
- (iii) Judgments produced within three months of the close of proceedings;
- (iv) Orders of justice etc. processed within 24 hours;
- (v) Warrants before a judge produced on date of request;
- (vi) Judges allocated to civil and criminal cases within agreed financial parameters.

Strategic Plan References: Vision:

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

Key Objective 2: Assist in facilitating the democratic processes of the States.

Success criteria:

- (i) Arrangements made to provide an experienced President for meetings of the States;
- (ii) With the assistance of the States Greffe, propositions and questions approved in accordance with Standing Orders;
- (iii) Confidential advice provided to members about procedural matters.

Strategic Plan References:

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



Key Objective 3: Encourage awareness of the Island's constitutional position and to ensure that the position is not compromised.

Success criteria:

- (i) Advice provided to members about the constitutional position of the Island;
- (ii) Manage the flow of official correspondence forwarding incoming items on day of receipt, and processing replies for signature by the Bailiff within the deadlines set by the UK authorities (in conjunction with Government House and Chief Minister's Department);
- (iii) Visiting groups to the Royal Court and States Chamber encouraged and an understanding of the constitutional development of the institutions provided.

Strategic Plan References:

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

Key Objective 4: Provide the appropriate frameworks to enable the Bailiff to discharge his customary and statutory responsibilities.

Success criteria:

- (i) Successful organisation of ceremonial activities (Liberation Day, Visite Royales etc);
- (ii) Increased awareness of the Island's unique historical and constitutional position generated by organising, with Government House and Chief Minister's Department, successful visits by Ambassadors, High Commissioners and other senior level diplomats and distinguished visitors including members of the Royal Family;
- (iii) Participation by the Bailiff in community events and functions to support community endeavour;
- (iv) Management of public entertainment applications process, securing the advice from the statutory and parish authorities on matters of public entertainment in order to properly manage the permit system;
- (v) Management of applications for extension and transfer licenses under Article 89 of the Licensing (Jersey) Law 1974, as amended, and processed within seven working days;
- (vi) Public collections to support charitable activity managed.

Strategic Plan References:

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

Data Protection Commission

AIM:

Promote respect for the private lives of individuals by promoting compliance with, and enforcing the Data Protection (Jersey) Law 2005.



SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Preparing for the implementation of a Freedom of Information Law for Jersey.

Success criteria:

- (i) Provision of effective guidance for individuals;
- (ii) Publication of clear and complete guidance for compliance under the proposed Fol Law;
- (iii) Develop performance management targets.

Strategic Plan References:

- **Vision:** *Preparing for the future*
- **Priority:** *Reform government and the public sector*

Key Objective 2: Review proposed changes to the Data Protection regulatory Framework in Europe.

Success criteria:

- (i) Assess impact on local business, economy and Jersey's independence as a non-EEA jurisdiction;
- (ii) Provide advice to stakeholders on agreed changes to the European regulatory framework;
- (iii) Examine the appropriateness/feasibility of secondary legislation and/or codes of practice relating to associated impacting drivers, eg. Cookies Regulations and Privacy and Electronic Communications Regulations.

Strategic Plan References:

- **Vision:** *Preparing for the future*
- **Priority:** *Develop sustainable long term planning*

Key Objective 3: Seek improved pan-Island co-operation between Jersey and Guernsey offices.

Success criteria:

- (i) Maintained continuity of the effective day to day operation of both offices;
- (ii) Establishment and publication of consistent and common guidance for both Islands;
- (iii) Development of a common platform for IT/Notification systems.

Strategic Plan References:

- **Vision:** *Preparing for the future*
- **Priority:** *Develop sustainable long term planning*



Key Objective 4: Purposeful regulatory action.

Success criteria:

- (i) Adopt policies, procedures and criteria for prioritising and targeting cases/issues to be investigated;
- (ii) Produce guidance on regulatory action available to the Commissioner under the Data Protection (Jersey) Law 2005;
- (iii) Ensure complaints and issues of non-compliance are dealt with in a prompt, consistent and just manner;
- (iv) Ensure that where appropriate, cases involving the allegation of the commission of a criminal offence are referred to the AG for consideration in a timely manner.

Strategic Plan References:

- **Vision:** *A safe and caring community*
- **Priority:** *Develop sustainable long term planning*

Key Objective 5: Increased awareness of data protection and privacy issues, choices and obligations across the business and public community.

Success criteria:

- (i) Ongoing development and review of external communications strategy;
- (ii) Constant review and update of website;
- (iii) Awareness levels raised – individuals assisted in making informed choices and protecting their own interests and commercial organisations aware of their compliance obligations under the Law.

Strategic Plan References:

- **Vision:** *A safe and caring community; Preparing for the future*
- **Priority:** *Promote family and community values; Develop sustainable long term planning*

Key Objective 6: Influence domestic and international debates concerning information and privacy issues.

Success criteria:

- (i) Involvement in policy debate on selected issues that affect the way in which data is processed, or where debates on privacy are involved.

Strategic Plan References:

- **Vision:** *Preparing for the future*
- **Priority:** *Develop sustainable long term planning*

Judicial Greffe and Viscount

AIM:

An efficient and effective Court Service.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: An efficient and effective administrative service provided to the Royal Court, the Court of Appeal and the Tribunals Service.

Success criteria:

- (i) Issue Convening Acts and Acts ordering Public Elections within 1 working day;
- (ii) Issue Company Acts, Decrees Absolute and Acts of the Royal Court within 5 working days;
- (iii) Issue Decrees Nisi and Liquor and Gambling Licences within 10 working days;
- (iv) Process applications for legal aid disbursements within 5 working days;
- (v) Issue all Court of Appeal Acts and Register Orders in Council within 1 working day;
- (vi) Issue all Interlocutory Acts within 3 working days;
- (vii) Appointment to fix a hearing date within 3 working days of request.

Strategic Plan References:

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

Key Objective 2: Provide a Public Registry, Intellectual Property Registry and Probate Registry.

Success criteria:

- (i) Register Judicial Hypothecs within 5 working days;
- (ii) Register Wills of Immovables, Powers of Attorney and Public Service and Water Notices within 7 working days;
- (iii) Appointment for cancellation of Acts within 4 working days of request;
- (iv) Issue Acts of Probate Division, Curatorship Acts of Jurats' Appointment and Curatorship Acts of Appointment within 5 working days;
- (v) Issue Grants of Probate and Letters of Administration within 5 working days;
- (vi) Issue Intellectual Property Certificates and Certificates of Eligibility within 3 working days.

Strategic Plan References:

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



Key Objective 3: Provide an administrative service to the Magistrate's, Youth and Petty Debts Courts.

Success criteria:

- (i) Issue Arrest Orders, Attendance Centre Orders and Acts of Committal within 2 working days;
- (ii) Issue Petty Debts Court Acts within 3 working days;
- (iii) Acts of Court completed within 1 working day.

Strategic Plan References:

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

Key Objective 4: The efficient enforcement of all Court Orders.

Success criteria:

- (i) Enforcement of Royal Court and Petty Debts Court Judgments for Debt instigated within 2 working days of Act being lodged and registered;
- (ii) Service of Process effected within the relevant statutory time period;
- (iii) Enforcement of fines and compensation orders (payment completed in full or imprisonment imposed in lieu);
- (iv) Enforcement of orders made under the Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000.

Strategic Plan References:

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

Key Objective 5: Efficient and effective Désastre proceedings.

Success criteria:

- (i) Arrange for inventory of valuables and disposal of perishables within 2 working days;
- (ii) Circulars to banks and identified UK creditors notifying declaration sent within 7 working days;
- (iii) Construct debtors' spreadsheet and proceed to recover funds owing within 21 days of declaration.

Strategic Plan References:

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



Key Objective 6: Effective management of the financial affairs of impecunious interdicts.

Success criteria:

- (i) Notification of appointment of Curator to identified parties completed within 2 weeks of receipt of Act of Court;
- (ii) Compilation of inventory of both real and personal property within the relevant statutory time period;
- (iii) Periodic contact with carers of interdicts at least quarterly;
- (iv) Production of annual accounts within the relevant statutory time period;
- (v) Monitoring and processing of items of income and expenditure on a monthly basis.

Strategic Plan References:

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

Key Objective 7: Effective investigation of sudden deaths to establish cause and reason.

Success criteria:

- (i) Order post-mortem examinations following receipt of Police report within 1 working day;
- (ii) Set dates for inquest openings within 1 working day;
- (iii) Issue post-inquest documentation within 1 working day.

Strategic Plan References:

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

Key Objective 8: Compile and manage the jury selection procedure and manage the jury during assize trials.

Success criteria:

- (i) Respond to queries regarding the duties of a juror within 1 working day;
- (ii) Respond to requests for exemption from jury service within 1 working day;
- (iii) Provide support and guidance to jury members for the duration of the trial.

Strategic Plan References:

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



Law Officers' Department

AIM:

Provide efficient and effective legal advice to the Crown and States, including Ministers and Departments, and a high quality criminal prosecution service.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Objective strategic advice provided to the States of Jersey directly or through the Council of Ministers having regard to constitutional and legal developments.

Strategic Plan References:

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

Key Objective 2: Objective legal advice of a high quality provided within reasonable timescales to the Crown, the States of Jersey and all others it serves.

Strategic Plan References:

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

Key Objective 3: A high quality prosecution service working in the interests of justice and contributing to a reduction in the level of crime in the Island.

Strategic Plan References:

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

Key Objective 4: The interests of the Crown and the States of Jersey are protected by acting on their behalf in civil proceedings brought by or against the Crown or the States.

Strategic Plan References:

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



Key Objective 5: The functions and duties of the Attorney General arising from custom or statute performed to a high standard and in a timely manner.

Strategic Plan References:

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

Key Objective 6: Effective assistance provided within reasonable timescales to overseas judicial and law enforcement agencies in criminal matters.

Strategic Plan References:

- **Vision:** *A safe and caring community; A strong and sustainable economy*

Key Objective 7: Efficient conveyancing in relation to property matters affecting the Crown and the States of Jersey.

Strategic Plan References:

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

Official Analyst

AIM:

Authoritative and impartial scientific analysis and advice for the States of Jersey and the Island community.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: Proficient and effective forensic analysis of samples and evidence in criminal investigations and unexplained deaths.

Success criteria:

- 95 per cent of services delivered within target times;
- Satisfactory results in all relevant external quality assurance schemes.

Strategic Plan References:

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



Objective 2: Proficient and effective environmental and consumer protection analysis services for our customers.

Success criteria:

- (i) 95 per cent of services delivered within target times;
- (ii) Satisfactory results in all relevant external quality assurance schemes.

Strategic Plan References:

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

Probation and After Care Service

AIM:

An effective and efficient social work service that supports the criminal justice system and the family division of the Jersey Royal Court.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Key Objective 1: Provide and information and assessment to the Parish Halls, Criminal and Family Courts, Lt Governor and prisons which are accurate, timely and aid decision making.

Success criteria:

- (i) Having published standards detailing the structure and process for the production of reports and assessments;
- (ii) Conducting inspections into reports for both the criminal justice and family court arenas which include the views of service users and those who receive reports and assessments;
- (iii) Ensuring all written reports are peer reviewed prior to submission.

Strategic Plan References:

- **Vision:** *A safe and caring community*
- **Priorities:** *Promote family and community values*



Key Objective 2: Provide supervision services to the Parish Halls, Courts and prisons which are effective in assisting people to make positive changes in their lives which reduce re offending

Success criteria:

- (i) Having published evidence based standards for supervision which reflect the expectations of the Centeniers, Courts and the Prison authorities who entrust people to our care;
- (ii) Using the LSI-R likelihood of re-offending measure at the beginning and the end of Probation Orders to measure change and producing at least one reconviction study in conjunction with an academic institution which measures actual reconviction rates for the range of measures used by the Courts;
- (iii) Ensuring that all members of staff receive appropriate training, resources and supervision in line with the evidence about effective practice;
- (iv) Conducting inspections into Community Service and Probation work at HM prison La Moye.

Strategic Plan References:

- **Vision:** *A safe and caring community*
- **Priorities:** *Promote family and community values*

Key Objective 3: To provide monitoring and where necessary timely enforcement action to assist in the protection of the public from further offending.

Success criteria:

- (i) Having fair, clear and transparent written compliance and enforcement policies;
- (ii) Sharing information with other agencies when it is reasonable and proportionate to do so for the protection of the public;
- (iii) Conducting inspections into Community Service and Probation work at HM prison La Moye and contributing to reviews of the Jersey Multi Agency Public Protection Arrangements established under the Sex Offenders Jersey Law.

Strategic Plan References:

- **Vision:** *A safe and caring community*
- **Priorities:** *Promote family and community values*

Comptroller and Auditor General

ROLE: The role of the Comptroller and Auditor General is prescribed in the Public Finances (Jersey) Law 2005. It includes the provision of assurance that the public finances of Jersey are being regulated, controlled and accounted for in accordance with the Law, and reporting on the economy, efficiency and effectiveness of the use of resources by States funded bodies and States aided independent bodies.



Office of the Dean of Jersey

ROLE: The role of the Dean of Jersey in relation to the States is as a representative of all the Churches of Jersey in the States Chamber.

Office of the Lieutenant Governor

ROLE: The Lieutenant-Governor is the representative of Her Majesty The Queen, by whose Royal Warrant he is appointed "Lieutenant-Governor and Commander-in-Chief". As such, he is the formal, official channel of communication between the States of Jersey and the UK Government through the Ministry of Justice.

Non-Ministerial States Funded Bodies

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
Bailiff's Chambers						
1,293,300	Bailiff's Chambers General	1,427,300	–	(82,800)	1,344,500	10.0
301,900	Court and Case Costs	417,100	–	(108,000)	309,100	–
1,595,200	Subtotal	1,844,400	–	(190,800)	1,653,600	10.0
Law Officers' Department						
5,593,900	Law Officers' General	6,054,500	–	(176,500)	5,878,000	68.0
2,065,700	Court and Case Costs	3,697,600	9,000	(1,615,100)	2,091,500	–
7,659,600	Subtotal	9,752,100	9,000	(1,791,600)	7,969,500	68.0
Judicial Greffe						
2,564,300	Judicial Greffe - General	3,729,700	19,400	(948,300)	2,800,800	44.4
4,095,000	Court and Case Costs	4,553,600	–	(430,000)	4,123,600	–
6,659,300	Subtotal	8,283,300	19,400	(1,378,300)	6,924,400	44.4
Viscount's Department						
1,124,200	Duties of the Viscount	1,760,000	35,000	(594,200)	1,200,800	23.9
273,500	Court and Case Costs	257,900	–	–	257,900	–
1,397,700	Subtotal	2,017,900	35,000	(594,200)	1,458,700	23.9
655,400	Official Analyst	697,800	47,000	(61,500)	683,300	9.6
692,400	Office of the Lieutenant Governor	826,300	3,500	(96,800)	733,000	14.4
25,900	Office of the Dean of Jersey	26,100	–	–	26,100	–
223,300	Data Protection Commission	388,400	–	(154,000)	234,400	4.0
Probation						
1,920,500	Probation and Aftercare Service	2,421,300	27,200	(445,000)	2,003,500	32.3
230,600	Court and Case Costs	236,400	–	–	236,400	–
2,151,100	Subtotal	2,657,700	27,200	(445,000)	2,239,900	32.3
751,400	Comptroller and Auditor General	768,700	–	–	768,700	1.5
21,811,300	Net Revenue Expenditure	27,262,700	141,100	(4,712,200)	22,691,600	208.1
134,600	Less: Depreciation	–	141,100	–	141,100	
21,676,700	Net Revenue Expenditure	27,262,700	–	(4,712,200)	22,550,500	



Non-Ministerial States Funded Bodies

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
(687,600)	Duties, Fees, Fines & Penalties	(700,100)
(900,200)	Sales of Goods and Services	(901,700)
(1,000)	Investment Income	(1,000)
(3,056,100)	Other Income	(3,109,400)
(4,644,900)	Total Income	(4,712,200)
Expenditure		
–	Social Benefit Payments	–
13,077,500	Staff Costs	13,754,100
10,933,100	Supplies and Services	11,118,500
426,700	Administrative Expenses	451,200
1,683,700	Premises and Maintenance	1,737,700
92,500	Other Operating Expenses	92,700
100,000	Grants and Subsidies Payments	100,000
–	Impairment of Receivables	–
8,100	Finance Costs	8,500
–	Foreign Exchange (Gain)/Loss	–
–	Contingency Expenses	–
26,321,600	Total Expenditure	27,262,700
21,676,700	Net Revenue Expenditure	22,550,500
134,600	Depreciation	141,100
–	Impairment of Fixed Assets	–
–	Asset Disposal (Gain)/Loss	–
21,811,300	Net Revenue Expenditure	22,691,600

Non-Ministerial States Funded Bodies

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	21,676,700	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(103,000)	Service Transfers	
Price Inflation – Dept Expenditure	322,000	– Transfer of budget for part-funding of Cadet and Military Support Officer from Home Affairs	8,000
Price Inflation – Provision for Pay Award	–	– Transfer of Jersey Employment Tribunal budget from Social Security	50,000
Commitments from Existing Policies	–	Transfers from Contingency	–
Department Savings	–	Allocations of Central Growth 2014	–
Department User Pays	–	Pay Provisions	
Departmental Transfers	–	– Recurring effect of 2013 1% Consolidated Pay Award	118,400
Capital to Revenue Transfers	–	– 2014 4% Consolidated Pay Award	478,400
MTFP Growth	–	Procurement Savings	–
Proposed Procurement Savings	–	Capital to Revenue Transfers	–
Proposed Other Budget Measures	–	Other Variations	–
Net Revenue Expenditure per MTFP	21,895,700	Revised Net Revenue Expenditure 2014	22,550,500
		Depreciation per MTFP	141,100
		2014 Depreciation Adjustment	–
		Revised 2014 Depreciation	141,100
		Revised Net Revenue Expenditure 2014	22,691,600





States Assembly and its Services





States Assembly

Introduction

The budget for the States Assembly and its services is under the political control of the Privileges and Procedures Committee (PPC) and covers the cost of remuneration for States members, the operation of the States Greffe, members' facilities, inter-parliamentary bodies such as the Commonwealth Parliamentary Association and the Assemblée Parlementaire de la Francophonie and the Scrutiny function.

Under the provisions of Article 24B of the Public Finances (Jersey) Law 2005, PPC is free to propose its own cash limit without interference from the Council of Ministers or the Minister for Treasury and Resources. Once the annual estimates for the States Assembly are prepared by PPC they must nevertheless be submitted to the Comptroller and Auditor General for comment and then inserted in the draft Medium Term Financial Plan without amendment. If the Comptroller and Auditor General makes any comments on the estimates those comments must be presented to States members alongside the Medium Term Financial Plan. The Council of Ministers has no power to alter the estimates submitted by PPC and the role that the Council normally has to prioritise expenditure across States funded bodies does not apply to the Assembly estimates. It is simply for States members to decide whether the estimates are appropriate when the Medium Term Financial Plan is debated and any member (including Ministers) can lodge amendments for debate in the usual way.

Article 24B also states that PPC must consult the Minister for Treasury and Resources before preparing the estimates on the proposed budgetary policy of the Council of Ministers for the Medium Term Financial Plan. It is therefore implicit in the law that PPC should take account of this budgetary policy when finalising its estimates even though the Committee is not, in law, formally required to follow the Council's budgetary policy.

The estimates for 2013–2015 have been prepared by PPC in accordance with the overall policy of the Council of Ministers and incorporate CSR savings of £130,000 for 2013 and further CSR procurement savings of £10,450 for 2013 bringing the combined 2011–2013 CSR savings to £414,450.



States Assembly

AIM:

The States Assembly budget is held under the responsibility of the Privileges and Procedures Committee and its aim is to enable the States Assembly to operate effectively as Jersey's legislature, to facilitate the work of all panels and committees of the Assembly and to fund members' remuneration, interparliamentary exchanges and the support services provided by the States Greffe.

SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

Objective 1: States Assembly able to operate effectively.

Success criteria:

- (i) Assembly able to meet on a regular basis according to agreed schedule of States meetings;
- (ii) All official publications published and provided to members in accordance with statutory timescales;
- (iii) States Chamber and other facilities for States members provided and maintained to agreed standards;
- (iv) States members' remuneration paid in accordance with the recommendations of the States Members Remuneration Review Body;
- (v) Active and effective participation by States members in inter-parliamentary bodies (CPA, APF, BIPA).

Objective 2: Effective and efficient scrutiny function.

Success criteria:

- (i) Scrutiny panels and the PAC undertake reviews that hold the Executive to account and that influence policy in a positive way;
- (ii) Chairmen's Committee oversees scrutiny resources and provides appropriate co-ordination of the scrutiny function;
- (iii) Public engagement with the scrutiny function is enhanced and public understanding of the work of the panels is increased;
- (iv) Effective support service provided to panels by the Scrutiny Office.



Objective 3: Government and electoral reform progressed.

Success criteria:

- (i) States of Jersey Law 2005 and Standing Orders of the States of Jersey kept under review and appropriate amendments brought forward if necessary;
- (ii) Reform of the composition of the States progressed in line with any States decisions on this issue following the outcome of the work of the Electoral Commission and any associated referendum;
- (iii) Public Elections (Jersey) Law 2002 reviewed and amendments brought forward as appropriate in the light of experience gained during the single election day in 2011.

Strategic Plan References:

- **Priorities:** *Reform Government & the public sector*

Objective 4: Public kept well-informed about the work of the Assembly.

Success criteria:

- (i) Public information services provided by the States Greffe enhanced;
- (ii) Active co-operation with the citizenship programme being brought forward by the Education, Sport and Culture Department;
- (iii) Information published on revised States Assembly website enhanced and expanded.

Objective 5: Effective and efficient administrative support provided to the Assembly, its members, its committees and panels and a number of other bodies by the States Greffe.

Success criteria:

- (i) Timely and accurate advice provided to all members as required;
- (ii) Official Report ('Hansard') available according to agreed timescales;
- (iii) Efficient service provided to Council of Ministers and other bodies served by Clerks Secretariat;
- (iv) All official records maintained in an accurate and secure manner;
- (v) Complaints submitted to States of Jersey Complaints Panel processed according to statutory requirements.

States Assembly and its Services

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
1,412,000	States Assembly General	1,572,700	11,000	(90,400)	1,493,300	19.8
1,219,400	Scrutiny	1,296,800	–	–	1,296,800	14.0
2,405,600	Members Remuneration	2,405,600	–	–	2,405,600	–
5,037,000	Net Revenue Expenditure	5,275,100	11,000	(90,400)	5,195,700	33.8
9,600	Less: Depreciation	–	11,000	–	11,000	
5,027,400	Net Revenue Expenditure	5,275,100	–	(90,400)	5,184,700	



States Assembly and its Services

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
	– Duties, Fees, Fines & Penalties	–
(90,400)	Sales of Goods and Services	(90,400)
	– Investment Income	–
	– Other Income	–
(90,400)	Total Income	(90,400)
Expenditure		
	– Social Benefit Payments	–
3,915,500	Staff Costs	3,986,100
426,300	Supplies and Services	489,100
134,500	Administrative Expenses	157,400
641,500	Premises and Maintenance	642,500
	– Other Operating Expenses	–
	– Grants and Subsidies Payments	–
	– Impairment of Receivables	–
	– Finance Costs	–
	– Foreign Exchange (Gain)/Loss	–
	– Contingency Expenses	–
5,117,800	Total Expenditure	5,275,100
5,027,400	Net Revenue Expenditure	5,184,700
	9,600 Depreciation	11,000
	– Impairment of Fixed Assets	–
	– Asset Disposal (Gain)/Loss	–
5,037,000	Net Revenue Expenditure	5,195,700



States Assembly and its Services

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £		2014 £
Base Department Budget	5,027,400	Approved Variations to Expenditure Limits since MTFP	
Price Inflation – Dept Income	(2,200)	Service Transfers	–
Price Inflation – Dept Expenditure	89,100		
Price Inflation – Provision for Pay Award	–	Allocations of Central Growth 2014	–
Commitments from Existing Policies	–	Pay Provisions	
Department Savings	–	– Recurring effect of 2013 1% Consolidated Pay Award	14,000
Department User Pays	–	– 2014 4% Consolidated Pay Award	56,400
Departmental Transfers	–	Procurement Savings	–
Capital to Revenue Transfers	–	Capital to Revenue Transfers	–
MTFP Growth	–	Other Variations	–
Proposed Procurement Savings	–	Revised Net Revenue Expenditure 2014	5,184,700
Proposed Other Budget Measures	–	Depreciation per MTFP	11,000
Net Revenue Expenditure per MTFP	5,114,300	2014 Depreciation Adjustment	–
		Revised 2014 Depreciation	11,000
		Revised Net Revenue Expenditure 2014	5,195,700



Central Contingency Allocations



Central Contingency Allocations

Introduction

The Medium Term Financial Plan proposed reductions in the contingency levels for 2013 to 2015 originally provided in the 2012 Business Plan in order to fund the proposed level of growth and balance the States of Jersey budget overall. The revised position is shown below:

Central Allocations	Carry Forward from 2012	MTFP Allocations (Nov 2012)		
	2013 £'000	2013 £'000	2014 £'000	2015 £'000
Pay Provision	–	19,900	31,000	39,700
Corporate Terms and Conditions Savings	–	(14,000)	(14,000)	(14,000)
Net Pay Provision	–	5,900	17,000	25,700
Restructuring Provision	5,220	5,098	6,540	7,170
Corporate Procurement Savings	–	(3,451)	(3,451)	(3,451)
Restructuring Provision (Net of Savings)	5,220	1,647	3,089	3,719
Allocation for Contingencies				
– Central Contingency – AME	6,000	–	2,000	2,000
– Central Contingency – DEL	–	–	–	–
– Central Contingency – Smoothing Reserve	3,396	–	–	–
– Central Contingency – One-off	6,866	–	–	1,000
– Central Contingency – Emerging Items	4,000	–	4,000	4,000
Total Allocation for Contingencies	20,262	–	6,000	7,000
Total Central Contingencies Available	25,482	7,547	26,089	36,419

Transfers of Budget for 2014

The Medium Term Financial Plan agreed a level of central pay provisions for the 3 year pay deal for 2012, 2013 and 2014 to deliver CSR savings of £10.7 million. The pay awards have now been agreed with the various employee pay groups and budgets transferred from the Central Contingency (Pay Provision) to departments for 2014.



Central Contingency (Pay Provision)

Allocations from the Central Contingency (Pay Provision) have been made to individual departments' heads of expenditure for 2014 in respect of the 2013 (1%) and 2014 (4%) recurring pay awards.

Allocations have also been made for the specific awards made in respect of Nurses and Medical staff, Firefighters, Doctors and Consultants for 2013. These specific awards have exceeded the amounts provided in the Central Contingency (Pay Provision) for 2014. The additional funding required has initially been transferred from the Central Contingency (AME) provision but this will be replenished with earmarked funding to be carried forward from the Central Contingency (One-off) provision in 2013.

	MTFP Allocations (Nov 2012)		
	2013 £'000	2014 £'000	2015 £'000
July 2012 – Employer Pay Offer			
– Non Consolidated 1% Pay Offer 2013 (July 2012)	2,600	–	–
– Consolidated 1% Pay Offer 2013 (July 2012)	3,300	3,300	3,300
– Consolidated 4% Pay Offer 2014 (July 2012)	–	13,300	13,300
– Consolidated 2.5% Pay Provision 2015	–	–	8,700
	5,900	16,600	25,300
Estimated Pay Award – Doctors and Consultants	–	400	400
	5,900	17,000	25,700
Earmarked Carry Forwards from 2013	1,410	1,856	1,856
	7,310	18,856	27,556
Allocations agreed for Pay Awards	7,310	18,856	18,856

The Central Contingency (Pay Provision) retains an allocation for a Doctors and Consultants award in 2014 to be settled in line with UK agreements and a 2015 provision for a pay award for all pay groups amounting to £8.7 million or approximately 2.5% of the total pay bill.

Central Restructuring Provision

The Restructuring Provision was established to provide “invest to save” funding as part of the CSR process. This funding is allocated to departments to assist in the delivery of savings projects with a defined payback period.

As part of the 2012 Business Plan a commitment was made to continue the successful Fiscal Stimulus Programme for various skills and training initiatives and £1.9 million from the Restructuring Provision has been permanently transferred to departments for this purpose.



The Restructuring Provision also provides an offset for centrally held procurement savings until these can be defined and transferred to departments. During 2012, the Procurement team identified £3.045 million of savings which have been allocated to departments from 2013. In 2013, further work has been undertaken to identify the remaining procurement savings to enable further transfers to be agreed with departments in due course.

This will allow the Restructuring Provision to be available for the public sector reform programme over the remaining period of the plan.

As part of the Medium Term Financial Plan proposals the Restructuring Provision has also been reduced by about £1 million for the period of the plan to provide funding for growth proposals from Human Resources.

Central Contingencies

The allocation for Central Contingencies, excluding the pay provision and restructuring provision, amounts to £6 million in 2014 and £7 million in 2015.

With a reduced level of Central Contingency departments will be expected to manage within their proposed spending limits and utilise the flexibility of carry forwards to plan the delivery of services over the period of the Medium Term Financial Plan. Departments are encouraged as part of the three-year process to build up contingencies at a department level to manage any unforeseen pressures without recourse to the central provisions.

At the end of 2012 the Council of Ministers agreed for the level of underspend on Central Contingencies to be carried forward to 2013. The Medium Term Financial Plan earmarked £9.1 million of this funding for 2013 but prudent management of the Contingency budgets in 2012 enabled a further balance to be carried forward. These funds will be required to supplement the 2014 and 2015 base Contingency allocations.

The Central Contingencies are made up of provisions for:

- **Annually Managed Expenditure:** this represents the more volatile areas of expenditure which are difficult to forecast and which are influenced by factors outside of the control of the department. In 2013 to 2015 this will only represent Income Support and Social Security benefits as the level of Supplementation required was determined with the States approval of the new certainty formula proposed alongside the Medium Term Financial Plan by the Social Security Minister.
- **Emerging Items:** this provision was established in the 2012 Business Plan for a number of emerging items for which a future significant cost was likely but where the exact cost and the timing were both uncertain. These emerging items included Freedom of Information and the HCAE Inquiry. The costs of these items are now clearer and the Council of Ministers has considered requests to earmark the required sums from this Contingency in 2013, 2014 and 2015.



- One-Off Contingency: in 2015 a base provision of £1 million together with any carry forward funding will provide some flexibility to manage any unexpected one-off items.

In 2012 additional funding was provided to the Court departments to fund the significant increases in Court and Case costs that were forecast. In addition a “Smoothing Reserve” was established and in 2013 this amounts to £3.3 million. Current forecasts suggests that this sum should be available to carry forward into 2014 and together with the current balance on the Criminal Offences Confiscation Fund (COCF) of around £12.8 million will provide for any unforeseen court and case costs over the remainder of the Medium Term Financial Plan.

Central Contingency Allocations

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure + Depreciation £		2014 Gross Revenue Expenditure		2014 Income £	2014 Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
	Central Contingencies					–
	– AME Contingency	–	144,400	–	144,400	
	– DEL Contingency	–	–	–	–	
	– One-Off Contingency	–	–	–	–	
	– Smoothing Reserve	–	–	–	–	
	– Emerging Items Contingency	4,000,000	–	–	4,000,000	
5,900,300	Central Pay Provision	400,000	–	–	400,000	–
5,098,000	Restructuring Provision	6,540,000	–	–	6,540,000	–
(3,451,300)	Corporate Procurement Savings	(3,451,300)	–	–	(3,451,300)	–
7,547,000	Net Revenue Expenditure	7,488,700	144,400	–	7,633,100	–
	– Less: Depreciation	–	–	–	–	
7,547,000	Net Revenue Expenditure	7,488,700	144,400	–	7,633,100	

Note: Allocations have been made for the specific awards made in respect of Nurses and Medical staff, Firefighters and Doctors and Consultants for 2013. These specific awards have exceeded the amounts provided in the Central Contingency (Pay Provision) for 2014. The additional funding required has initially been transferred from the Central Contingency (AME) provision but this will be replenished with earmarked funding to be carried forward from the Central Contingency (One-off) provision in 2013.

Central Contingency Allocations

NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Estimate £
	Income	
	– Duties, Fees, Fines & Penalties	–
	– Sales of Goods and Services	–
	– Investment Income	–
	– Other Income	–
	– Total Income	–
	Expenditure	
	– Social Benefit Payments	–
	– Staff Costs	–
	– Supplies and Services	–
	– Administrative Expenses	–
	– Premises and Maintenance	–
	– Other Operating Expenses	–
	– Grants and Subsidies Payments	–
	– Impairment of Receivables	–
	– Finance Costs	–
	– Pension Finance Costs	–
	– Foreign Exchange (Gain)/Loss	–
7,547,000	Contingency Expenses	7,633,100
7,547,000	Total Expenditure	7,633,100
7,547,000	Net Revenue Expenditure	7,633,100
	– Depreciation	–
	– Impairment of Fixed Assets	–
	– Asset Disposal (Gain)/Loss	–
7,547,000	Net Revenue Expenditure	7,633,100



Central Contingency Allocations

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £
Base Department Budget	-
Central Contingencies	
AME Contingency	2,000,000
DEL Contingency	-
One-Off Contingency	-
Smoothing Reserve	-
Emerging Items Contingency	4,000,000
Central Pay Provision	17,000,300
Restructuring Provision	6,540,000
Corporate Procurement Savings	(3,451,300)
Net Revenue Expenditure per MTFP	26,089,000
<u>Approved Variations to Expenditure Limits since MTFP</u>	
Pay Provisions	
Recurring effect of 2013 1% Consolidated Pay Award	(3,252,400)
Recurring effect of 2013 Firefighters' Pay Award	(83,300)
Recurring effect of 2013 Doctors and Consultants Pay Award	(189,000)
Recurring effect of Additional Funding for 2012 Nurses Pay Award	(550,000)
Recurring effect of Additional Funding for 2013 Nurses Pay Award	(1,050,000)
2014 4% Consolidated Pay Award	(13,331,200)
Revised Net Revenue Expenditure 2014	7,633,100





Central Growth Allocation





Central Growth Allocation

Proposals for the Allocation of Central Growth for 2014 and 2015

In the debate of the Medium Term Financial Plan (MTFP P69/2012) in November 2012, the States agreed an amendment by the Chief Minister to the proposals by the Corporate Services Scrutiny Panel for a central growth allocation in 2014 and 2015.

The amendment by the Chief Minister resulted from a review by Ministers of those growth bids which could be held centrally and allocated in future years' annual Budget.

The Council of Ministers proposed that the Allocation of Central Growth for 2014 of £2,210,000 and associated funding of £1,460,000 for 2015 be allocated to departments in line with the original allocation.

The Treasury has confirmed with departments that these allocations are still a priority and that funding is required from 2014 onwards. The proposals were agreed by the States in the 2014 Budget and the individual department spending limits will increase in 2014 and 2015 by the amounts shown in the Table below.

This Table shows the growth schemes which make up the proposals for the allocation of central growth to departments for 2014 and 2015. Each of these schemes is described overleaf.

PROPOSED ALLOCATIONS TO DEPARTMENTS FROM CENTRAL GROWTH ALLOCATION IN 2014 AND 2015

	Dept	2013 £'000	2014 £'000	2015 £'000	
33	External Relations: International meetings, monitoring and visitors dignitaries	CMD	0	160	160
34	External Relations: External specialist advice	CMD	0	100	100
52	CSR: Fund permanent members of the CSR delivery team	CMD	0	150	150
			0	410	410
43	Marine Response Team	HA	0	25	25
43a	Increased running costs of new prison facilities	HA	0	25	25
			0	50	50
18	Private Sector Rental Support	SSD	0	750	1,000
49	Treatment and disposal of ash	TTS	0	1,000	0
Total			0	2,210	1,460

Note: The allocation to Home Affairs was initially a single allocation of £50,000 for Maritime Incident Response Group.



Central Growth Allocations Narratives

Chief Ministers Department

33. External Relations: International meetings, Monitoring and visitors Dignitaries (CMD) – £160,000 from 2014

External Relations was established using non-recurring funding sources. During 2010 and 2011 this cost was met from Fiscal Stimulus. This budget has been reduced from £260,000 in 2011 after agreeing joint monitoring contracts with Guernsey from 2012 onwards, closing the London office space used previously by the Director of International Finance and cancelling the Paris monitoring contract. Whilst there is now a recurring budget for the 6 core staff and office expenses, the international operations programme is not funded. The international operations programme requires a recurring budget of £160,000 from 2014.

34. External Relations: External specialist advice (CMD) – £100,000 from 2014

Since its establishment with non-recurring funding, External Relations has needed to commission specialist technical advice. Currently, technical expert advice from the London School of Economics Trade Policy Unit is required, for example, on the extension of the UK membership of the World Trade Organisation to include Jersey. £100,000 will buy on average 2 to 3 specialist reports per annum and recurring funding is required from 2014.

52. CSR: Fund permanent members of the CSR delivery team (CMD) – £150,000 from 2014

This team previously undertook the role of CSR Delivery Team but has now become the PSR Programme Office. The budget for the two members of staff was funded from the Restructuring Provision during the CSR process (2011–13) but now requires permanent funding of £150,000 from 2014 to support the Public Sector Reform programme. It is anticipated that this may need to be supplemented with additional temporary resource as required.

Social Security Department

18. Private Sector Rental Support (SSD) – £750,000 in 2014 and £1.0 million from 2015

One impact of the proposed Housing incorporation and subsequent adjustment to social housing rental will be a likely knock on affect in private sector social housing rents. The effect of increased income support due to these rent increases will be recovered from both the new housing association and existing housing trusts. However, there will be an increase to those private sector



social housing rents through income support which will not be recoverable. This could be in the order of £1 million. The increase in housing rents to 90% of market value is proposed to be introduced from April 2014.

Home Affairs

43. Marine Response Team (MRT) (HA) – £25,000 from 2014

The funding for a UK Maritime off-shore ship firefighting capability has not been re-instated by either the UK Department for Transport or the Department of Communities and Local Government. There remains no UK provision to assist with emergency firefighting, industrial accidents or chemical incidents at sea. Many UK Fire and Rescue Services and their Authorities with notable maritime risk have taken the decision to fund the shortfall in order to maintain such a capability in and around their coastal waters.

The States of Jersey Fire and Rescue Service has developed and implemented a comprehensive local Marine Response Strategy, supported by capability, tactics and operations. These have been incorporated into Jersey Coastguard and Condor Marine Services Emergency Response Plan.

Central Growth allocation is required in order that the States of Jersey Fire and Rescue Service can maintain its capability to deal with fires, chemical release or industrial accidents on a vessel in Channel Island waters. This will also enable Jersey Fire and Rescue Service to access mutual assistance from those Services that have a maritime response capability, if required.

43a. Increased Running Costs of New Prison Facilities (HA) – £25,000 from 2014

The prison was designed in the late 1960s and was opened in 1974. A programmed redevelopment (Masterplan) commenced in 2003 to address some of the prison estate's shortcomings which were reinforced in previous inspections. The first five phases of the Masterplan have been delivered or are currently on site.

The construction of a new visit room and staff facility (phase four) opened in April 2013 and construction work on a new stores and engineers' facility (phase five) commenced in May 2013 with a target completion date of February 2014. In addition, a new classroom, boiler house and greenhouse have now been constructed in the horticultural area of the prison.

These new facilities have increased the running costs of the prison which cannot be accommodated within the Home Affairs Department's net revenue expenditure.



Transport and Technical Services

49. Treatment and disposal of incinerator ash (TTS) – £1,000,000 in 2014

Currently bottom and fly ash (APC residue) are disposed of in fully lined ash pits built to a specification to store the hazardous and non hazardous ash. There is increasing pressure to find sustainable methods for disposal or recycling of both bottom and fly ash. These pressures will require investment in new infrastructure in order to implement alternative disposal / recycling methods which will also increase the life of La Collette. The capital costs of these infrastructure improvements are currently estimated at £1,500,000 and are not included in the revenue figures below. Estimated revenue costs going forward are as follows:

- 2014 £1,000,000 APC Off Island disposal for current ash
- 2015 £1,000,000 APC Off Island disposal for current ash,
- 2015 £700,000 to clear backlog of ash
- 2015 £300,000 On Island recycling of bottom ash

Growth funding of £2 million from 2015 was approved as part of the Transport and Technical Services Department spending limit in the MTFP.

Central Growth Allocations

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
	- Central Growth Allocation	-	-	-	-	-
	- Net Revenue Expenditure	-	-	-	-	-
	- Less: Depreciation	-	-	-	-	-
	- Net Revenue Expenditure	-	-	-	-	-

Note: The 2014 Budget approved the allocation of the Central Growth Allocations for 2014 and 2015 to Departments' revenue heads of expenditure as originally proposed by the Council of Ministers. Funding for Central Growth now appears within individual Departments' net revenue expenditure limits and no further decisions are required in 2015.



Central Growth Allocations

NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Estimate £
	Income	
	– Duties, Fees, Fines & Penalties	–
	– Sales of Goods and Services	–
	– Investment Income	–
	– Other Income	–
	– Total Income	–
	Expenditure	
	– Social Benefit Payments	–
	– Staff Costs	–
	– Supplies and Services	–
	– Administrative Expenses	–
	– Premises and Maintenance	–
	– Other Operating Expenses	–
	– Grants and Subsidies Payments	–
	– Impairment of Receivables	–
	– Finance Costs	–
	– Pension Finance Costs	–
	– Foreign Exchange (Gain)/Loss	–
	– Contingency Expenses	–
	– Central Growth Allocation	–
	– Total Expenditure	–
	– Net Revenue Expenditure	–
	– Depreciation	–
	– Impairment of Fixed Assets	–
	– Asset Disposal (Gain)/Loss	–
	– Net Revenue Expenditure	–

Note: The 2014 Budget approved the allocation of the Central Growth Allocations for 2014 and 2015 to Departments' revenue heads of expenditure as originally proposed by the Council of Ministers. Funding for Central Growth now appears within individual Departments' net revenue expenditure limits and no further decisions are required in 2015.



Central Growth Allocations

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £
Base Department Budget	2,210,000
Net Revenue Expenditure per MTFP	2,210,000
Approved Variations to Expenditure Limits since MTFP	
Central Growth Allocations	
External Relations: International meetings, monitoring and visiting dignitaries	(160,000)
External Relations: External specialist advice	(100,000)
CSR: Fund permanent members of the CSR delivery team	(150,000)
Marine Response Group	(25,000)
Increased Running Costs of New Prison Facilities	(25,000)
Private Sector Rental Support	(750,000)
Treatment and disposal of ash	(1,000,000)
Revised Net Revenue Expenditure 2014	–





2014 Capital Programme



2014 Capital Programme

The Medium Term Financial Plan (MTFP) set out the capital programme for each of the years 2013-2015 and the debate on the MTFP approved the capital programme, in total, for each of these years.

The budget for each of these years will approve the detailed list of projects. To comply with the Public Finances (Jersey) Law 2005, therefore, the States has approved the detailed list of capital projects for 2014 as part of the Budget debate in December 2013.

The MTFP approved a total allocation in 2014 of £88,892,000. The review of the proposed programme has identified a reduced cost for the Additional Primary School Accommodation and Future Hospital - Planning. It is proposed that this variance is used to accommodate an additional allocation for TTS in respect of works at Green Street Car Park, ESC for work required to meet their Sports Strategy and an additional allocation for Fiscal Stimulus and Urban Regeneration Projects. Allocations have also been included for the initial phases of the Future Hospital Project and Liquid Waste Strategy. The revised programme remains within the total allocation of £88,892,000.

VARIATIONS OF 2014 CAPITAL PROGRAMME FROM INDICATIVE 2014 CAPITAL PROGRAMME IN THE MTFP

Department	Description of Capital Project	2014 MTFP £'000	2014 Budget £'000	2014 Variance to MTFP £'000
Education, Sport & Culture	Additional Primary School Accommodation (Phase 1)	15,000	8,188	(6,812)
Health & Social Services	Future Hospital – Planning	2,000	500	(1,500)
Transport & Technical Services	Infrastructure Rolling Vote	10,657	6,657	(4,000)
Transport & Technical Services	Sewage Treatment Works	3,100	–	(3,100)
Housing Department	Social Housing Programme	31,390	22,200	(9,190)
	Total	62,147	37,545	(24,602)
Education, Sport & Culture	Sports Strategy Infrastructure (Phase 1)	–	1,550	1,550
Health & Social Services	Future Hospital (Phase 1)	–	10,200	10,200
Transport & Technical Services	Liquid Waste Strategy	–	10,100	10,100
Transport & Technical Services	Green Street Car Park Extension	–	1,500	1,500
Treasury & Resources (inc JPH)	Fiscal Stimulus and Urban Regeneration Projects	–	1,252	1,252
	Total	–	24,602	24,602

2014 Capital Programme – Funding Sources

	£'000 2014	£'000 2014
Departmental Capital Programme	66,692	
Funding Sources		
Consolidated Fund		(2,049)
Strategic Reserve		(10,200)
Contribution from Currency Fund		(3,000)
JPH receipts		(4,480)
Additional Funding from Consolidated Fund – Housing Repayment		(26,472)
Repayment of Le Squez and Pomme D'Or Farm		(11,250)
Use of Jersey Post Dividend		(698)
Repayment of JT Preference Shares		(4,743)
Use of Carry Forwards 2013 to 2014		(3,300)
Funded from the Central Planning Vote		(500)
Funding Available		(66,692)
Social Housing Programme	22,200	
Housing Funding Sources		(22,200)
TOTAL CAPITAL EXPENDITURE (INCOME)	88,892	(88,892)
Funding from Consolidated Fund (Main allocation)		2,049
Funding from Other Sources (Income to Consolidated Fund etc)		64,643
Housing Funding		22,200
TOTAL FUNDING		88,892

2014 Capital Programme

	£'000 2014		£'000 2014
Chief Minister's		Treasury and Resources	
Web Development	170	Tax Transformation Programme & IT systems	500
JDE Development & Upgrade	370	Demolition of Fort Regent Pool	750
Application remediation Windows 8	500	Fiscal Stimulus and Urban Regeneration Projects	1,252
Chief Minister's total	1,040	Treasury and Resources total	2,502
Education, Sport and Culture		Vehicle replacement (additional from consolidated fund)	
School ICT	1,000		1,500
Autism Support Unit	1,066	Replacement assets	
FB Fields Running Track	810		3,692
Les Quennevais Artificial Pitch	650	Total Projects - Capital Allocation	
St James Centre	2,500		66,692
Additional Primary School Accommodation (Phase 1)	8,188	Housing	
Sports Strategy Infrastructure (Phase 1)	1,550	Social Housing Programme	22,200
Education, Sport and Culture total	15,764	Total Programme	
Department of the Environment			88,892
Fisheries Vessels	100		
Met Radar Refurbishment/ Upgrade	350		
Countryside Infrastructure	200		
Department of the Environment total	650		
Health and Social Services			
Future Hosiptal (Phase 1)	10,200		
Upgrade of Main Theatres	1,837		
Future Hospital - planning	500		
Integrated Assessment and Intermediate Care	500		
Refurbishment of Sandybrook	1,700		
Health and Social Services total	14,737		
Home Affairs			
Police Station Relocation - Tranche 4	1,000		
Home Affairs total	1,000		
Transport and Technical Services			
Infrastructure Rolling Vote	6,657		
Refurbishment of Clinical Waste Incinerator	300		
Liquid Waste Strategy (Phase 1)	10,100		
Ash Cells & La Collette Headland	1,051		
New Public Recycling Centre	2,050		
Bottom Ash Recycling	1,538		
Scrap yard Capital Basic Infrastructure	1,025		
EFW Plant La Collette Replacement Assets	1,586		
Green Street Car Park	1,500		
Transport and Technical Services total	25,807		



2014 Capital Programme

Chief Ministers Department

Web Development (£170,000 for 2014). The States web sites (including the intranet) require on-going enhancement; in 2014 we will replace a number of ageing sites that predate the 2009 content management system standardisation. Several sites developed since 2009 will receive a refresh to reflect the increased use of mobile devices, following on from work to redesign www.gov.je in 2013.

JDE Development & Upgrade (£370,000 for 2014). The States Enterprise Resource Planning (ERP) system, JD Edwards, will be 12 years old in 2014. If the States is to renew this asset (purchased in 2000, implemented in 2002), then an upgrade programme will need to be initiated between 2014 and 2016. It is anticipated that this re-implementation of ERP will take a number of years to complete.

Application Remediation Windows 8 (£500,000 for 2014). Over the next few years the States of Jersey needs to continually invest in ensuring that the corporate desktop infrastructure is up-to-date if it is to achieve its departmental and States strategic objectives in providing an efficient government. This provision is dependent on the applications being able to function correctly.

Education, Sport and Culture

School ICT (£1,000,000 for 2014). The IT skills strategy will inspire the next generation to be digital champions, confident and able in a challenging business world where IT is increasingly at the forefront. The strategy was launched on 11th October 2013. This money is necessary to provide the infrastructure and devices to enable students to learn anytime, anyplace and also to equip the teachers with the skills necessary to harness the maximum benefit from mobile technology. £1,000,000 is shown in the indicative programme for each of the year's 2013 to 2015 making the overall total £3,000,000 for School ICT project.

Autism Support Unit (£1,066,000 for 2014). This will be a new Autistic Spectrum Disorder unit based at Haute Valle school including kitchen/social room, 3 smaller rooms, art store and toilets totalling 214m² as an extension to the Arts building.

FB Fields Running Track (£810,000 for 2014). To replace the running track surface which was installed in 1986 and refurbished in 1996 and to upgrade the field event facilities and netball court surface. To move the long jump/triple jump runway outside of the arena area to comply with UK Athletics Class "A" Certification to allow Island Games Competition to go ahead in 2015 and to upgrade the changing facilities at FB fields.

Les Quennevais Artificial Pitch (£650,000 for 2014). Recent studies have shown the pitch will require replacement by 2014 due to wear and drainage issues. Continued use of the pitch will see degradation of the surface increasing the likelihood of accidents or injury to users. This project is to remove the synthetic carpet and support materials and replace with new synthetic carpet.



St James Centre (£2,500,000 for 2014). It is proposed the existing Youth Service premises at La Motte Street should be sold for private development, and that part of the proceeds should be allocated for the conversion of the existing buildings in the St James complex (Church, Vicarage, and School) to provide facilities for young people and the headquarters for the Jersey Youth Service. The facilities will include a canteen, offices, music studio/rehearsal rooms, and performance venue, as well as headquarters for the Prince's Trust and the Duke of Edinburgh award. The performance venue (St. James Church) will also be available for theatre groups and other cultural events, although the Youth Service will have first call on this space for use by youth groups.

Additional Primary School Accommodation (£8,188,000 for 2014). Latest information on primary demographics indicates a significant increase in pupil numbers over the next few years. As a result it will be necessary to provide increased facilities for the schooling of these students. Feasibility studies have been completed to review the options which essentially are the provision of a new school (at least 2 form entry) or the provision of additional classrooms on existing sites. Both these options have been evaluated, and the favoured option is additional classrooms on existing facilities both on a cost and educational aspect, and also due to the lack of States ownership of land on which a new school could be built in the town area. Final costings for this option are currently being undertaken – initial work has reduced the current requirement from £15,000,000 to £8,188,000 in 2014 and £2,134,000 in 2015 based on the revised scheme.

Sports Strategy Infrastructure (£1,550,000 for 2014). This will be used on a series of projects at a number of sporting venues around the Island identified as those which best meet the needs identified in the Sport Strategy Green Paper following consultation. Projects include but are not limited to; artificial grass pitches at school sites, tennis court resurfacing, Les Quennevais cycle track resurfacing. Part of this funding will contribute towards the refurbishment of sport centres. Particular consideration will be given to ensuring facilities are ready for Natwest Island Games in 2015. A further £1,450,000 will be required in 2015 for the next phase of work.

Department of the Environment

Fisheries Vessels (£100,000 for 2014). The fisheries vessel the Norman Le Brocq has an asset life of 10 years; however, it is due a refurbishment every 5. This £100,000 will fund the mid-life refurbishment of the vessel before it is replaced in 2019.

Met Radar Refurbishment/Upgrade (£350,000 for 2014). This project is to refurbish the Met Radar in order to extend the life of the existing asset and therefore delay the planned upgrade until 2024.

Countryside Infrastructure (£200,000 for 2014). The resources are insufficient to adequately maintain the national park and environmental car parks. There is also a need to invest in additional infrastructure, e.g. footpaths. This would enable an improvement network for walking encouraging people to live a healthier lifestyle.



Health and Social Services

Future Hospital (Phase 1) (Design Development, Preliminary Works and Transitional Capacity Requirements) (£10,200,000 for 2014). This funding provides for preliminary activities that are required to enable the phased main works programme to be undertaken.

The funding will also enable the acquisition of land necessary to complete site assembly for the proposed developments and for the project team to undertake design works for the initial phases and carry out some required necessary preliminary works.

This funding stream will also address the transitional capacity shortfall in bed numbers available in the general hospital before future hospital capacity can be provided. The funding will support the cost of providing the most appropriate transitional capacity to enable non acute patients to be rehabilitated or provided with supported care in the community.

Main Theatres Project (£1,837,000 for 2014). This funding is the final tranche for a project designed to deliver improved theatre facilities for the hospital. In particular ultra clean laminar flow ventilation will be installed in additional theatres, and all existing air handling plant will be replaced.

It is also intended that this project addresses transitional capacity issues for the hospital in terms of theatre space which will contribute to reducing waiting times and improving the experience for patients. Overall the project will provide a total of six theatres of which four will have laminar flow.

Future Hospital – Planning (£500,000 for 2014). This funding will provide for costs associated with the professional support necessary to develop the project masterplan and progress the feasibility study for consideration by States Members in autumn 2015.

Integrated Assessment and Intermediate Care (£500,000 for 2014). This project proposes the establishment of an integrated assessment and intermediate care centre which will serve as the base for integrated adult community services (including health & social care) for the benefit of our adult population. Having the appropriate teams providing assessment and care from a single base will result in improved response times and reduce duplication. There is significant evidence that early intervention:

- results in faster recovery from illness
- reduces unnecessary acute hospital admission
- prevents premature admission to long-term residential care
- supports timely discharge from hospital, and
- maximises independent living.

This project will provide an improved day care facility for those with dementia and a location for the integrated assessment and intermediate care service in order to create a single point of referral for adult services.



Refurbishment of Sandybrook (£1,700,000 for 2014). Sandybrook is a 28 bed facility adjacent to the Sandybrook day centre. It was built in 1999 and has not been refurbished since. Sandybrook provides nursing care for older people who have been assessed as needing continuing care. It was originally built as a residential home but now provides nursing care to meet a higher level of care needs. The environment is outdated and not suited to the current highly dependent residents.

The aim of the project is to:

- Update the facilities to modern care standards and adapt them for the current care needs
- Replace and update equipment such as specialist bathroom and infection control measures, and
- Install a backup generator

Home Affairs

Police Station Relocation – Tranche 4 (£1,000,000 for 2014). This is a continuation of funding that was initially identified in the 2012 Business Plan. £1,000,000 was approved in 2013.

Transport and Technical Services

Infrastructure Rolling Vote (£6,657,000 for 2014). The infrastructure rolling vote is designed to allow TTS to facilitate the maintenance and further improvement of the Island's infrastructure network. The allocation is split broadly between highways (34%), traffic improvements/street lighting (11%), drainage infrastructure maintenance including pumping stations (46%) and other infrastructure assets (9%). The 2014 programme includes allowance for £6,657,000. The allocation was reduced by £4,000,000 to £6,657,000 to contribute towards the funding requirements of the Liquid Waste Strategy.

Refurbishment of Clinical Waste Incinerator (£300,000 for 2014). The existing Clinical Waste Incinerator (CWI) was commissioned in 1997 with emission control and operational technology to safely deal with the risks associated with Clinical Waste. The Clinical Waste Incinerator is the only one on the Island and provides specialist high temperature incineration for hazardous clinical waste.

As the Liquid Waste Strategy (LWS) has developed, the site currently occupied by the CWI has been identified as necessary for the construction of any new Sewage Treatment Works. As such, replacing the CWI is seen as the best option and will be undertaken as part of the overall Sewage Treatment Works project.

The funding allocated in 2013 (£700,000) and 2014 (£300,000) will provide for temporary maintenance to keep the plant operating until additional funding is available as part of the LWS funding. This funding should also provide for feasibility studies and site investigations into the new clinical waste incinerator.



Liquid Waste Strategy (Phase 1) (£10,100,000 for 2014). Sewage Treatment Works (£3,100,000) – the liquid waste strategy is the master plan for the complete regeneration of the Bellozanne site. The sewage treatment works is the second phase of regenerating this area after the sludge project. Anticipated work includes moving to a carbonaceous plant, refurbishing the inlet works, and moving the primary and final settlement tanks. This is the first phase of the works and will encompass initial feasibility, environmental impact assessment, site investigations and service diversions. Clinical Waste Incinerator (£7,000,000) – the Clinical Waste Incinerator is now past its useful life and is located in the middle of the proposed new Sewage Treatment Works site. The project to relocate and update the technology used in the Clinical Waste process will provide for a new plant and release the necessary space at Bellozanne to enable the new Sewage Treatment Works construction to commence.

Ash Cells & La Collette Headland (£1,051,000 for 2014). The current ash cell provides a repository for ash that is safe and sustainable in the context of its proximity to the nearby Ramsar site. Ongoing revenue implications include monitoring and leachate extraction. The project brief is that the design of the cell is robust and durable and integrates with the long term La Collette Headland Plan. The La Collette Headland Plan provides an ongoing repository for the ash by-products of the new Energy From Waste (EFW) plant for the design life of the plant. Revenue implications and project brief are the same as for the existing cell, but additionally, the completed headland will enhance the completed La Collette Reclamation aesthetically, environmentally and financially. £1,025,000 was approved in 2013 and a further £1,077,000 has been identified for 2015.

New Public Recycling Centre (£2,050,000 for 2014). This project is to design and build a new, permanent Re-use and Recycling Centre for the general public. The facility would provide a one-stop reception for domestic customers to drop off the full range of recyclable materials including green waste and other residual waste. The location is yet to be finalised as the current provision at Bellozanne will need to be moved to accommodate the Liquid Waste Strategy

Bottom Ash Recycling (£1,538,000 for 2014). This project represents a marked departure from the current policy of entombment. The recycled material has the potential to be used in a number of different ways, including a cement replacement product, a bulking agent in asphalt and a building aggregate.

TTS are currently undertaking feasibility studies into setting up an Incinerator Bottom Ash conditioning facility, consisting of complete metal separation, regrinding and conditioning. The feasibility study is due for completion during quarter 3, 2013 and will drive the exact nature of this facility. The feasibility study should finalise the exact nature and costs of this facility.

Scrap Yard Capital Basic Infrastructure (£1,025,000 for 2014). The current scrap yard is leased out by TTS. However, the former site at Bellozanne does not meet environmental regulations and a new alternative needs to be identified and constructed. Various new sites are currently being considered and the development is due to commence in 2014.

EFW Plant La Collette Replacement Assets (£1,586,000 for 2014). The EFW begun operations in October 2010 and is of strategic importance to the island. The asset must be maintained to a high level to ensure that it can handle the Islands waste, maintain electrical generation and minimise the use of chemicals and utilities. The main financial benefits stemming from the replacement of these assets include lower operating and maintenance costs and preservation of the current level of service provided to the user. As the plant is a pressure system it must be maintained to an acceptable standard to satisfy the insurance inspector. The plant must continue to be able to meet its environmental emission



standards as specified in its Waste Management Licence. The plant is of strategic importance for managing the treatment of the island's waste. A long term breakdown of the plant would be difficult and expensive to deal with so would constitute an unacceptable risk. The plant also has to comply with the Waste Incinerator Directive (WID). Thus it is essential that the plant's emissions are maintained to internationally recognised safe levels.

Green Street Car Park (£1,500,000 for 2014). There is a requirement to provide an additional floor of parking at Green Street Car Park as a result of the spaces that will be lost from the Police Headquarters project. This project will provide approximately 64 spaces to compensate in part for the 91 spaces lost.

Treasury and Resources

Tax Transformation Programme & IT Systems (£500,000 for 2014). This project is intended to implement a "Procure to Pay" purchasing system, and develop the Income Tax IT system as required by the Tax Transformation Programme.

Demolition of Fort Regent Pool (£750,000 for 2014). The pool has remained unused since December 2003. As a result, it has fallen into a poor state of repair and has become unsightly, a problem that is exacerbated by its prominent position.

Fiscal Stimulus and Urban Regeneration Projects (£1,252,000 for 2014). There will be a number of small individual schemes that will have an early commencement in 2014 and that will provide fiscal stimulus.

Other Capital

Replacement Assets (£3,692,000 for 2014). Departments go through a process of identifying those assets that are due for replacement and then conduct a prioritisation exercise to come to their final request.

Replacement Assets – funded	2014
Department of the Environment	–
Health and Social Services	2,789
Home Affairs	200
Transport and Technical Services	633
Non Ministerial	70
Total	3,692

Vehicle Replacement (£1,500,000 for 2014). This funding is to support the work of Jersey Fleet Management in the purchase of vehicles on behalf of departments. This is a continuation of the funding established in the 2012 Business Plan to enable the initial purchase of additional vehicles. This funding will continue to 2015 when it is assumed that the overall work of Jersey Fleet Management will be self-funding.

Housing Programme

Social Housing Programme (£22,200,000 for 2014). “House our Community” is a key strategic priority for the States and has at its heart the aim that all Island residents should be housed adequately. A detailed plan of new build sites has been prepared by the Housing Department to the end of 2019. Thereafter, it is anticipated that an allowance of £3 million per annum will be sufficient for the remaining requirements which are likely to be for life long homes.

Housing has identified a number of factors that could affect the delivery of the programme:

- Having the capacity and access to funding to build new homes.
- A key partnership with Jersey Development Company to help deliver developments of a more challenging nature such as the development of La Collette.
- The ability to build new homes on existing sites.
- A target of 1,000 new social rented homes delivered in the next 12 years.
- An additional 100 units built for sale.

The Housing Transformation project is likely to impact 2014 in terms of timing, funding and the treatment of these projects and their inclusion within future Budgets.

CAPITAL ALLOCATIONS TO STATES TRADING OPERATIONS

	2014 Capital Allocation £'000
States Trading Operations	
Jersey Airport	
- Minor Capital Assets	331
Jersey Harbours	
- Minor Capital Assets	368
Jersey Car Parking	
- Car Park Maintenance and Refurbishment	561
Jersey Fleet Management	
- Vehicle and Plant Replacement	1,091
Total Capital Expenditure to be Financed from Trading Funds	2,351



Summary Tables of States Trading Operations



Summary of States Trading Operations 2014

	2014 Gross Expenditure Total £	2014 Income Total £	2014 Net Expenditure £	2014 Financial Return £
Jersey Airport	22,032,000	(29,992,900)	(7,960,900)	–
Jersey Harbours	11,695,000	(15,155,000)	(3,460,000)	100,000
Jersey Car Parking	5,448,400	(6,731,300)	(1,282,900)	1,591,000
Jersey Fleet Management	4,080,200	(5,355,900)	(1,275,700)	–
(Surplus)/Deficit for the year	43,255,600	(57,235,100)	(13,979,500)	1,691,000
Less: Depreciation Impairment of Fixed Assets Asset Disposal (Gain)/Loss	12,793,400 – (65,000)	– – –	12,793,400 – (65,000)	
(Surplus)/Deficit for the year	55,984,000	(57,235,100)	(1,251,100)	

	2014 Estimated Trading Fund Opening Balance £	2014 Surplus/ (Deficit) £	2014 Add Back: Depreciation/ Impairment of Fixed Assets/ Asset Disposal Gain/(Loss) £	2014 Less: Capital Expenditure £	2014 Plus: Other Balance Sheet Movements £	2014 Plus: Capital Receipts £	2014 Additional Funding for Other States Departments £	2014 Loan Repayments £	2014 Estimated Trading Fund Closing Balance £
Jersey Airport	25,913,000	1,954,400	6,006,500	(6,432,000)	(693,884)	–	–	(1,151,650)	25,596,366
Jersey Harbours	16,959,000	(1,310,400)	4,770,400	(9,687,000)	–	–	–	–	10,732,000
Jersey Car Parking	16,648,243	361,100	921,800	(671,000)	–	–	–	–	17,260,143
Jersey Fleet Management	530,597	246,000	1,029,700	(2,591,000)	–	140,000	1,500,000	–	855,297
(Surplus)/Deficit for the year	60,050,840	1,251,100	12,728,400	(19,381,000)	(693,884)	140,000	1,500,000	(1,151,650)	54,443,806

Capital Allocations to States Trading Operations for 2014

STATES TRADING OPERATIONS

	2014 Capital Allocation £'000
Jersey Airport	
– Minor Capital Assets	331
Jersey Harbours	
– Minor Capital Assets	368
Jersey Car Parking	
– Car Park Maintenance and Refurbishment	561
Jersey Fleet Management	
– Vehicle and Plant Replacement	1,091
Total Capital Expenditure to be Financed from Trading Funds	2,351



Detailed Estimates of States Trading Operations





Economic Development – Ports of Jersey

Proposals for Ports Integration and Incorporation

In September 2011 the Minister for Economic Development advised the States that a Business Case was to be prepared for incorporation of the Harbours and Airport Trading operations. The process of integrating the two businesses was successfully completed in 2012 and Report & Proposition P70/2012 seeking a States decision to prepare for the incorporation of Jersey Airport and Jersey Harbours as a single limited company wholly owned by the States was approved in October 2012. The target date for the incorporation to take place is 1st January 2015.

The benefits offered by the proposed incorporation are the opportunity not only to grow the businesses and increase efficiencies which will remove a potentially major financial burden for the States, but also generate a positive return to stakeholders in the form of taxation and possibly dividends paid to the States, as well as enhanced services to users of the Ports. Whilst there is a cost of incorporation, both a one off element and through ongoing expenditure, the Ports believe the overwhelming balance of evidence from the Jersey Telecoms and Jersey Post experience illustrates that the commercial disciplines required by incorporation will repay this investment many times over.

A financial model was developed by the Ports for inclusion in P70/2012 which indicates that they will be self-sustaining contributors to the States for the long term. The model is being developed further for external verification and review in accordance with the States approval of P70/2012.

Financial implications of proposed incorporation in the MTFP

Current Position

As Trading Operations of the States, both the Harbours and the Airport are required to be self-financing in terms of both their revenue and capital expenditure. In addition the Harbours have historically made a financial return to the States. The MTFP is based on this current basis. Therefore if Incorporation is approved and proceeds as planned, changes will be required to the MTFP. These will be identified and approved as part of the Incorporation approval process.

The MTFP assumes that Harbours and Airport will remain self-financing both in terms of revenue and capital expenditure for the period 2013 – 2015 and that the Harbours will make an annual return to the States of £100k per annum.



Potential Financial implications of Incorporation

The primary goal in incorporating Jersey Harbours and Jersey Airport is to enable them to continue to provide essential lifeline public services to the Island, but to do so in a commercial and sustainable manner that will improve services for customers and generate a positive return to the States.

The process of Incorporation will require a number of important decisions to be made, relating to the initial transfer of the Ports into a single limited company and also its ongoing operation. Key amongst these will be:

Ports Estate – there is a clear need to preserve the integrity of the Port and Airport operational estates to ensure the Ports can adequately address future demands, changing needs and regulatory requirements. A balance will need to be achieved to ensure that the Ports have sufficient flexibility to optimise the use of their asset base to support ongoing financial viability, continued investment in operational infrastructure and the provision of continuing service obligations. Assets to be transferred will be subject to negotiation and agreement with the Minister for Treasury and Resources.

Community Services / Service obligations – there are a number of activities currently undertaken by the Ports which they consider to be ‘non-commercial’ and undertaken on behalf of the States. These include the Coastguard, maintenance of the Island’s historic harbours and opening the airport especially for emergency flights. Within the incorporated structure, an appropriate legal and contractual framework will need to be developed between the incorporated body and the States to protect such services and ensure their viability. Services provided by the States at the Airport – Customs, Immigration and Police will similarly need to be agreed.

Use of States Services – Harbours and Airport both currently use a range of States services and systems including payroll, JD Edwards accounting systems, HR, Law Officers etc. These are generally provided at nil or minimal cost by the States. There are also specific significant service level agreements in place e.g. between the Harbour and Transport and Technical Services for the provision of engineering and maintenance services (£2.4 million per annum), which involved the earlier transfer of staff. This is linked to an agreed contract period. Negotiations will need to be held and agreement reached as to how all of these services will be delivered post incorporation and at what cost, if still States-provided. A balance will need to be struck between the need to allow the incorporated Ports the freedom to operate commercially, the added complexity that incorporation may bring to existing systems along with any additional cost or loss of operational efficiency that may result if States services are not used. In the vast majority of instances this is not believed to be significant, although the agreement with TTS is significant because of the value and staff numbers involved.

Staff Resources – staff will be transferred to the incorporated entity. At December 2011 the Harbours and Airport had 250 employees. Upon incorporation the Ports would repay the ‘pre-1987’ PECRS debt, currently estimated at £18 million.

Return to the States – The Ports will be required to provide a return to the States commensurate with the fair value of the assets made available to the company, adjusted to reflect community and heritage obligations undertaken by the company. The incorporated business would be treated as any other utility in Jersey and hence provide income through taxation, dividends and licences.



Economic Development – Jersey Airport





Jersey Airport

Minister's Introduction

Jersey Airport provides a facility that aims to meet:

- the economic and social needs of the Island;
- the expectations of passengers;
- the expectations of airlines.

The key to achieving success has been identified and involves:

- the integration of Jersey Harbours and Jersey Airport;
- the Incorporation of the combined entity.

The integration of Jersey Harbours and Jersey Airport into a single department, the Ports of Jersey, was successfully achieved in 2012. A Report and Proposition, P70/2012, seeking a States decision to prepare for the incorporation of the Jersey Harbour and Jersey Airport into a single limited company wholly owned by the States was approved in October 2012.

The target date for Incorporation has been revised to 1st January 2015 and the new entity will become a strategic investment on the States' balance sheet, providing income to the States through taxation, dividends and licences.

The MTFP is based on the current States' structure and therefore assumes that Jersey Airport continues to remain self-financing in terms of both revenue and capital for the period 2013–2015.

Senator Alan Maclean

Minister for Economic Development



Jersey Airport

AIM:

Our aim is to provide an Airport that strives to meet the economic and social needs of the Island while meeting the expectations of passengers and airlines by providing a safe and secure environment. Our success can be measured by:

- Open and safe operations
- Business performance
- Customer experience
- Quality of our people

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

Objective 1: Keep the ports open, safe and secure

Success Criteria:

- (i) Master Planning to meet the long term needs of the Trading Operation and the operational area;
- (ii) Compliance with all safety and security measures applicable in each department with no critical anomalies reported as a result of independent audits;
- (iii) Compliance with States of Jersey corporate governance and accounting standards, including risk management;
- (iv) Safety Management Systems (SMS) and Quality Management Systems (QMS) policies and procedures implemented and proven.

Strategic Plan References:

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

Objective 2: Satisfy all current and prospective demand for commercial and community services and facilities

Success Criteria:

- (i) Reduce the reliance on aeronautical revenue by increasing yield from non-aeronautical sources via retail, car parking and commercial development activities;



- (ii) Appropriate and balanced tariff structure agreed in line with commercial objectives and economic criteria;
- (iii) Customer user groups established to improve feedback, consultation and the development of improved new products and services;
- (iv) Maintain Single European Sky (SES) certification.

Strategic Plan Reference:

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

Objective 3: Maintain robust financial management to achieve self-sufficiency, and positively contribute to Jersey's economic development

Success Criteria:

- (i) Established effective governance, leadership structure and accountability with Economic Development Department and Treasury & Resources ensuring commercial separation, economic partnership and operating effectiveness;
- (ii) Clear financial management plans indicating long-term view on sustainability and funding;
- (iii) Development and prioritisation of new business streams and infrastructure, encouraging new enterprise with innovation and entrepreneurship.

Strategic Plan Reference:

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

Objective 4: Improve operational and commercial efficiency through restructuring the organisation, and investment in the personal and professional development of staff

Success Criteria:

- (i) Clarify all roles, responsibilities and accountabilities;
- (ii) Implement PRA system across the organisations (to the extent possible);
- (iii) Sustain on-going departmental training programmes;
- (iv) Continue implementation of professional development programme to support future succession requirements.

Strategic Plan References:

- **Vision:** *Preparing for the future; A highly skilled and motivated workforce*



Objective 5: Work with the Economic Development Department to grow passenger numbers whilst sustaining existing services

Success Criteria:

- (i) Sustain existing services and destinations;
- (ii) Restore passenger numbers through the Airport to positive growth (>1% pa);
- (iii) Work with Airline Partners to grow number of destinations by up to one new destination a year.

Strategic Plan References:

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

Economic Development – Jersey Airport

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
(657,600)	Jersey Airport	20,808,700	5,945,000	(28,837,800)	(2,084,100)	168.0
126,100	Communication Services	1,223,300	61,500	(1,155,100)	129,700	10.0
(531,500)	(Surplus)/Deficit for the year	22,032,000	6,006,500	(29,992,900)	(1,954,400)	178.0
7,205,000	Less: Depreciation	–	6,006,500	–	6,006,500	
(7,736,500)	(Surplus) / Deficit for the year	22,032,000	–	(29,992,900)	(7,960,900)	

Economic Development – Jersey Airport

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
(6,300)	Duties, Fees, Fines & Penalties	(6,500)
(28,706,200)	Sales of Goods and Services	(29,084,100)
(85,100)	Investment Income	(87,200)
(812,100)	Other Income	(815,100)
(29,609,700)	Total Income	(29,992,900)
Expenditure		
–	Social Benefit Payments	–
11,665,200	Staff Costs	11,956,700
5,053,900	Supplies and Services	5,094,900
192,000	Administrative Expenses	196,700
4,291,900	Premises and Maintenance	4,159,300
211,400	Other Operating Expenses	216,600
–	Grants and Subsidies Payments	–
–	Impairment of Receivables	–
458,800	Finance Costs	407,800
–	Foreign Exchange (Gain)/Loss	–
–	Contingency Expenses	–
21,873,200	Total Expenditure	22,032,000
(7,736,500)	(Surplus)/Deficit for the year	(7,960,900)
7,205,000	Depreciation	6,006,500
–	Impairment of Fixed Assets	–
–	Asset Disposal (Gain)/Loss	–
(531,500)	(Surplus)/Deficit for the year	(1,954,400)

Economic Development – Jersey Airport

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £
Prior Year Net Revenue Expenditure	(7,736,500)
Additional Expenditure	
Price Inflation – Dept Income	(383,200)
Price Inflation – Provision for Pay Award	291,500
Price Inflation – Dept Expenditure	248,100
Net Staff Savings/Cost	–
One off project – Arrivals Building – Removal of the Top Two Floors	(83,000)
One off ATE project	(240,000)
Expiry of Finance Lease	(57,800)
Corporate Restructure	–
Increase in running costs	–
Commitments from Existing Policies	–
Capital to Revenue Transfers	–
(Surplus)/Deficit for the year per MTFP	(7,960,900)
Approved Variations to Expenditure Limits since MTFP	
Service Transfers	–
Allocations of Central Growth 2014	–
Pay	–
Procurement Savings	–
Capital to Revenue Transfers	–
Other Variations	–
Revised (Surplus)/Deficit for the year	(7,960,900)
Depreciation per MTFP	6,964,000
2014 Depreciation Adjustment	(957,500)
Revised 2014 Depreciation	6,006,500
Revised (Surplus)/Deficit for the year	(1,954,400)



Economic Development – Jersey Airport

TRADING FUND BALANCE

	2014 £
Estimated Trading Fund Opening Balance	25,913,000
Surplus/(Deficit) for the year	1,954,400
Add back: Depreciation	6,006,500
Less: Capital Expenditure	
– Above Ground works	(6,432,000)
– Below Ground works	–
Plus: Capital Grant Funding	–
Other balance sheet movements	
– Capital Grant funding deferred income release	(693,884)
– Capital element of loan repayments	(1,151,650)
Estimated Trading Fund Closing Balance	25,596,366



Economic Development – Jersey Harbours





Jersey Harbours

Minister's Introduction

'Jersey Harbours' is charged with the administration, management, operation, development and maintenance of the harbours of Jersey and their associated facilities. The port provides the strategic life-line link to the Island, underpinning the economy.

The key to achieving success has been identified and involves:

- Integration of Jersey Harbours and Jersey Airport;
- Incorporation of the combined entity.

The integration of Jersey Harbours and Jersey Airport into a single department, the Ports of Jersey, was successfully achieved in 2012. A Report and Proposition, P70/2012, seeking a States decision to prepare for the incorporation of the Jersey Harbour and Jersey Airport into a single limited company wholly owned by the States was approved in October 2012.

The target date for Incorporation has been revised to 1st January 2015 and the new entity will become a strategic investment on the States' balance sheet, providing income to the States through taxation, dividends and licences.

The MTFP is based on the current States' structure and therefore assumes that Jersey Harbours continues to remain self-financing in terms of both revenue and capital for the period 2013–2015, with Jersey Harbours continuing to make an annual return to the States of £100k per annum.

Senator Alan Maclean

Minister for Economic Development



Jersey Harbours

AIM:

Our aim is to provide modern port, marina and coastguard services facilities within a safe and secure environment with guaranteed long term viability. Our success can be measured by:

- Open and safe operations
- Business performance
- Customer experience
- Quality of our people

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

Objective 1: Keep the ports open, safe and secure

Success Criteria:

- (i) Master Planning to meet the long term needs of the Trading Operation and the operational areas;
- (ii) Compliance with all safety and security measures applicable in each department with no critical anomalies reported as a result of independent audits;
- (iii) Compliance with States of Jersey corporate governance and accounting standards, including risk management;
- (iv) Safety Management Systems (SMS) and Quality Management Systems (QMS) policies and procedures implemented and proven;
- (v) Ensure cargo operations remain effective for our commercial port.

Strategic Plan References:

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

Objective 2: Satisfy all current and prospective demand for commercial and community services and facilities

Success Criteria:

- (i) Appropriate and balanced tariff structure agreed in line with commercial objectives and economic criteria;



- (ii) Increase the number of boats, berths and associated businesses, and develop associated facilities in support of the marine leisure industry;
- (iii) Customer user groups established to improve feedback, consultation and the development of improved new products and services;
- (iv) Alignment with the UK Coastguard and IALA standards through audits and benchmarking.

Strategic Plan References:

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

Objective 3: To maintain robust financial management to achieve self sufficiency, and positively contribute to Jersey's economic development

Success Criteria:

- (i) Established effective governance, leadership structure and accountability with Economic Development Department and Treasury & Resources ensuring commercial separation, economic partnership and operating effectiveness;
- (ii) Clear financial management plans indicating long-term view on sustainability and funding;
- (iii) Development and prioritisation of new business streams and infrastructure, encouraging new enterprise with innovation and entrepreneurship;
- (iv) Review of heritage and other community functions and plans agreed for future management and funding.

Strategic Plan References:

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

Objective 4: Improve operational and commercial efficiency through restructuring the organisation, and investment in the personal and professional development of staff

Success Criteria:

- (i) Clarify all roles, responsibilities and accountabilities;
- (ii) Implement PRA system across the organisations (to the extent possible);
- (iii) Sustain on-going departmental training programmes;
- (iv) Continue implementation of professional development programme to support future succession requirements.

Strategic Plan References:

- **Vision:** *Preparing for the future; A highly skilled and motivated workforce*



Objective 5: Work with the Economic Development Department to grow passenger numbers through all ports whilst sustaining existing services

Success Criteria:

- (i) Sustain existing services and destinations;
- (ii) Maintain passenger levels and number of routes at the Harbour at 2010 levels;
- (iii) Together with our passenger ferry operators, establish promotions and campaigns targeted at passenger markets.

Strategic Plan Reference:

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

Jersey Harbours

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
(194,000)	Port of Jersey	7,226,000	2,748,100	(9,740,000)	234,100	41.0
(19,000)	Jersey Coastguard	1,096,000	68,700	(1,210,000)	(45,300)	13.0
464,000	Marine Leisure	3,373,000	1,953,600	(4,205,000)	1,121,600	17.0
251,000	(Surplus)/Deficit for the year	11,695,000	4,770,400	(15,155,000)	1,310,400	71.0
3,618,000	Less: Depreciation	–	4,770,400	–	4,770,400	
(3,367,000)	(Surplus)/Deficit for the year	11,695,000	–	(15,155,000)	(3,460,000)	



Jersey Harbours

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
(25,000)	Duties, Fees, Fines & Penalties	(26,000)
(14,735,000)	Sales of Goods and Services	(15,006,000)
(83,000)	Investment Income	(83,000)
(39,000)	Other Income	(40,000)
(14,882,000)	Total Income	(15,155,000)
Expenditure		
–	Social Benefit Payments	–
4,104,000	Staff Costs	4,104,000
2,805,000	Supplies and Services	2,875,000
111,000	Administrative Expenses	114,000
4,144,000	Premises and Maintenance	4,247,000
54,000	Other Operating Expenses	55,000
22,000	Grants and Subsidies Payments	23,000
–	Impairment of Receivables	–
275,000	Finance Costs	277,000
–	Foreign Exchange (Gain)/Loss	–
–	Contingency Expenses	–
11,515,000	Total Expenditure	11,695,000
(3,367,000)	(Surplus)/Deficit for the year	(3,460,000)
3,618,000	Depreciation	4,770,400
–	Impairment of Fixed Assets	–
–	Asset Disposal (Gain)/Loss	–
251,000	(Surplus)/Deficit for the year	1,310,400

Jersey Harbours

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £
Prior Year Net Revenue Expenditure	(3,367,000)
Additional Expenditure	
Price Inflation – Dept Income	–
Price Inflation – Provision for Pay Award	79,000
Price Inflation – Dept Expenditure	180,000
Commitments from Existing Policies	–
Department Savings	(80,000)
Department User Pays	(272,000)
Capital to Revenue Transfers	–
(Surplus)/Deficit for the year per MTFP	(3,460,000)
Approved Variations to Expenditure Limits since MTFP	
Service Transfers	–
Allocations of Central Growth 2014	–
Pay	–
Procurement Savings	–
Capital to Revenue Transfers	–
Other Variations	–
Revised (Surplus)/Deficit for the year	(3,460,000)
Depreciation per MTFP	3,687,000
2014 Depreciation Adjustment	1,083,400
Revised 2014 Depreciation	4,770,400
Revised (Surplus)/Deficit for the year	1,310,400



Jersey Harbours

TRADING FUND BALANCE

	2014 £
Estimated Trading Fund Opening Balance	16,959,000
Surplus/(Deficit) for the year	(1,310,400)
Add back: Depreciation	4,770,400
Add back: Depreciation on assets sold in year	–
Less: Capital Expenditure	(9,687,000)
Plus: Capital Grant Funding	–
Other balance sheet movements	
– Capital Grant funding deferred income release	–
Estimated Trading Fund Closing Balance	10,732,000



Transport and Technical Services – Jersey Car Parking





Jersey Car Parking

Minister's Introduction

The main areas of operation for Jersey Car Parking (JCP) are:

- Provision of public parking facilities
- Policing of public parking areas

The key projects and issues in 2013–15 are as follows:

Jersey has been using the paycard system of payment for parking for more than 20 years. Responding to public comment, JCP has been looking at possible viable alternatives that will allow car park users the option to pay on exit, to provide more flexibility to customers. The Automatic Number Plate Recognition (ANPR) system which has been trialled at Sand Street car park since November 2012 has been positively received by the public and its flexibility has enabled initiatives such as “Free after 3 on Thursday” to be run in order to support town businesses. It is proposed to roll out the system to the remaining multi-storey car parks during 2014–15 subject to tender.

The Sustainable Transport Policy aims to reduce the number of cars on the road, particularly commuter traffic. It is still early days in the Policy's implementation, but it is expected that there will be more people taking the bus, cycling, walking and motorcycling over the coming years. JCP will need to carefully monitor car park demand to ensure there is an appropriate supply of public parking. Motorcycle parking has already been increased in recent years and it is expected that the demand for commuter parking will reduce, but it is recognised that an adequate supply of well-located shopper parking is important for the town centre.

The future of the Esplanade car park is dependent upon development plans for the Esplanade Quarter; spaces affected by construction work will, in the short-term, be displaced to temporary parking on the Waterfront, before being ultimately replaced within the new development.

Once the North of St Helier Flood Alleviation Scheme is complete at Philips Street the existing surface car part at Ann Court will be developed for social housing. However, it is proposed that a single level of public parking be included in the development and JCP will work with the developers to ensure that these town car parking spaces are maintained for public access.



In parallel with the Public Accounts Review of Jersey Car Parking, JCP has been updating the model which is used to plan and provide for the future capital and revenue requirements of the Trading Operation. The model takes into account future capital requirements and models the effect on provision of parking spaces and revenue returns required to service the expenditure predicted. It is hoped that the model will be finalised and informing decisions by Q1 2014.

Deputy Kevin Lewis

Minister for Transport and Technical Services

Key Objectives

AIM:

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

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

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

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

Strategic Plan Reference:

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

Objective 2: Police public parking areas effectively and fairly.

Success criteria:

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

Strategic Plan Reference:

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

Jersey Car Parking

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
688,900	Jersey Car Parking	5,448,400	921,800	(6,731,300)	(361,100)	24.0
688,900	(Surplus)/Deficit for the year	5,448,400	921,800	(6,731,300)	(361,100)	24.0
1,933,900	Less: Depreciation	–	921,800	–	921,800	
(1,245,000)	(Surplus)/Deficit for the year	5,448,400	–	(6,731,300)	(1,282,900)	

Jersey Car Parking

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
(529,000)	Duties, Fees, Fines & Penalties	(452,000)
(5,919,100)	Sales of Goods and Services	(6,084,100)
(145,000)	Investment Income	(147,000)
(47,400)	Other Income	(48,200)
(6,640,500)	Total Income	(6,731,300)
Expenditure		
–	Social Benefit Payments	–
807,300	Staff Costs	812,100
941,100	Supplies and Services	928,800
20,200	Administrative Expenses	20,400
1,933,100	Premises and Maintenance	1,923,500
–	Other Operating Expenses	–
–	Grants and Subsidies Payments	–
63,000	Impairment of Receivables	63,000
78,800	Finance Costs	109,600
1,552,000	Financial Returns	1,591,000
–	Foreign Exchange (Gain)/Loss	–
–	Contingency Expenses	–
5,395,500	Total Expenditure	5,448,400
(1,245,000)	(Surplus)/Deficit for the year	(1,282,900)
1,933,900	Depreciation	921,800
–	Impairment of Fixed Assets	–
–	Asset Disposal (Gain)/Loss	–
688,900	(Surplus)/Deficit for the year	(361,100)



Jersey Car Parking

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £
Prior Year Net Revenue Expenditure	(1,245,000)
Additional Expenditure	
Price Inflation – Dept Income	–
Price Inflation – Provision for Pay Award	–
Price Inflation – Dept Expenditure	(115,300)
Technical Adjustments	
(Decrease)/Increase in financial return to General Revenue	39,800
Capital to Revenue Transfers	–
(Surplus)/Deficit for the year per MTFP	(1,320,500)
Approved Variations to Expenditure Limits since MTFP	
Service Transfers	–
Allocations of Central Growth 2014	–
Pay Provisions (funded from Trading Fund)	
– 2014 4% Consolidated Pay Award	37,600
Procurement Savings	–
Capital to Revenue Transfers	–
Other Variations	–
Revised (Surplus)/Deficit for the year	(1,282,900)
Depreciation per MTFP	1,933,900
2014 Depreciation Adjustment	(1,012,100)
Revised 2014 Depreciation	921,800
Revised (Surplus)/Deficit for the year	(361,100)



Jersey Car Parking

TRADING FUND BALANCE

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





Transport and Technical Services – Jersey Fleet Management





Jersey Fleet Management

Minister's Introduction

The main aims of operation for Jersey Fleet Management (JFM) are to:

- provide the States with a fleet of vehicles fit for purpose at the best possible whole life costs; and
- provide cost effective fuel and workshop services for States fleet vehicles.

From 2012, Jersey Fleet Management (JFM) was tasked with providing fleet procurement and fleet maintenance for all States Departments. The process of bringing departments on board continues, as departmental vehicle stock is assessed and prioritised for replacement.

The new contract for the lease hire car fleet for the States of Jersey commenced in January 2013 and will run for the MTFP period of 2013–2015. The new fleet meets more stringent carbon dioxide standards and includes a trial of ten electric vehicles in three States Departments.

Deputy Kevin Lewis

Minister for Transport and Technical Services



Key Objectives

AIM:

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

SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

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

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

Strategic Plan Reference:

- **Vision:** *A strong and sustainable economy, Protecting the environment*

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

Success criteria:

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

Strategic Plan Reference:

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

Jersey Fleet Management

NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2013 Net Revenue Expenditure £		2014 Gross Revenue Expenditure		2014 Income £	2014 Revised Net Revenue Expenditure £	2014 FTE
		DEL £	AME £			
(290,600)	Jersey Fleet Management	4,080,200	1,029,700	(5,355,900)	(246,000)	27.0
(290,600)	(Surplus)/Deficit for the year	4,080,200	1,029,700	(5,355,900)	(246,000)	27.0
974,700	Less: Depreciation		1,094,700		1,094,700	
	– Impairment of Fixed Assets		–		–	
(80,000)	Asset Disposal (Gain)/Loss		(65,000)		(65,000)	
(1,185,300)	(Surplus)/Deficit for the year	4,080,200	–	(5,355,900)	(1,275,700)	

Jersey Fleet Management

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

2013 Net Revenue Expenditure £		2014 Revised Net Revenue Expenditure £
Income		
	– Duties, Fees, Fines & Penalties	–
(5,088,400)	Sales of Goods and Services	(5,341,400)
(14,000)	Investment Income	(14,500)
	– Other Income	–
(5,102,400)	Total Income	(5,355,900)
Expenditure		
	– Social Benefit Payments	–
1,067,700	Staff Costs	1,123,300
1,027,700	Supplies and Services	1,051,600
1,200	Administrative Expenses	1,200
1,820,500	Premises and Maintenance	1,904,100
	– Other Operating Expenses	–
	– Grants and Subsidies Payments	–
	– Impairment of Receivables	–
	– Finance Costs	–
	– Financial Returns	–
	– Foreign Exchange (Gain)/Loss	–
	– Contingency Expenses	–
3,917,100	Total Expenditure	4,080,200
(1,185,300)	(Surplus)/Deficit for the year	(1,275,700)
974,700	Depreciation	1,094,700
	– Impairment of Fixed Assets	
(80,000)	Asset Disposal (Gain)/Loss	(65,000)
(290,600)	(Surplus)/Deficit for the year	(246,000)

Jersey Fleet Management

RECONCILIATION OF NET REVENUE EXPENDITURE

	2014 £
Prior Year Net Revenue Expenditure	(1,185,300)
Adjustment to non cash disclosure for Asset Disposal (Gain)/Loss	-
Additional Expenditure	
Price Inflation – Dept Income	-
Price Inflation – Provision for Pay Award	-
Price Inflation – Dept Expenditure	(144,100)
Technical Adjustments	-
Capital to Revenue Transfers	-
Depreciation Adjustment	-
(Surplus)/Deficit for the year per MTFP	(1,329,400)
Approved Variations to Expenditure Limits since MTFP	
Service Transfers	-
Allocations of Central Growth 2014	-
Pay Provisions (funded from Trading Fund)	
– 2014 4% Consolidated Pay Award	53,700
Procurement Savings	-
Capital to Revenue Transfers	-
Other Variations	-
Revised (Surplus)/Deficit for the year	(1,275,700)
Depreciation per MTFP	1,094,700
2014 Depreciation Adjustment	-
Revised 2014 Depreciation	1,094,700
Add: Asset Disposal (Gain)/Loss per MTFP	(65,000)
Revised (Surplus)/Deficit for the year	(246,000)



Jersey Fleet Management

TRADING FUND BALANCE

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



Comprehensive Spending Review 2011–2016 Proposals





Comprehensive Spending Review 2011–2016 Proposals

Attached is a summary, together with schedules, of all the Comprehensive Spending Review Savings and User Pays proposals 2011–16. These schedules were produced in the original MTFP Department Annex.

The schedules have been updated where Departments have made any changes to the detail but the targets for each Department remain the same.

- Appendix A** Departmental summary of 2011–13 completed projects and proposals together with further savings proposed for 2014–16
- Appendix B** Schedule of 2011–13 savings projects and proposals over Departments
- Appendix C** Schedule of 2011–13 user pays/increased income projects and proposals over Departments

The summary shows that almost £56 million was delivered by the end of 2013. As a result of a States decision in 2012, around £7 million of the savings proposals from Education, Sport and Culture were not approved by the States (relating to the decision not to reduce the grants to fee paying schools and the associated amendment from Deputy De Sousa which protected the non-fee paying schools as well).

In addition, the Terms and Conditions savings of £14 million proposed in the CSR were planned to be met by a reduction in the ongoing cost of pay awards. The 1% consolidated award in 2013 cost a recurring £3.3 million and this means that ongoing savings have been reduced to £10.7 million compared to the £14 million planned CSR savings.

However, Education, Sport and Culture has brought forward compensating savings of £2.8 million and Social Security has brought forward further savings proposals within the MTFP amounting to £3 million. This means that, by 2016, the total savings will amount to £61.4 million with a shortfall of £3.6 million against the original target of £65 million (as shown on Appendix A). This is very close to the shortfall directly resulting from the States decision not to approve the reduction in grants to fee paying schools.



Appendix A

STATES OF JERSEY SUMMARY OF CSR PROPOSALS

Departments	Savings and User Pays Proposals			
	2011 £'000	2012 £'000	2013 £'000	TOTAL £'000
Chief Minister	140	380	799	1,319
Economic Development	346	693	950	1,989
Education, Sport and Culture	1,632	1,456	1,713	4,801
Environment	437	82	795	1,314
Health and Social Services	3,772	2,016	2,045	7,833
Home Affairs	1,014	1,064	1,554	3,632
Housing	550	328	679	1,557
Social Security	1,863	1,500	2,800	6,163
Transport and Technical Services	1,046	1,102	2,133	4,281
Treasury and Resources	1,186	803	1,450	3,439
Non Ministerial States Funded Bodies	427	891	404	1,722
States Assembly and its Services	171	103	130	404
Corporate Initiatives				
– Procurement	–	3,000	3,500	6,500
– Terms and Conditions	–	7,000	3,700	10,700
Sub Total: Savings and User Pays by 2013	12,584	20,418	22,652	55,654

FURTHER SAVINGS 2014–2016

Education, Sport and Culture	
Managing demographic changes in schools	1,086
Continuation of property occupancy charge for fee-paying provided schools (JCG and Victoria College)	240
Continuation of grant reduction to independent preparatory school	234
Consistent application of funding formula to all fee-paying primary schools	178
Introduce charges for instrumental music	150
Introduce a new model of education for Key Stage 4 students requiring an out of school placement	250
Increased sports income	90
Reduce sports grants to clubs and associations	85
Devolved model of pitch management	40
Assessment of household income for higher education	400
Sub Total: ESC – Further Savings/User Pays	2,753

Social Security

Social Security – potential for political decisions to progress a number of changes to reduce benefits and deliver further savings as identified in the MTFP	3,000
Sub Total: Social Security – Further Savings	3,000
TOTAL SAVINGS AND USER PAYS BY 2016	61,407
Shortfall by 2016 due to reduction in fee paying schools subsidies not approved by the States (P72/2011)	3,647
CSR SAVINGS TARGET	65,054

Appendix B

COMPREHENSIVE SPENDING REVIEW DEPARTMENTAL SAVINGS PROPOSALS

	2011 Saving (£'000)	2012 Saving (£'000)	2013 Recurring (£'000)	Total Savings (£'000)	Total FTE Impact
CHIEF MINISTER'S DEPARTMENT					
Remove budget for fees relating to review and projects	30			30	
Review of Central Policy Unit and deletion of Assistant Emergency Planning Officer post	10	100	45	155	2.8
Restructure of senior roles			49	49	
Statistics Unit restructure following the census			42	42	
Savings predicted from the implementation of the migration policy			33	33	0.5
Reduce funding for Communications Unit	28			28	1.0
Reduce the Legislation Advisory Panel budget	27			27	
Reduce recruitment budget for the Law Draftsman	24			24	
Reduce use of consultants, admin and Fiscal Policy Panel support in Economics Team	10			10	
50% cut in hired services budget, resulting in a loss of 50 law drafting days		25		25	
Reduced consultants in Economics Unit		15	25	40	
Restructure of Customer Services Centre to support the Housing Transformation Programme			30	30	
Deletion of Office and Administration Manager post			45	45	1.0
Savings will be achieved by reduced use of temporary staff for manpower survey		2	2	4	
Technical delivery of telecoms, consolidation of existing Data Centres plus central licence management		112	280	392	3.0
Streamlined support model for corporate systems and services		53	225	278	3.0
Staff reduction by implementing technology improvements		50		50	1.0
SUB TOTAL: CHIEF MINISTER'S DEPARTMENT	129	357	776	1,262	12.3
DEPARTMENT OF ENVIRONMENT					
Efficiencies in department overheads and building maintenance contract budgets	25			25	
Jersey Meteorological Office Review	28		100	128	
Veterinary officer: Reduction in major contingency training	5			5	
Building Control and land search review with a view to becoming fully self funded			15	15	
Development Control – efficiencies due to online planning application system			30	30	
Reduction / Review Use of Energy Efficiency Grants	54		63	117	
Reduction in Planning and Building Policy budgets including the removal of the Historic Building grants		30		30	
Restructuring file storage and management					



	2011 Saving (£'000)	2012 Saving (£'000)	2013 Recurring (£'000)	Total Savings (£'000)	Total FTE Impact
Reduction of department consultancy budgets	12		45	57	
Reduction of department advertising budgets			16	16	
Reduction of department administration / stationery budgets	9		1	10	
Staff savings across the department by a combination of retirement / change in structure / re-grading of vacant posts	264	52	26	342	4.0
Environmental Management and Rural Economy (EMRE) review including a review of the uses of the Countryside Renewal Scheme (more targeted approach) and savings in consultancy, training and travel	40		137	177	
Support from Departmental Contingency (DUP)			3	3	
Savings in staff costs as a result of recruitment timing			39	39	
SUB TOTAL: DEPARTMENT OF ENVIRONMENT	437	82	475	994	4.0

ECONOMIC DEVELOPMENT DEPARTMENT

Reduce funding to services: Beach Lifeguard, sub-titling, Intellectual Property	295			295	
Terminate employment of a UK representative	44			44	1.0
Reduced opening hours in Jersey Tourism Visitor Services reception	36			36	1.0
Reduction in grant to the Financial Ombudsman	(100)		100		
Growth in funding for Initiatives, renewable energy, e-gaming and IP legislation	(313)			(313)	
Additional support to JFL grant to fund the States share of the JFSC for Anti-Money Laundering unit	(750)			(750)	
Reduction in business grants, supporting exports and integration of JE and JBV		194		194	
Continued planned reduction of Quality Milk Payments and Rural Initiative Payments		80	135	215	
Overheads – Efficiency Savings	204	73		277	
Reduction in Trading Standards non-staff costs and Jersey Consumer Council (JCC) grant		16		16	
Strategic Development merge with Regulatory Services to become Policy and Regulation		90	18	108	
Harbours and Airport compilation of statistics and reduction in printing costs		4	6	10	
Cease funding to subsidise provision of School Milk	183			183	
Jersey Apprenticeship Scheme and reductions in cost of Skills Development budget		40		40	
Reduction in funding for route development	175			175	
Reduction in grants to events	138			138	
Continued planned reduction of Rural Support grants including Single Area Payments	118		121	239	
Legal Fees for the dissolution of Jersey Milk Marketing Board (JMMB)	116			116	
Reduction in grant to the Gambling Commission	100	50	39	189	
Reduction in grant to the Competition Law	100			100	
Reduction in Jersey Financial Services Commission costs for Anti Money Laundering Unit		63		63	
No additional inflation and general efficiencies across all areas		83	531	614	



	2011 Saving (£'000)	2012 Saving (£'000)	2013 Recurring (£'000)	Total Savings (£'000)	Total FTE Impact
SUB TOTAL: ECONOMIC DEVELOPMENT DEPARTMENT	346	693	950	1,989	2.0

EDUCATION, SPORT AND CULTURE DEPARTMENT

Cease grant to independent preparatory schools		270	78	348	
Consistent application of funding formula to all fee-paying primary schools					
Continuation of property occupancy charge for fee paying provided schools (JCG and Victoria College)	80	80	80	240	
Re-defining core business for schools and colleges at ESC	298			298	
Reduction in maintenance budget across the service	242			242	
Review Management Structure at Highlands College	210			210	3.3
Restructure Special Educational Needs Service	88			88	1.0
Cease primary school PE initiative – Schools and Colleges	120			120	
Restructure Youth Service management	50		40	90	3.0
Reduce central reserve for sickness in line with three year historic trend	75			75	
Remove funding for trainee librarian			32	32	
Cease annual grant to Durrell	33			33	
Restructuring – St James, Emotional Behaviour Difficulties (EBD)	77			77	1.0
5% reduction in culture and heritage grants			59	59	
Restructure of Sports and Leisure management team	105		55	160	3.0
Reduce sports grants to clubs, individuals and governing bodies		75		75	
Introduce devolved model of pitch management		40		40	
Introduce new model of delivering holiday activity clubs		80		80	1.0
Restructure the customer services team following the introduction of an online booking system at Fort Regent		23		23	0.6
Review management structure in Sport and Leisure division technical team	37			37	1.0
Procurement savings through re-negotiation of contractual arrangements		150		150	
Assessment of 'Household income' for higher education			200	200	
Lower than anticipated university tuition fees			1,500	1,500	
Short term measures to meet cash limits	26	409	(435)		
SUB TOTAL: EDUCATION, SPORT AND CULTURE DEPARTMENT	1,441	1,127	1,609	4,177	13.9

HOME AFFAIRS DEPARTMENT

Reduce the amount of financial support to Building a Safer Society (BaSS) projects	15			15	
Court and Case Costs/Criminal Justice Process			100	100	
Terms and Conditions: Medical/dental/optical (See Note 1)			131	131	
Jersey Customs and Immigration Service – accommodation review to cheaper premises			100	100	
Jersey Field Squadron – Reduction in Operating Costs	55			55	
Military Liaison Officer (IMLO) staff reduction		39		39	1.0



	2011 Saving (£'000)	2012 Saving (£'000)	2013 Recurring (£'000)	Total Savings (£'000)	Total FTE Impact
UK Defence – Jersey Field Squadron			20	20	
Prison General Reduction in Prison non-staff expenditure	30			30	
Prison: Reduce Unit Managers by one /Overtime /Prison Fence Renovation	135			135	1.0
Changes in Prison working practices		30		30	1.0
Create new Prison Officer Grade		200		200	
Reduction in prisoner activity/education due to reduction in prison population		45	82	127	
Staff reduction	46			46	1.0
Reduce Prison population through repatriation of prisoners			370	370	6.0
Single Surveillance and Technical Support Unit			10	10	
Integrated Borders Team			16	16	
Single forensics contract			25	25	
Single search capability			2	2	
Reduce spend on agency staff			75	75	
Review process for Home Office Counting Rules			30	30	
Removing overtime payments to inspectors			35	35	
Modernisation of the Criminal Justice System			113	113	
Closure of Police Facility / Reduction in non staff costs	167			167	2.5
Reduction of Police overtime	93	80		173	
Reduction of police staff posts	221	97		318	5.8
Create a vehicle pool		20		20	
Loss of CID Allowance		50		50	
Review Training (Probationer and other)		88		88	
Reduce recruitment advertising costs		18		18	
Reduce travel and subsistence costs		30		30	
Renegotiate Forensic Medical Examiner Contract		50		50	
Reduce policing at special events		20		20	
Reduce senior officer post	9	49		58	1.0
Reduction in staff costs		54		54	
Renegotiation of pay scales for Firefighters			50	50	
Removal of discrimination legislation budget	100			100	
Customs and Immigration – Staff reductions	109			109	2.0
Replacement of Multi-Functional Officer with a Clerk	29			29	
Reduction in Operational Budgets		194	230	424	
SUB TOTAL: HOME AFFAIRS DEPARTMENT	1,009	1,064	1,389	3,462	21.3
HEALTH AND SOCIAL SERVICES DEPARTMENT					
Physiotherapy redesign	153			153	3.0
Reduce Department of Electronics and Ambulance overtime	43	15		58	
Remove team leader post	55			55	1.0
Reduce overtime for engineers	55			55	
Remove vacant counsellor post	55			55	1.0

	2011 Saving (£'000)	2012 Saving (£'000)	2013 Recurring (£'000)	Total Savings (£'000)	Total FTE Impact
Restructure Environmental Health/Health Protection Dept	51			51	1.0
Standardisation of infusion pumps	50			50	
Redesign Occupational Therapy Services	17			17	0.3
Reduction in Social Services course and conference fees budget	28			28	
Non recruitment to posts in workforce planning	34			34	0.7
Organisation wide management restructure	404			404	5.2
Redesign Gardening Services	27			27	1.0
Surgical procedures and equipment efficiencies	26			26	0.3
Reconfiguration of drugs budget	20			20	
Improve theatre skill mix to reduce theatre cost	20			20	
Blood gas analysers, reduce cost of consumables and laboratory management	18			18	
Reprofile needs assessment of clients	15			15	
Efficiencies in Crematorium Services	15			15	
Centralise Estates management	10			10	0.5
Redesign sports injury outpatients clinic	6			6	
Pharmacy: support prescribing efficiencies	195			195	
Primary Care service costs to be transferred to Health Insurance Fund	930			930	
Procure to Pay Project	750	250	253	1,253	
Joint working with Guernsey			45	45	
Review off-Island Service Level Agreements (SLAs)		150	247	397	
Energy Savings		78	67	145	
Service Redesign with emphasis on customer value and reduction of waste			219	219	
Rationalisation of Estate		50	108	158	
Reduce linen service and amalgamate two kitchens at St Saviours	170			170	4.5
Redesign of residential services		50	50	100	1.4
Workforce redesign		113	323	436	5.9
Review SLA's for Services on-Island		15		15	
Redesign of Engineering Department	160			160	5.0
Recurrent reduction in all third party provider SLAs	145			145	
Reduce public health admin staff costs	125			125	2.1
Pharmacy skill mix review and reprofile of out-of-hours service	74			74	1.8
Redesign of Catering Services		56		56	1.5
Redesign of Smoking cessation services		85	103	188	1.7
Redesign of Patient Transport Services		49	4	53	2.1
Review Social Work establishment		57		57	1.0
Hospital Efficiencies	121	651	203	975	2.0
Community efficiencies		113	164	277	1.4
SUB TOTAL: HEALTH AND SOCIAL SERVICES DEPARTMENT	3,772	1,732	1,786	7,290	44.5



	2011 Saving (£'000)	2012 Saving (£'000)	2013 Recurring (£'000)	Total Savings (£'000)	Total FTE Impact
HOUSING DEPARTMENT					
Identify efficiency savings in the cleaning service in estates with Transport and Technical Services			56	56	
Reduction in servicing of wet heating systems through the conversion to electrical systems	76	76	58	210	
Offer properties to specific capable applicants with limited decoration vouchers. Maintain refurbishment levels for vulnerable customers only		100	146	246	
Reduction in heating repair calls following roll out of electric heating		100	100	200	
Reduce scale of annual review of condition survey and rent review			125	125	
Deliver Tenant Participation across the Department rather than through specific Community Development Officers	103			103	2.0
Remove budget provision for temporary staff	42		58	100	
Reorganise team to replace Operations Supervisor and Facilities Supervisor. Spread remaining work across existing Maintenance team	76			76	2.0
Reduce general overheads	56	7	3	66	
Reduce budget for IT maintenance and licence fees	65			65	
Reduce staff in Compliance by one FTE	41			41	0.8
Retirement of Assisted Living Officer at Cottage Homes. Post will not be replaced			28	28	1.0
Manage Property Owners Associations internally rather than through an agent	28			28	
Reduce the budget for consultants assisting with the move to Housing Association status			25	25	
Reduce budget for temporary staff	17			17	
Remove grant to 'Prison, Me? No Way!'		15		15	
Reduction in training budget	15			15	
Reduce the number of competitions run annually to encourage tenants to become involved – reducing tenant participation budget	10			10	
Reduce Community News to two issues per annum	9			9	
Remove need to pay rent on Bridge Family Centre	6			6	
Reduce T.V. maintenance contract payments	6			6	
SUB TOTAL: HOUSING DEPARTMENT	550	298	599	1,447	5.8

SOCIAL SECURITY DEPARTMENT

Adjustment of Food Costs Bonus budget	500			500	
Jersey Advisory and Conciliation Service (JACS) discretionary spend and reduced annual uplift for Employment Tribunal	9			9	
Efficiencies in Health and Safety at work	1			1	
Total Benefits and Income Support Savings		1,006	2,800	3,806	
Staff Costs (Benefit, Income Support and Administration Costs)		86		86	
Other Administration savings		36		36	
Efficiencies in the Health and Safety Inspectorate		9		9	
Employment Services and Employment Relations		113		113	
Christmas Bonus reduction	446			446	



	2011 Saving (£'000)	2012 Saving (£'000)	2013 Recurring (£'000)	Total Savings (£'000)	Total FTE Impact
Fraud/non-compliance prevention on Income Support to generate net savings	250	250		500	
Freeze rents and accommodation component of income support for net saving	228			228	
Reduce Recently Arrived Discount Scheme budget	179			179	
Restrict Residential Care Fee Uplift to 2.8%	167			167	
Social fund	54			54	
Restructuring of Jersey Employment Trust (JET) management with saving in salaries	17			17	
Corporate efficiency savings	12			12	
SUB TOTAL: SOCIAL SECURITY DEPARTMENT	1,863	1,500	2,800	6,163	-

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

TREASURY AND RESOURCES DEPARTMENT					
Savings in building maintenance	244			244	
Restructure architects to reduce by two posts.	120			120	2.0
Restructure Human Resources (HR) business partnering to reduce by one post	65			65	1.0
Reduce staff qualification programme	13			13	
Architects – consolidation of the design function	74	126		200	7.0



	2011 Saving (£'000)	2012 Saving (£'000)	2013 Recurring (£'000)	Total Savings (£'000)	Total FTE Impact
Technical delivery of telecoms, consolidation of existing Data Centres, plus central licence management	58			58	
Streamlined support model for corporate systems and services	82			82	
Restructure of procurement team		33	25	58	1.0
Restructure Corporate Infrastructure	144			144	2.0
Restructure business support to reduce by one post	60			60	1.0
Reduction of seasonal staff, an admin clerk and reduction in use of postal services	116			116	2.5
Reduced consultancy/temporary support and training	21			21	
Reduce number of audit days per annum by 17 (3%)	10			10	
Savings identified by the Taxes review		151	212	363	
Financial Change Programme – streamlined posts	55	45		100	1.0
Reduction of temporary resource – performance reporting, Financial Management Change Programme		60	8	68	1.0
Savings delivered through retendering of insurance arrangements including a review of annual payments into the fund	97	47	442	586	
Restructure management accounting support		28		28	
Savings will be achieved by a reduction in Audit Contract days		10		10	
Financial planning – efficiency savings		3	3	6	
Reduction in Audit Contract days			10	10	
Reduced bank charges and reduced staff due to less bank reconciliations	27			27	0.5
SUB TOTAL: TREASURY AND RESOURCES DEPARTMENT	1,186	503	700	2,389	19.0

NON-MINISTERIAL DEPARTMENTS

BAILIFF'S CHAMBERS

Reducing the budget for Liberation Day celebrations	14			14	
Reduce funding for incidental costs associated with training, conferences etc	5			5	
Foreign dignitary or States head – reduction in spend	4			4	
Reducing access to official publications	1			1	
Reduce budget for ceremonial and civil events	1			1	
Improved procurement processes and efficiencies		10		10	

CONTROLLER AND AUDITOR GENERAL

Reduction in non-audit fee expenditure	10		17	27	
General savings in non-audit expenditure		10		10	

DATA PROTECTION

Reduction of administration expenses	6			6	
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JUDICIAL GREFFE AND VISCOUNTS

Savings resulting from Court and Case Costs review	41	61	98	200	
Departmental staff efficiencies (VRs)	88	27		115	2.8
Reduce grant to Jersey Legal Information Board (JLIB)	4			4	

LAW OFFICERS



	2011 Saving (£'000)	2012 Saving (£'000)	2013 Recurring (£'000)	Total Savings (£'000)	Total FTE Impact
Savings accruing from recruiting staff instead of buying in services	150			150	
Reduce amount paid to external providers		350	225	575	
OFFICIAL ANALYST					
Delaying equipment replacement and minor and continuing efficiency savings	13			13	
OFFICE OF THE LIEUTENANT GOVERNOR					
Rental adjustments, restructuring of housekeeping and admin teams	28			28	1.0
Removal of senior post and reduction in housekeeping hours		43		43	
PROBATION AND AFTER CARE SERVICE					
Removal of Community Service Manager part time post	32			32	0.7
Jersey Probation and After Care Service – Assistant Probation Officer post and a Case Management post		64		64	1.9
Reviews being progressed to achieve savings required			64	64	1.0
SUB TOTAL: NON MINISTERIAL DEPARTMENTS	397	565	404	1,366	7.4
STATES ASSEMBLY					
Reduction in Scrutiny budget	33			33	
Assembly support and facilities – Efficiency Savings	22			22	
Reduction in inter parliamentary budget	3			3	
Remuneration savings due to two less States Members from end of 2011		92		92	
Scrutiny – expected vacant post not filled and reduction to scrutiny budget	113			113	2.0
States Greffe accommodation – vacate parts of Morier House			100	100	
States Greffe – Departmental restructuring			30	30	1.0
General administrative efficiency savings		11		11	
SUB TOTAL: STATES ASSEMBLY	171	103	130	404	3.0
PROCUREMENT					
Savings from implementation of Procurement review		3,000	3,500	6,500	
TERMS AND CONDITIONS					
Terms and Conditions Review		7,000	3,700	10,700	
SUB TOTAL: CORPORATE INITIATIVES	–	10,000	7,200	17,200	–
TOTAL SAVINGS:	12,311	19,126	20,851	52,288	149.2

Note: The Home Affairs Department savings relating to changes in Terms and Conditions are unlikely to be made until 2015. These savings were to be delivered by the States Human Resources Department as part of the corporate CSR Terms and Conditions project but are attributed to the Home Affairs Department CSR savings target.



Appendix C

COMPREHENSIVE SPENDING REVIEW DEPARTMENTAL USER PAYS PROPOSALS

	2011 User Pays (£'000)	2012 User Pays (£'000)	2013 Recurring (£'000)	Total User Pays (£'000)
CHIEF MINISTER'S DEPARTMENT				
Increase in consent fees for property purchase	11	11	11	33
Introduction of charge for Regulation of Undertakings licence process		12	12	24
SUB TOTAL:	11	23	23	57
DEPARTMENT OF ENVIRONMENT				
Review Planning Application fees with a view to full cost recovery of the development control planning application service			300	300
Review of departmental license fees including possible introduction of user pays			20	20
SUB TOTAL:	0	0	320	320
EDUCATION, SPORT AND CULTURE DEPARTMENT				
Remove the inequity in nursery education by bringing public provision in line with private provision	138	276		414
Introduce charges for the Jersey Instrumental Service			50	50
Increased sports income	53	53	54	160
SUB TOTAL:	191	329	104	624
HOME AFFAIRS DEPARTMENT				
Cost Recovery – Work Permit Fees etc			78	78
Introduce charges for fire certification	5			5
Charges for escorting explosives			2	2
Introduce fire safety charges for Technical Fire Safety Inspections and levy a charge for Building Control Consultation Work			75	75
Deliver more Workplace Fire Safety Courses			10	10
SUB TOTAL:	5	0	165	170
HEALTH AND SOCIAL SERVICES DEPARTMENT				
Review Hospital charges		8	5	13
Road Traffic Accident (RTA) cost recovery / private patients income		225	222	447
Restricted Treatments and Procedures		31	32	63
Income generation initiatives with community and social services		20		20
SUB TOTAL:	0	284	259	543
HOUSING DEPARTMENT				
Increased rental income from reduced void turnaround times			60	60



	2011 User Pays (£'000)	2012 User Pays (£'000)	2013 Recurring (£'000)	Total User Pays (£'000)
Increased parking income from letting out more spaces		30	20	50
SUB TOTAL:	0	30	80	110

**TRANSPORT AND TECHNICAL SERVICES
DEPARTMENT**

Increase in charges for the knackers yard	36			36
Auction of licence plates			100	100
SUB TOTAL:	36	0	100	136

TREASURY AND RESOURCES DEPARTMENT

Savings will be achieved through User Pays for non-core Estates Management		100		100
Increasing rents to market levels that are subsidised		200		200
Increasing rents to market levels and rationalising office space			400	400
Annual surplus from the markets			170	170
New ground lease charge to the Jersey Electricity Company (JEC)			180	180
SUB TOTAL:	0	300	750	1,050

NON-MINISTERIAL DEPARTMENTS

BAILIFF'S CHAMBERS

Review and identify scale of sliding fees to be introduced for all licenses and permits	23			23
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JUDICIAL GREFFE AND VISCOUNTS

Increased income from Stamp Duty		326		326
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OFFICE OF THE LIEUTENANT GOVERNOR

Crown events held at or provided by Government House to be paid for by the Receiver General	7			7
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SUB TOTAL:	30	326	0	356
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TOTAL USER PAYS:	273	1,292	1,801	3,366
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COMPREHENSIVE SPENDING REVIEW SAVINGS AND USER PAYS DEPARTMENTAL PROPOSALS

	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
TOTAL SAVINGS:	12,311	19,126	20,851	52,288	149.2
TOTAL USER PAYS:	273	1,292	1,801	3,366	0.0
TOTAL CSR SAVINGS AND USER PAYS:	12,584	20,418	22,652	55,654	149.2

