

# STATES OF JERSEY



## **SCRUTINY REVIEW OF THE GOVERNMENT PLAN: 2021-2024 (S.R.16/2020) – JOINT RESPONSE OF THE CHIEF MINISTER AND THE MINISTER FOR TREASURY AND RESOURCES**

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**Presented to the States on 1st February 2021  
by the Chief Minister**

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**STATES GREFFE**

**SCRUTINY REVIEW OF THE GOVERNMENT PLAN: 2021-2024  
(S.R.16/2020) – JOINT RESPONSE OF THE CHIEF MINISTER AND THE  
MINISTER FOR TREASURY AND RESOURCES**

<b>Ministerial Response to:</b>	S.R.16/2020
<b>Ministerial Response required by:</b>	21st January 2021
<b>Review title:</b>	Scrutiny Review of the Government Plan: 2021-2024
<b>Scrutiny Panel:</b>	Government Plan Review Panel

## INTRODUCTION

### Chief Minister's Introduction:

I wish to thank the Panel for their hard work on scrutinising the Government Plan during these unprecedented times. Due to the challenges the Island has faced we have had to adapt to working differently which has impacted on what would have been a longer engagement process. Once again, I would like to thank Scrutiny for agreeing to the abbreviated lodging period.

Despite these challenges and political differences, I believe we as a Council have worked collaboratively with Scrutiny, and have endeavoured, wherever possible, to either accept or amend changes to the Government Plan with the objective of seeking to reach agreement or partial agreement where it has been possible.

### Minister for Treasury and Resources Introduction:

I welcome the Panel's report and am grateful for the work undertaken by the Panel. Where possible, the Panel's comments will be taken into consideration during the course of this year and during the development of the next Government Plan.

## FINDINGS

	<b>Findings</b>	<b>Comments</b>
1	Greater cooperation from Government prior to the Plan being lodged would have allowed for a smoother scrutiny process.	A Memorandum of Understanding ( <a href="https://statesassembly.gov.je/assemblyreports/2020/r.69-2020.pdf">https://statesassembly.gov.je/assemblyreports/2020/r.69-2020.pdf</a> ) was agreed between the Chief Minister and Scrutiny and was presented to the States Assembly on 10th July 2020 in order to improve on cooperation between Government and Scrutiny. This has supported improvements in co-ordination and co-operation over the

	<b>Findings</b>	<b>Comments</b>
		process for the Government Plan 2020-23.
2	Scrutiny requires more time in future to undertake a thorough review of the Government Plan. This year the lodging period was 9 weeks, creating a near-impossible task. The availability of Ministers for hearings was inadequate and the time pressures put upon Scrutiny Panel members and officers was unacceptable.	<p>It should be remembered that this has been an unprecedented year for the Island and that Covid 19 has impacted on what would have been a longer engagement process. We thank the Panels for their understanding.</p> <p>The Government Plan Scrutiny Liaison Team regularly met with Scrutiny lead officers to run through the draft documents and provide detailed explanations of the layout and reading of tables. Offers were made to extend the presentations to each panel and its members. The Government Plan Liaison Team have been logged any issues, for example, delays in responding to letters.</p> <p>Communication between Scrutiny and the Government has improved to ensure delays were limited and did not negatively impact on panels work. We have requested evidence of when Ministers did not make themselves available for hearings. The Liaison Officer is aware of 3 panel hearings that were changed – 2 at the request of scrutiny and one at the request of the Minister. Some meetings between scrutiny and Ministers were rescheduled due to States continuations days.</p> <p>It is hoped that for the next Government Plan that there will be closer working between the Panels and the Liaison Officer to ensure panel hearing dates do not clash with States Sittings and/or other conflicts.</p>
3	Some new programmes are enhancements of those agreed through the Government Plan 2020-23, increasing the funding requested to achieve existing objectives.	New programmes included in the Government Plan all represent new pressures and funding requirements that emerged after Government Plan 2020-23 was finalised. To ensure a robust funding allocation process, each was required to submit a business case.
4	The Government Plan's formatting was at times inconsistent and some tables were erroneous, or had inconsistent and disparately labelled numeric displays, making navigation, interpretation and comparative analysis of the information in the Plan unnecessarily challenging.	<p>The Panel highlighted the differences between the departmental total for Office of the Chief Executive and the Head of Expenditure total. This is not a matter of inconsistency and relates to the flexibility of the Public Finances Law in permitting different Heads of Expenditure to be created. However, we will consider how this distinction can be made clearer in the tables in future Government Plans.</p> <p>The Panel's comments on inclusion of row lines and inconsistency in presentation of numbers in the rebalancing section are noted however some of their</p>

	<b>Findings</b>	<b>Comments</b>
		<p>comments may well relate to the fact that we provided them with a draft version of the plan, before type setting, in the interests of expediency.</p>
5	<p>It was unclear how progress on achieving the Common Strategic Priorities was measured, or how often or by whom, and how Ministers held the officers to account in terms of their performance against those measures.</p>	<p>We consider that, while improvements can always be made, an improved link has been made in the Government Plan 2021-24 between the Performance Framework, the Government Plan, the 6-month progress report and Common Strategic Priorities.</p> <p>Officers have provided briefings to Scrutiny on the Jersey Performance Framework and will continue to assist Scrutiny with their understanding and will continue to make improvements for the next Government Plan 2022-25.</p>
6	<p>The Government Plan does not align to the Common Strategic Priority of ‘Put Children First.’ This is exemplified by its reduction in budgets which help children and young people.</p>	<p>Whilst we understand the passion of the Panel on this area and that differences of political opinion are to be expected, the Government Plan does align to the Common Strategic Priority of ‘Put Children First’. This is evidenced by the content of Appendices 3 and 4 of the Government Plan and the heads of expenditure allocated to relevant Government Department particularly in the context of the significant impact of Covid on Government finances both in terms of income and additional and unforeseen expenditure.</p> <p>This additional investment includes, for example, approximately £42m investment in the Education Reform programme over 4 years and £0.9m in the Covid-19 Schools catch up programme in 2021.</p> <p>Indeed, the comparison of 2020 and 2021 budgets published by the Corporate Services Scrutiny panel in its report shows that planned spending on this priority has increased from £142.9m in 2020 to £153.5m in 2021.</p> <p>The Government Plan includes over £9m of new investment into this priority in 2021 alone, and in total over £50m over the 4-year period of the Plan.</p> <p>The Council of Ministers also amended the panels amendments to the Government Plan which reinstated the additional funding for the Care Leavers Offer and the Pupil Premium.</p>
7	<p>The Government Plan does not adequately align to the Common Strategic Priority of ‘Improving Islanders’</p>	<p>Whilst we understand the importance to the Panel on this area and that differences of political opinion are to be expected, the Government Plan does adequately align to the Common Strategic Priority of ‘Improving Islanders’</p>

	<b>Findings</b>	<b>Comments</b>
	Wellbeing'. Jersey has an opportunity to consider innovations such as outcomes-based contracting, impact bonds and social impact investing to deliver upon these commitments.	Wellbeing'. This is evidenced by the content of Appendices 3 and 4 of the Government Plan and the heads of expenditure allocated to relevant Government Department particularly in the context of the significant impact of Covid on Government finances both in terms of income and additional and unforeseen expenditure.
8	The intended level of borrowing is too high risk and 'one-dimensional'. The Government has relied too heavily on the fact that borrowing rates are currently good without looking at ways to reduce the cost of borrowing.	<p>The Government Plan proposes utilising the Revolving Credit Facility in 2021, in advance of the issuance of a medium-term debt strategy for inclusion ahead of Government Plan 2022. The Plan also includes a number of measures to reduce the borrowing, complimented by Senator Gorst's successful amendment to the Plan. Ministers have also identified a package of measures within the Plan to close the fiscal gap by 2024, which has the effect of reducing the borrowing requirement over the period.</p> <p>A positive consequence of the States of Jersey's strong credit rating and investment reserves is that there are unlikely to be any cheaper sources of borrowing than that taken out in the name of the States of Jersey. This is evidenced through our previous interaction with the public bond markets in 2014 and in 2020 when negotiating the Revolving Credit Facility.</p> <p>In terms of the quantum of cost, it is only intended that borrowing is for the sums detailed within the Government Plan which may well be reduced as a result of Senator Gorst's amendment and the package of measures referred to above which are designed to reduce the borrowing requirement.</p>
9	The Government has dismissed too readily the idea of issuing a community bond to reduce the level of borrowing.	<p>In our response to the Panel's amendment to the Government Plan Ministers have already committed to developing the options around a community bonds programme for consideration by the Assembly of the medium to longer term borrowing strategy, alongside the consideration of the budget and funding of Our Hospital in Spring of 2021.</p> <p>Discussions with our debt advisers indicate that the issuance of a community bond is likely to be more expensive in cost (interest rate) terms than other sources of debt available to the States of Jersey. It should also be noted that a community bond is still a form of borrowing so does not impact on the level of borrowing as the bond holders will wish to see their investment repaid at some</p>

	<b>Findings</b>	<b>Comments</b>
		point in the future.
10	Approximately £28 million of assets had already been provisionally earmarked for disposal, however not as part of a 'joined-up approach' to the States assets, given that there would be many competing demands on sites which would need to be managed and prioritised carefully.	An Estates Strategy has been developed and was presented to the Council of Ministers shortly before the Government Plan debate. Until that strategy was agreed Jersey Property Holdings could not start the work to look holistically at the estate assets no longer required by Government for their original purpose. Alternative uses will be considered for these assets prior to any decision to recommend for disposal.
11	The Government Plan does not adequately align to the Common Strategic Priority of 'Reducing Income Inequality and Improve Standard of Living' This is exemplified by its reduction in the related budget.	<p>Whilst we understand the importance the Panel attaches to this area and that differences of political opinion are to be expected, the Government Plan does adequately align to the Common Strategic Priority of 'Reducing Income Inequality and Improve the Standard of Living'. This is evidenced by the content of Appendices 3 and 4 of the Government Plan and the heads of expenditure allocated to relevant Government Department particularly in the context of the significant impact of Covid on Government finances both in terms of income and additional and unforeseen expenditure.</p> <p>The reduction highlighted by the Panel primarily relates to the removal of the States Grant to the Social Security Fund from Revenue budgets in 2021. As highlighted in the Government Plan, this funding will be replaced by drawdowns from the Social Security Reserve Fund to maintain regular Social Security payments.</p> <p>It should be noted that, in addition to the allocation to this strategic priority through the Consolidated Fund, there are two new areas that are being funded from 2021 onwards. These are:</p> <p>Extension of parental benefits to provide a longer total period of benefit and allow it to be claimed by both parents. This is funded by an increase in contributions above the standard earnings limit and will provide benefits of up to an additional £3 million from 2021 onwards</p> <p>Introduction of Health Access Scheme. This scheme uses funding from the Health Insurance Fund to support primary care costs for low-income families who qualify for Income Support or the pension plus scheme. This scheme will provide subsidised care of up to an</p>

	<b>Findings</b>	<b>Comments</b>
		<p>additional £1.75 million from 2021 onwards.</p> <p>These 2 new schemes both support CSP4.</p>
12	<p>The Government Plan does not adequately align to the Common Strategic Priority of ‘Protect our Environment’ as demonstrated by its reduction in the related budget.</p>	<p>Whilst we understand the points the panel places on this area and that differences of political opinion are to be expected, the Government Plan does adequately align to the Common Strategic Priority of ‘Protect our Environment’. This is evidenced by the content of Appendices 3 and 4 of the Government Plan and the heads of expenditure allocated to relevant Government Department particularly in the context of the significant impact of Covid on Government finances both in terms of income and additional and unforeseen expenditure.</p> <p>One of the reasons for the changes to the budget for this CSP highlighted by the Panel is the changes to the profile of large infrastructure capital projects as a result of the impact of Covid-19. In many cases (for example the planned £4m on the Sewage treatment works project), the spending on the capital project will still take place but in a later year.</p> <p>The changes highlighted by the Panel also include the £5m one-off grant to the Climate Emergency Fund included in GP20. The planned expenditure from the Fund in 2021 is not included in the Panel’s calculations but amounts to £4.7m in 2021.</p> <p>See also Recommendation 12.</p>
13	<p>The ‘Modernising Government’ category, accounts for a spend in excess of £60 million to be delivered by 2024 and within this grouping are a number of disparate projects. The Government does not make clear how the current pandemic will affect the pace of implementation or the more significant structural and process change and the Review Panel is unclear about appropriate training programmes for the over21s.</p>	<p>Project performance is published on a six-monthly basis and includes the impact of COVID on delivery.</p>
14	<p>The information on which to</p>	<p>The performance of efficiency and rebalancing measures</p>

	<b>Findings</b>	<b>Comments</b>
	drive efficiency measures is impossible to separate from rebalancing measures to offset Covid-19, and impossible to track.	is reported separately from the financial impact of COVID. Where a measure is impacted by COVID, such as the reduced or deferred delivery, this is made clear in the six-monthly reporting.
15	The communications budget is disproportionate to the other budgets which have been reduced, despite the latter budgets being more aligned to Islanders’ priorities. Too much money is spent on Government ‘reach’ and not enough on commissioning surveys, collating high quality data or listening to Islanders’ priorities.	<p>A properly funded and professional communications function is a standard feature of all developed democracies and their governments.</p> <p>It is responsible for:</p> <ul style="list-style-type: none"> <li>• Enhancing the public’s understanding of Government by working with the media to ensure the timely supply of information (both proactively and reactively),</li> <li>• The delivery of public awareness and social advertising campaigns,</li> <li>• Researching target audiences and deciding how best to communicate with them to achieve agreed policy outcomes,</li> <li>• Managing internal communications in a way that supports staff to do the best job they can.</li> </ul> <p>There have always been communicators within the Government of Jersey. Prior to the reorganisation, they were embedded inside departments, working to siloed priorities, occasionally contradicting one another and often incurring greater costs due to bidding against one another for the same advertising space.</p> <p>Like any public service legal, procurement, or HR function, the corporate communications directorate supports Ministers, the wider public service, and Islanders as a means to an end, and not as a political or organisational priority or end in itself. The growth bid in the Government Plan gives the communications directorate the budget it needs in order to work on the greater demand for proactive behaviour change campaigns that the Government has set.</p> <p>The commissioning of surveys, collating high quality data and listening to Islanders’ priorities does not wait until policy is ready to be communicated by the</p>

	<b>Findings</b>	<b>Comments</b>
		<p>corporate communications team. Rather, this process begins much earlier when policy is being formulated and is therefore managed by the individual policy unit within the department supported by their head of communication.</p> <p>The communications directorate supports on the advertising and marketing of surveys and consultations and spends a significant proportion of any advertising spend on channels that allows for two-way communications. Each of the department's head of communications uses a blended approach to make sure they receive, process and disseminate to Ministers the feedback they receive from these communication moments. This can include discussions with staff, comments on social media, letters to the JEP, round table discussions with senior and informed stakeholders (e.g., Chamber of Commerce), and quarterly meetings with editors. Recently, the directorate has set up its own Facebook Group 'Have Your Say' and has been supporting SPPP with two new platforms for public engagement 'Citizen Space' and 'Dialogue'.</p>

## RECOMMENDATIONS

	<b>Recommendations</b>	<b>To</b>	<b>Accept/ Reject</b>	<b>Comments</b>	<b>Target date of action/ completion</b>
1	The Council of Ministers should share information on the structure and presentation of the Government Plan at an earlier stage.	CM	Neither accept nor reject	<p>A Memorandum of Understanding (<a href="https://statesassembly.gov.je/assemblyreport/s/2020/r.69-2020.pdf">https://statesassembly.gov.je/assemblyreport/s/2020/r.69-2020.pdf</a>) was agreed between the Chief Minister and Scrutiny and was presented to the States Assembly on 10th July 2020 in order to improve on cooperation between Government and Scrutiny. This has supported improvements in co-ordination and cooperation over the process for the Government Plan 2020-23.</p> <p>The Council of Ministers looks forward to working with Scrutiny to find further reasonable improvements for the next Government Plan 2022-25.</p>	

	<b>Recommendations</b>	<b>To</b>	<b>Accept/ Reject</b>	<b>Comments</b>	<b>Target date of action/ completion</b>
2	Consideration must be given to extending the time available to Scrutiny to properly scrutinise the Plan and its associated Proposition in 2021 beyond a 15- week period and Ministers must make themselves readily available for briefings and public hearings at short notice.	CM	Neither accept nor reject	As referenced earlier Covid affected on the lodging period and we thank the panels for their understanding in this matter  The Council of Ministers will seek to find reasonable improvements in respect of Ministerial availability for the next Government Plan 2022-25.	
3	If a programme is unachievable due to budget constraints, or if its aspirations are enhanced, a new business case for that programme should be presented, as opposed to creating a new programme requiring further tracking.	CM	Accept	New programmes included in the Government Plan all represent new pressures and funding requirements that emerged after Government Plan 2020-23 was finalised. To ensure a robust funding allocation process, each was required to submit a business case.  The recommendation is accepted, and it is already normal practice for a revised business case, or an addendum, to be prepared where additional funding is required for an existing programme or where an enhancement to that programme is requested. In both cases, any additional budget approved would be allocated to the existing programme.	
4	Consideration must be given to clear presentation of tables and their contents and project codes should at all times be allocated in a consistent manner across documents.	CM	Accept	This is noted.	
5	The Government should reconcile the Performance Framework, Government Plan and the 6-month Progress Report more directly with Common Strategic Priorities and	CM	Neither	We consider that, while improvements can always be made, an improved link has been made in the Government Plan 2021-24 between the Performance Framework, the Government Plan, the 6-month progress report and Common Strategic Priorities.	

	<b>Recommendations</b>	<b>To</b>	<b>Accept/ Reject</b>	<b>Comments</b>	<b>Target date of action/ completion</b>
	demonstrate measurable progress against them.			Officers have provided briefings to Scrutiny on the Jersey Performance Framework and will continue to assist Scrutiny with their understanding and will continue to make improvements for the next Government Plan 2022-25	
6	The Government should halt any efficiencies which negatively impact on children and young people.	CM	Neither accept nor reject	By definition, efficiencies will not reduce services – they will enable the same services to be provided with less or a greater level of service with the same resources. Delivering efficiencies in these areas enables more investment in expanding the provision of services and is entirely separate to the specific investment in priority areas agreed in the Government Plan.  Impact assessments will be carried out before measures are proposed to ensure they align with Common Strategic Policies.	
7	The Government should halt any efficiencies which negatively impact on vulnerable and disadvantaged groups and develop its final approach to a sustainable wellbeing impact assessment as a matter of urgency. The Government should also explore innovations such as outcomes-based contracting, impact bonds and social impact investing to deliver upon its commitments.	CM	Neither accept nor reject	As 6.  The Government is committed to working with businesses and voluntary organisations in identifying and implementing novel approaches to addressing social issues and creating new ways of funding projects and services.  The Homelessness Strategy exemplifies this approach. Funded by the Ocorian Trust, the strategy has been developed by charities, arms-length bodies and government departments working together to identify key recommendations to address homelessness issues in Jersey.	
8	The Government should commit to seeking to reduce the level by combining borrowing with other strategies.	CM	Reject	Commitments to reduce the level of borrowing were included in the Government Plan (page 120) and this commitment was further strengthened through the Assembly’s adoption of	

	<b>Recommendations</b>	<b>To</b>	<b>Accept/ Reject</b>	<b>Comments</b>	<b>Target date of action/ completion</b>
	This includes creating the conditions for local investment in a community bonds programme and making appropriate use of the considerable assets of the States of Jersey by realising their value, or at least taking urgent steps to identify assets that can be repurposed to better suit the needs of Islanders, and/or disposing of unnecessary assets, all the while vigilantly tracking borrowing rates and reporting back regularly.			<p>Senator Gorst's amendment to the Government Plan.</p> <p>Ministers have committed to developing the option of a community bonds programme ahead of consideration by the Assembly of the medium to long term strategy, alongside the consideration of the budget and funding of Our Hospital in Spring of 2021.</p> <p>Ministers do not support the sale of Statesowned assets at this time. However, an estates strategy has recently been agreed by ministers. Officers will be charged with delivering the strategy, which will include the consideration and agreement of which sites Government wishes to dispose of. The receipts from those disposals will be used to reduce the borrowing requirement.</p>	
9	The Government should commit to exploring the option of developing a community bond to help reduce the level of borrowing.	CM	Accept	Ministers have already committed to developing the options around a community bonds programme for consideration by the Assembly of the medium to longer term borrowing strategy, alongside the consideration of the budget and funding of Our Hospital in Spring of 2021.	
10	The Government should commit to delivering asset and estate strategies as a matter of urgency in order to deliver ways to reduce the level of borrowing.	CM	Accept	<p>An Estates Strategy has been developed and was presented to the Council of Ministers shortly before the Government Plan debate. Until that strategy was agreed Jersey Property Holdings could not start the work to look holistically at the estate assets no longer required by Government for their original purpose. Alternative uses will be considered for these assets prior to any decision to recommend for disposal.</p> <p>The Government, as per 8 above, has already committed that receipts arising</p>	

	<b>Recommendations</b>	<b>To</b>	<b>Accept/ Reject</b>	<b>Comments</b>	<b>Target date of action/ completion</b>
				<p>from the estate’s strategy will be used to fund the borrowing requirement.</p> <p>With regards to other Government assets, Ministers are not closed to potential opportunities in the future but they do not feel that this is the right time to “fire sell” the investments it has that provide the strength to our Balance Sheet.</p>	
11	<p>The Government should halt any efficiencies which negatively impact vulnerable and disadvantaged groups and should consider options such as living wage, outcomes-based contracting, impact bonds and social impact investing to deliver upon its commitment to the Common Strategic Priority of ‘Reducing Income Inequality and Improve Standard of Living’.</p>	CM	Neither accept nor reject	<p>As 6.</p> <p>By definition, efficiencies will not reduce services – they will enable the same services to be provided with less or a greater level of service with the same resources. Delivering efficiencies in these areas enables more investment in expanding the provision of services and is entirely separate to the specific investment in priority areas agreed in the Government Plan.</p> <p>The Government Plan 21-24 commits to a review of the process by which the statutory</p> <p>minimum wage is set. The Jersey living wage is a voluntary programme run by Caritas Jersey. The living wage has been increased in January 2021 to £10.96 p/h</p> <p>The Government is committed to working with businesses and voluntary organisations in identifying and implementing novel approaches to addressing social issues and creating new ways of funding projects and services.</p> <p>The Homelessness Strategy exemplifies this approach. Funded by the Ocorian</p>	

	<b>Recommendations</b>	<b>To</b>	<b>Accept/ Reject</b>	<b>Comments</b>	<b>Target date of action/ completion</b>
				Trust, the strategy has been developed by charities, arms-length bodies and government departments working together to identify key recommendations to address homelessness issues in Jersey.	
12	The Government should halt any efficiencies which negatively impact the environment and reconsider the proposed 26% reduction of investment to 'Protect our Environment' in 2021 against the 2020 allocation, to deliver upon its commitment to this Common Strategic Priority.	CM	Neither accept nor reject	<p>By definition, efficiencies will not reduce services – they will enable the same services to be provided with less or a greater level of service with the same resources. Delivering efficiencies enables more investment in expanding the provision of services and is entirely separate to the specific investment in priority areas agreed in the Government Plan. Impact assessments will be carried out before measures are proposed to ensure they align with Common Strategic Policies.</p> <p>The Environment, Housing and Infrastructure Scrutiny Panel have noted in Finding 29 of their Government Plan Review that <i>“There are no efficiencies assigned to the Minister for the Environment, only a joint efficiency with the Minister for Infrastructure and Minister for Economic Development, Tourism, Sport and culture in relation to the Target Operating Model for the Infrastructure, Housing and Environment Department.”</i> This, combined with increased funding across three separate bid areas for the government plan period), sees the potential for positive rather than negative impact on the island’s environment through dedicated and previously unfunded workstreams. The successful bids covered expenditure in the area of the natural environment funded by increases in revenue budgets but also with funding from the Climate Emergency Fund, and for Brexit from funds held separately by treasury in reserves</p>	

	<b>Recommendations</b>	<b>To</b>	<b>Accept/ Reject</b>	<b>Comments</b>	<b>Target date of action/ completion</b>
				Rather than looking at funding as a 26% reduction in funding against the previous year, it might be better to view the successfully requested bids as those which the Officers and Ministers of the department consider appropriate to spend to address the key priorities in the appropriate timescales that they have carefully considered.	
13	The Government should make it easier to track, analyse and assess what the Covid impact has been on the workforce, both in the private and public sector, and improve opportunities for training and skills.	CM	Neither accept nor reject	<p>The implementation of the Integrated Technology Solution (ITS) will make future reporting on the workforce, and associated impacts, easier.</p> <p>Data indicating the impact of COVID on the workforce continues to be collected through the various Business Support Measures.</p>	
14	Transparency is needed about how an efficiency is defined and how efficiencies are tracked and monitored for progress and their impact on society.	CM	Neither accept nor reject	<p>Definitions were clearly set out in the Efficiencies Plan 2020 and each individual measure, in both the 2020 and 2021 plans, are classified within these definitions. In addition, the status of each measure as either a reduction in expenditure or increase in income and whether it is one-off or recurring is included.</p> <p>Progress monitoring is established through the monthly budget monitor process with published reports on performance on a six-monthly basis.</p> <p>Impact assessments are carried out as part of the approval of the proposed measures and impacts are further assessed on a six-monthly basis. The methodology of assessing impact will continue to be developed over 2021.</p>	
15	More attention should be given to commissioning and collating better quality and more frequent	CM	Reject	<p>Please refer to finding 15.</p> <p>Last year the communications</p>	

	<b>Recommendations</b>	<b>To</b>	<b>Accept/ Reject</b>	<b>Comments</b>	<b>Target date of action/ completion</b>
	survey updates on a range of issues with less money spent on the Government 'reach'.			<p>departments and policy leads led on a number of surveys and consultations to monitor the opinions of Islanders. This is alongside the daily monitoring of specific sentiment on traditional and social media, feedback from stakeholder groups, and Ministerial correspondence. Some of the surveys and consultations are detailed in finding 15. A few of which are detailed in finding 15. As part of the Government Plan the Council of Ministers, working in collaboration with Deputy Pamplin, agreed to put forward an amendment to the Government Plan to allocate an additional £150,000 in 2021 to provide for additional surveys and analysis to support the Living Costs and Household Income Survey. Below are some further examples of the surveys that have been produced across departments</p> <p><b>CYPES</b></p> <p>The department ran the Children and Young People survey this year with the Children's Commissioner's Office. In this survey, A total of 2,105 children and young people in Jersey shared their thoughts and feelings about the coronavirus pandemic. A survey was sent directly to the 1,200 students on the Student Finance database and promoted on Government social media channels to reach overseas students. The survey asked all overseas university students how they planned to travel back to Jersey and how they planned to isolate.</p> <p><b>IHE</b></p> <p>The department has carried out surveys in the following areas: DVS – PTI centre; single use carrier bags; aviation meteorology; the Access Strategy; Waterworks Valley; Hill Street cycle path; FB Fields; Active Travel; Midvale Road; Les Quennevais stake park; St</p>	

	Recommendations	To	Accept/ Reject	Comments	Target date of action/ completion
				<p>John's Road zebra crossing; Le Rocquier safer routes to school; ; Active Membership Survey.</p> <p><b>T&amp;E</b></p> <p>For the policy development underpinning Prior Year Basis (PYB) Tax Reform, a survey was set up (and analysed in-house). Including hard copy printing and translation services. Thirteen focus group sessions were also conducted.</p> <p><b>SPPP</b></p> <p>The department has carried out surveys in the following areas: sustainable transport survey; St Brelade's Bay; Cyril Le Marquand House use; Our Hospital draft supplementary guidance; South Hill use.</p> <p>A survey and two focus groups were commissioned to understand behaviours and views of Islanders during the second wave of the pandemic. This ranged from mask-wearing to the best forms of communications.</p> <p><b>2020 Island Plan Review</b></p> <p>In 2020 Island Plan Review has "commissioned surveys, collated high-quality data and listened to Islanders' priorities" through the support of a communications lead supporting following workstreams. : Call for Sites, St Helier Urban Character Appraisal, St Brelade Urban Character Appraisal, Employment Land Study, Infrastructure Capacity Study, Integrated Landscape and Seascape Character Appraisal, Coastal National Park Review, Public Realm and Movement Strategy, Historic Environment Review.</p>	

	<b>Recommendations</b>	<b>To</b>	<b>Accept/ Reject</b>	<b>Comments</b>	<b>Target date of action/ completion</b>
				<p><b>Our Hospital</b></p> <p>Alongside the regular, and copious, correspondence received by the programme team from Islanders, there have been two Islandwide calls for action (sites for the hospital and nominations for the Citizen's Panel), a survey on shortlisted sites and a virtual public exhibition.</p>	

## **CONCLUSION**

### **Chief Minister's Conclusion:**

We look forward to continuing to work constructively with Scrutiny during 2021. I appreciate the efforts of all panels and their officers in accommodating the review of the government plan under some considerable time constraints due to the Covid Pandemic. Reviews have been at pace, and we trust that the considerable volume of information was valuable. I was pleased to be able to accept many of the amendments put forward by Scrutiny and States Members.

### **Minister for Treasury and Resources Conclusion:**

I wish to thank the Panel and its officers for its work in scrutinising the Government Plan, particularly under the time constraints brought about by Covid-19. I look forward to working constructively with the Panel on Government Plan 2022 later this year.