

**STRATEGIC AND CORPORATE MANAGEMENT
OF THE STATES (P.164/98): AMENDMENT**

**Lodged au Greffe on 11th August 1998
by Senator R.J. Shenton**



STATES OF JERSEY

STATES GREFFE

**STRATEGIC AND CORPORATE MANAGEMENT
OF THE STATES (P.164/98); AMENDMENT**

For paragraph 1 of the proposition substitute -

to agree that there should be appointed a Chief Executive Officer to the States of Jersey on a five year contract to replace the Chief Adviser to the States on the latter's retirement;

SENATOR R.J. SHENTON

Report

My amendment is intended to focus members' minds on the current direction of the States. In 1992 the Establishment Committee, of which I was President, presented a proposition to the States (P.127/92) which recommended the appointment of Mr. G.C. Powell as Chief Executive Officer to the States of Jersey. Unfortunately, the proposition was amended and Mr. Powell was appointed as Chief Adviser to the States. The report which accompanied the proposition is attached as Appendix 1 and I would urge members to read it fully and to ask themselves whether or not the questions posed at that time were not only relevant but crucial to the development of our Island over the past five years. At the present time there is a perception that the States lack leadership and direction, not least because of the reluctance on the part of some politicians to recognise the need for a Chief Executive Officer who would be responsible to the States Assembly, and not beset by individual political agendas which frustrate decision making.

The report at the time brought attention to the fact that the Island would be facing challenging times and that developments in Europe were having and would continue to have, a significant impact on the Island's economy. There was also growing concern for, and a need for action in respect of, many environmental issues. It stressed the need to bring the various threads of economic, social and environmental policies together in a more co-ordinated way. It pointed out deficiencies of the system as it stood in 1992, and it provides no great satisfaction to hear in 1998 the clamour for change both in and outside of the States using the same arguments.

Unfortunately, Mr. Powell is now at the end of his term, but I think the case has been made quite clearly for someone to fill the post of Chief Executive Officer to the States of Jersey and this should be advertised without delay. The past five years have been full of promises from the Policy and Resources and Finance and Economics Committees, but what does their record show? Inflation rising, public sector manpower continuing to increase and vast sums of money expended on grandiose schemes with nothing being put aside for the so called Strategic Fund. The Strategic Fund has built up over the years by investment interest and not by allocation of reserves. Over the last five years, manpower has increased by (at last count) 111 posts, and these are mainly in the

areas of the Trading Committees to the detriment of the frontline medical and educational services. The increase in manpower must be viewed in the light that over the same period 128 employees have taken advantage of the voluntary early retirement and redundancy schemes. The cost over the years has been astronomical and unaccountable. Civil Servants' salaries and fringe benefits have increased over the years at an alarming rate and, with one or two exceptions, our top executives have less responsibilities today but higher salaries and pension benefits. The paymaster is of course the public, and we are expected to monitor these increases and to ask questions in the public interest. Sadly, some members enjoy the national stage more than the domestic, and fringe politics often receive much more publicity than the welfare of the Island residents.

By the time the Debate takes place in the House, I will hope to show how the needs of the local market have been sacrificed in terms of time and money for the pursuance of these fringe political agendas. If one examines the present proposition of the Policy and Resources Committee, once again emphasis is placed upon a narrow political committee, rather than having a hands-on person who will ensure through the States that the wishes of the people are being looked after and dealt with. The cost of the new posts envisaged for the Policy and Resources Support Group will be another half million per annum for starters. My belief is that a good Chief Executive Officer would make sure that Chief Officers in every department earned their money and put into operation those same States' policies without requiring extra staff. I would ask Members to read the Appendices attached to my amendment and to check whether my claims are correct -

- (1) Has the Strategic Reserve been built up by prudent house-keeping or has it increased by investment income?
- (2) Have States' manpower levels risen in both post and cost terms by an unacceptable level over the past five years?
- (3) What have been the benefits in the voluntary early retirement and redundancy schemes bearing in mind the total cost?

- (4) Should Chief Officers be moved at regular intervals in order to broaden their experience and to provide better return on the States investment in the individual?

A Chief Executive Officer would make sure that these matters were addressed, and with regular reports to the States we would all be in a position to ensure that our Island is run in a manner which is more in keeping with the year 2000. Co-ordination and implementation of States' policies is not the work of a fragmented States' committee but is the task of a strong Chief Executive Officer on a contract basis who will deliver on performance.

APPENDIX 2**Opening Speech by Senator Dick Shenton 1992**

Yes Sir, I'm very grateful and privileged today to be able to come to the house on this important matter. The States have often been accused of not being positive, not being pro-active and certainly being lacking in the speed of their decisions, and I believe that today we have an example where one can address the house on this important matter and see whether the States have moved forward and are ready for such an appointment. So I don't think I need to go too much into the background of Mr. Powell but I have to explain to the house why one is departing from the normal procedure of advertising a post and therefore appointing the best person for that post and the procedures that have taken place before.

When I talk about being pro-active I think that the feeling of the Establishment Committee, and I hope the house shares it, is that we want to establish a post with a post-holder that we believe is suitable, in order to prepare ourselves for the future. Mr. Powell, when he was appointed, I remember very well that time, was appointed by what one would call the old team of, Cyril Le Marquand, Wilfred Krichefski, Reg Jeune, and there are very few left who would remember those days and there was a certain opposition at that time to the appointment. Time has shown that the appointment was a very wise one and I venture to suggest at the risk of embarrassment to Mr. Powell, that the Island would have suffered greatly without his fantastic powers of persuasion, quiet persuasion, and the way in which he works and the way in which he has advised, and indeed in some way co-ordinated policies all be it though with some difficulty. Not by him, but by the system that he serves, and so therefore one must obviously think in terms of succession, of what we are going to do when Mr. Powell retires. He has signified he wished to retire in five years' time, and therefore one must think in terms of what will follow and what we would have to follow, and how we would seize the progression of this role or indeed a role that would meet the public requirement for the future for it is the public we are talking about, I'm not standing up here today to answer the needs of the tabloid press. They've all got their, shall we say, advice to offer. They don't have to look at the long term interest. I mean to say the speculation of the headline in last night's Evening Post was a sign

of the irresponsibility that one can purely arouse emotions and comment about something where there is no truth whatsoever.

And so we have to come back to the fact that it is on the floor of this chamber and in full public view that we have to make decisions such as this. And so one has been very quiet about the position, they have trotted out the politicians of the past to comment on it, the Radio on Sunday had been full of it, everyone has had their say, but what about the future? The future is Sir that we do require now someone to be used in a way which will bring benefit to all Committees.

Sir, it was with some pride that I recollect some months ago, I was delegated to call the House together, and how united that House can be when we share our views about certain subjects. It is that that one wants to do today. The Policy and Resources Committee came through the transitory stage of a Policy Advisory Committee. The Policy Advisory Committee, advisory and I use the word and I hope that Deputy Maltwood will take note of it. The Policy Advisory was found to be wanting, Advisory was fine but that's all it was, and wanting it to go a step forward and so the Policy and Resources Committee was formed. Now being a member you would say well I would be bound to stand up and support Policy and Resources and what it has done. I believe that I can stand up and say that with not merely by the fact of being a member but to show some positive things which have occurred since one has been more pro-active in their approach.

You will never stop the criticism, I'm sure it is well meant, I'm sure the Chamber, the I.O.D., and their few members, who, most of them have come over here to enjoy the success of government in Jersey have only got to look over their shoulder to see what they left in their own place where they came from and to realise that we have not engaged in government without a great deal of thought for the future. I refuse to accept, I hope the young people will listen, that this Island is being governed badly or irresponsibly, it is being governed extremely well but within the full glare of publicity in all directions. No decision can be taken without it being immediately known. And I would like to see a board try and act in the same way if they let all their workforce, everyone, know every policy decision that they were going to take, and we have still found time over the years to find representation of the individual in a way that brings credit to our Island. So following on the

point that I am making, I was very pleased yesterday to receive through the Governor's office a letter from an old-age pensioner who had spent a holiday in the Island. Contrary to what is often published, there is a lot of people, the great majority of people, who enjoy coming to our Island, and will continue to come to our Island. This elderly lady said how nice it was to come to an Island where the people were so friendly, where she didn't have to look over her shoulder, where the beaches were so beautiful, and how different it was to where she lived. And that is what we have here, now I want to see that continued. So therefore I want to see it continued and I want to see it continued with policies that really accept the urgency of decision-making today.

It's not our fault that demands have changed, and that the old days of Senator Kricheski and Senator Cyril Le Marquand, and I was a member of that House, where they had the luxury of time to make their decisions, it has changed, and people expect a more immediate response to their requirements and their fears. And so it is with this in mind that the Establishment Committee today bring forward this proposition, we have a person in a post who has served this Island extremely well, and I know of no-one, that can be critical of the role that has been played. But this person has not merely been an economic advisor, he has been everything that one has required in the way that one should co-ordinate and direct policies for the future, quietly, simply in the background, shaping and fashioned them, without at any time I might say upsetting any Committee President or anyone that may feel that their Committee has been subject to the postholder?

Sir, the man will not change. But after discussion with him, I find a new enthusiasm. When you've been in office a long time it is surprising people work well when they know there is a goal. And one has put forward to Mr. Powell that could he use his last five years in office, by using the wealth of experience and the department that he has created to supply all the statistics and economic advice that this house will always require. And at the same time take a more positive role by co-ordination, cajoling, by persuasion, by creating an image of this Island government which I think we deserve. And so therefore was pleasing to say, so many people, when they reach the end of their time or even five years to go are looking at the clock, and how rewarding it was to find someone who absolutely responded, very positively and felt that this could be achieved.

But at all times his concern was, he would not wish to do it, if in any way affected his relationship with the States Members and the Chief Officers. He saw those people as the people who he had respected over the years, who he had served over the years, who he had worked alongside over the years and there was not way that one could expect it to behave in a dictatorial or arbitrary manner. He would in using the same sort of powers that he had used effectively for all of us, he would use these within the Island to create a framework for the future which would benefit the Island and the government. That means of course the people, because that is who will benefit.

It was an indication yesterday, Sir, how we have to co-operate, how we have to examine everything with the greater view of what the Island requires of us. It's no good any more with us coming up with our pet schemes and projecting them and publicising them, when we know full well that we have to work within financial and manpower restraints, which are becoming more stringent by the day. And however nice it would be to give everything to the public it is not always possible. And so we have to look at the framework that we have at the present time.

My Establishment Committee yesterday made some major decisions about the future of manpower resources and so on and so forth. I would want Mr. Powell to be there, I have a first class Chief Officer who will not resent his presence because they are working together. It's working together with the Treasurer of the States, the Head of Manpower Resources, and carrying out the corporate policies that we have established, he can meet, as you all know, with anyone that comes to this Island and he afforded the greatest respect possible. I don't wish to embarrass anyone but I'm sure members sitting at their desks today know full well we can't give 100 per cent of our time and we can't always be present at meetings. And we can't all drop that what we are doing to earn our livelihood at the present for some particular thing. And therefore we want someone who can do that for us someone who can, with the greatest respect to his fellow officers, present a view which we can take up whether we be on Finance, whether on Establishment or whether we be on Policy and Resources. I've made those three the center point, not because I wish to exclude the others but in matters of Committee Education Policy, in matters of Public Health Policy, those Committees are doing fantastic jobs, but there are these financial and manpower restraint policies which cut across decisions

that they may make, not to interfere, but to make sure it's achievable. And at the moment we are still working with a certain degree of isolation, and the plea is coming up, well let's encourage, you know, more outside lay committees to do it. I brought forward many years ago the question of co-opting members to States Committees and it was turned down by an overwhelming vote, maybe one has to look at that again, I don't know how the house feels on that. But certainly to hand over, to non-elected people goes slightly against the grain. Because we are responsible at the end of the day for what the public wants. And so therefore the way that one should proceed is to look at ways of fine-tuning the instruments that we have at the present time.

Mr. Powell knows that he can supply all that he has supplied in the past, and I did suggest that as an Economic Advisor he has a wealth of experience which quite frankly is the envy of other administrations similar to ours. That will not be lost, he has the respect of the other Chief Officers and if I dare say, believe me, not what you read, the other Chief Officers with one or two fears of the word Director, of what it might mean and are 100 per cent behind him. This is the truth of the matter, they know Colin Powell, they can work with Colin Powell, but if I were to put forward a proposition saying that were are going to appoint a Chief Executive Officer and advertise it tomorrow, I wouldn't do it because I don't believe it to be right. Then are we going to bring in some authority from the United Kingdom, some person with qualifications which we believe is right for the job, no, I think we are for the first time recognising that within our midst we have someone that can do the job and will take on a task that will provide us, in my opinion, with a proactive role rather than a reactive one. Now it's been obvious to you that there is no-one, Sir, that I would accept a reference back for Chief Advisory Officer, that's yesterday's topic. Today I want a positive approach from the members of this house. I believe the Island wants a positive approach. Do you believe that this can be of benefit, do you believe that we can use the five years remaining to Mr. Powell to fashion the future role of, perhaps in five years time a new house and a new way may well believe this is a different role for a Chief Executive Officer, but for the moment I can think of no better candidate to bring us forward in the future, in a way that makes us use our financial resources and our human resources in the public interest.

Sir, the present role of the Economic Advisor, and that's why I'm surprised that the amendment came from Finance and Economics. By and large Mr. Powell has not merely been Economic Advisor, you have a CAA meeting, sorry to say but where is the politician, Mr. Powell is their representative in the Island. You have a Fishing meeting, yes, to a certain degree we've got political representation, I'm sure Senator Rothwell won't mind me saying so, but Mr. Powell's attendance is most important.

I meet with you Sir, on matters of the Island's constitution or other matters and more often than not Mr. Powell is asked, because of his depth of experience, because of the way that he gets on with the people that we have to deal with and because of the respect that is accorded to him. I think it's been an insult to people to suggest that this proposition is merely to say to reward someone for a job well done. Neither I or Mr. Powell would want that to be the case. There is a job here to be done and I have not presumed to believe that you are going to support me today and my committee, and therefore there is work that I will have to do should you support me. The Attorney General has, and I'm grateful to him, and I would like to say it publicly, has sent me a letter making it quite clear, that it says in the report about money required and he has said if what we have in mind is the States' wish, then one must come to the States and have the post recognised and the role recognised, and Mr. Powell's presence in this Chamber in order to be informed and so on, is essential. I don't quarrel with that at all, in fact it goes very much along the lines that one has been thinking all along. It is important to us that someone knows the way we want to proceed and gets on with the task.

I asked Mr. Powell for the work that he carried out at the present time and he sent me a list and when I read it I was astounded myself by the Committees and the representation that he makes on this Island's behalf. I've not used him that much Mr. President, because always I felt he had sufficient to do, but I would welcome when we talk about matters which cut across boundaries of him being informed and working with my Chief Officers, I know my own Chief Officer is very supportive of this view, he sees nothing wrong with it and cannot see how we have proceeded in the past without having this co-ordination between those important roles. It is a matter for the house to consider with the amendment, I will have to speak again and with the summing

up I will have to speak again so rather than bore you, I hope you have read the report, I hope I have put in your minds the reason why one is suggesting this at this particular time taking into account the availability of an Officer of such quality and capability as Mr. Powell. I hope you will take on board what I've said about our committee system because we have some excellent Chief Officers, and I'm very pleased to be able to say that we have.

Unfortunately at times our PR is deplorable and we allow speculation to be used instead of the truth. Today I want to see a step further in our quest for a more positive and pro-active role. I hope that you as a house will give me support and my committee to go forward with the understanding that we will have to come back to this house to regularise the position should you support the proposition. And I think today is a day not for looking back, it's a day for looking forward and I will defend both in this house and out of this house the government of this Island because I think we have been extremely successful, worked in the public interest at all times, and have nothing to learn from our neighbours.

I make my proposition.

**CHIEF EXECUTIVE OFFICER TO THE
STATES OF JERSEY: APPOINTMENT**

**Lodged au Greffe on 25th August 1992
by the Establishment Committee**



STATES OF JERSEY

STATES GREFFE

PROPOSITION

THE STATES are asked to decide whether they are of opinion -

To appoint Mr. Geoffrey Colin Powell, M.A. (Cantab),
Economic Adviser, as Chief Executive Officer to the States of
Jersey.

ESTABLISHMENT COMMITTEE

Report

1. The Island and the States face challenging times. The prevailing economic climate and developments in Europe are having, and will continue to have, a significant impact on the Island's economy. In addition there is a growing concern for and a need for action in respect of many environmental issues.
2. The States need to respond to these events. There is a need to pull the various threads of economic, social and environmental policies together in a more co-ordinated way. There is a need to foster the Island's revenue earning activities within a framework of strategic policies and objectives covering economic, social and environmental issues. Furthermore, the financial and manpower resources at the disposal of the States need to be applied in support of these policies and objectives in the most effective way. This in turn can be expected to continue to call for the setting of priorities between competing claims.
3. These responsibilities are undertaken at political level by the Policy and Resources Committee which was set up in 1989. What experience of the last three years has shown is that the process of strategic planning, policy co-ordination, policy review and priority setting would be assisted if there were a clear identification of which person at administrative level has responsibility for serving the States as a whole in these areas.
4. In other jurisdictions this role is performed in different ways. In administrations such as Hong King and Gibraltar the responsibility rests largely with a person holding the position of Financial Secretary. In the Isle of Man there is a Chief Secretary, and in Guernsey a States Supervisor. In the United Kingdom a co-ordinating role is performed by the Cabinet Secretary.
5. Many of the tasks that call to be undertaken are carried out presently in large measure by the Economic Adviser. The original role of the Economic Adviser set out the Report adopted by the States in 1968 (P.45) - see Appendix I - has been broadened over the years in response to a general need for

someone to pull the essential strategic planning and policy co-ordination threads together.

6. The Committee believes it is an appropriate time therefore to give the existing arrangements a clearer identity of purpose. To this end it is proposed that there should be a Chief Executive Officer of the States and that the first holder of this post should be the current Economic Adviser.
7. Consideration has been given to whether the position should be described as Chief Executive Officer of the Policy and Resources Committee. However, it is thought to be more appropriate that the post holder should be responsible directly to the States and be seen as independent of any one Committee. While the post holder would be expected to work most closely with the Policy and Resources Committee and the Finance and Economics Committee, and also with those Committees responsible for the management of manpower and property, he would be available to offer independent advice and support to all Committee of the States, as is the Economic Adviser presently.
8. There would be no significant resource implications in the implementation of this proposal. The Chief Executive Officer would need to be supported by a relatively small Department, as is the case with the Economic Adviser. It is proposed that the Chief Executive Officer's Department would comprise two sections. One would continue to use existing staff in the Economic Adviser's Department to offer economic advice, provide a central statistical service, and generally monitor developments in Europe and the world at large. The other would engage in strategic planning and policy co-ordination and seek both to stimulate, assist in and co-ordinate policy reviews. The staff in this section would be limited to two or three in number and would include the post of Executive Officer of the Policy and Resources Committee whose responsibilities would be extended to embrace these wider activities. It is for consideration whether this section also should include a person with particular responsibility for advising on the co-ordination of environmental policies. Any additional manpower resources

required within the Chief Executive Officer's Department - and these would be limited to one or two in number - would be provided either by the transfer of existing posts or the secondment of officers as appropriate.

9. For the role to be performed by the Chief Executive Officer to be carried out most effectively it is essential that he should have the full support of Chief Officers generally, as well as from the Committees of the States that they serve. The Economic Adviser presently chairs a small team of Chief Officers, known as the Policy and Resources Advisory Group of Officers (PRAG). This arrangement would continue and be extended with the Chief Executive Officer chairing a larger Chief Officers Policy Group which would provide for the active involvement of all Chief Officers in policy co-ordination and strategic policy thinking.
10. The Chief Executive Officer would be expected to build relationships with Chief Officers such that they feel able to seek his guidance when they wish and would readily accept his authority to raise matters which fall within their sphere of responsibility. The Chief Executive Officer would work particularly closely with the Treasurer of the States and the Chief Executive Officer of the Personnel Department, to ensure among other things that the resources of the Treasury and of the Personnel Department presently engaged on policy reviews and value for money exercises are used in a co-ordinated and mutually supportive manner, and also with the Greffier of the States.
11. The principal responsibilities of the proposed Chief Executive Officer are listed in Appendix 2 to this report. In summary they involve the direction, co-ordination and promotion of policies as determined by the States; a substantial contribution to the formulation and development of policy on a wider range of subjects; and consideration of and advice on the implications of proposed changes in policy or legislation.
12. The Committee has been advised that, if these proposals are adopted, it may be necessary to amend the States of Jersey Law

1966 and the Department of the Judiciary and the Legislature
(Jersey) Law 1965.

APPENDIX I**Extract from Report and Proposition
of the Finance and Establishment
Committees regarding the appointment
of an Economics Adviser (P.45/68)**

APPENDIX

SUGGESTED RESPONSIBILITIES OF THE
ECONOMICS ADVISER

In accordance with such instructions as might from time to time be given by the Finance Committee, the Economics Adviser would be required -

A. Economic Considerations

1. To carry out the research required to establish the nature and characteristics of the Island's economy, and to advise on the initiation, collection and co-ordination of such information and statistics as may be required to keep the States and Committees concerned informed of economic trends in the Island, and of developments taking place elsewhere which might have a bearing on Jersey.
2. To make assessments of the nature and extent of likely future changes in significant sources of the Island's income, and to advise on the effect of any such changes on the economy of the Island.
3. To provide forecasts of the rate at which the Island's economy is likely to grow, and of the extent to which such growth is likely to influence the claims of the public and private sectors on the Island's resources of land, labour and capital.
4. To study the extent to which the economics of various Committees' policies are inter-related and to advise on an integrated policy of developments by the States.

B. Financial Consideration

5. To make appraisals of any policies proposed by Committees that involve major expenditure, and to advise in consultation with the Treasury on the preparation of long-term plans for expenditure by all departments, to collaborate with Chief Officers and Committees in preparing these plans, and assist in the co-ordination of the plans for presentation to the Finance Committee and the States.
6. To assist in the preparation of forward revenue forecasts in collaboration with the major revenue producing departments, to advise on the economic effects of likely variations in the existing sources of revenue and to advise on possible additional sources.
7. To ensure that a full economic appraisal is made of projects in terms of capital expenditure and any resulting revenue expenditure or income, and to advise the Finance Committee thereon in conjunction with the Treasurer of the States.
8. To assist the Finance Committee in the establishment of a priorities for capital expenditure within the framework of the long-term plans for expenditure referred to in paragraph 4 above.
9. To collaborate with the Treasurer of the States in advising the Committees concerned as to the statistical and accounting information required in connection with the budgets relating to commercial activities.

APPENDIX 2

**PRINCIPAL RESPONSIBILITIES OF THE CHIEF
EXECUTIVE OFFICER TO THE STATES OF JERSEY**

1. To direct, co-ordinate and promote policies as determined by the States, and in particular -
 - (i) the setting of a framework of strategic policies and objectives, and to generally assist the Policy and Resources Committee in the execution of its responsibilities;
 - (ii) the co-ordination of economic, social and environmental policies crossing Committee boundaries;
 - (iii) the setting of priorities in the allocation of financial and manpower resources;
 - (iv) to work with the Law Draftsman in the setting of law drafting priorities;
 - (v) to work with the Treasurer of the States on the preparation and effective implementation of States financial policies;
 - (vi) to work with the Chief Officer of the Personnel Department on the preparation and effective implementation of States manpower policies.

2. To advise the Policy and Resources Committee and the Finance and Economics Committee on the nature and extent of likely influences on the economy of the Island, and on the effect of any such influences on the sources of the Island's income, and on the extent to which such changes are likely to impact on the demands of the public and private sectors on the Island's resources.

3. To review and undertake appraisals of existing policies, and those proposed by Committees that have major implications for the Island, and advise the Committees accordingly.
4. To chair a Chief Officers Policy Group and actively involve all Chief Officers in effective formulation, co-ordination and promotion of States strategic policies.
5. To assist in promoting a relationship between the States and private interests that is conducive to the successful pursuit of the States strategic policies and objectives.
6. To monitor, assist in providing a channel of communication, and advise the Policy and Resources Committee on international issues relating to the European Community, the OECD, and international conventions and agreements generally in consultation with the Bailiff, the Attorney General, the Greffier and/or the Law Draftsman as appropriate.
7. To establish through carrying out the necessary research the nature and characteristics of the Island's economy; to advise on and carry out the initiation, collection and co-ordination of such information and statistics as may be required to keep the States and Committees concerned informed of economic and social trends in the Island, and of developments taking place elsewhere that might have a bearing on the Island.

APPENDIX 3

**STATES PERSONNEL DEPARTMENT
MEMORANDUM**

**States
of
Jersey**

To: Colin Powell
Dept: Office of the Chief Adviser

From: Mick Pinel

File ref.:

Date: 10th July 1998

Senator Shenton's Questions

The answers to the Senator's questions, as far as my Department is involved, are as follows -

Over the last five years, the number of Full Time Equivalent (FTE) permanent posts and contract posts of greater than one year has increased by 111.44. If the Trading Committees are excluded, this results in a decrease of 19.03 FTE.

Over this period, 128 employees have taken advantage of the Voluntary Early Retirement and Voluntary Redundancy Schemes.

MJP

APPENDIX 4

INFORMATION TAKEN FROM STATES OF JERSEY ACCOUNTS BOOKS - STRATEGIC RESERVE 1993-1997

	1993	1994	1995	1996	1997
	£	£	£	£	£
Opening balance as at 1st January	177,903,040	211,548,719	229,646,807	238,083,646	249,023,397
Transfer from accumulated reserve	17,095,832	-	-	-	-
Transfer to Capital Fund	-	(5,000,000)	(7,000,000)	(5,000,000)	(5,000,000)
Transfer to Tourism Investment Fund	-	-	-	(10,000,000)	-
Net return on investments	<u>16,549,847</u>	<u>23,098,088</u>	<u>15,436,839</u>	<u>25,939,751</u>	<u>28,259,598</u>
Balance as at 31st December	<u>211,548,719</u>	<u>229,646,807</u>	<u>238,083,646</u>	<u>249,023,397</u>	<u>272,282,995</u>

APPENDIX 5

Expenditure on Travel, Hotel and Meals for 1997

	Travel £	Hotel £	Meals £	Other £	Total £
Policy and Resources	17,435.45	1,759.48	2,072.14	0.00	21,267.07
Finance and Economics	161,283.65	94,052.83	135,154.71	0.00	390,491.19
Establishment	26,032.78	22,172.07	5,667.07	0.00	53,871.92
Planning and Environment	21,016.94	6,180.23	14,221.02	0.00	41,418.19
Health and Social Services	1,317,976.88	76,459.92	67,463.32	1,009.19	1,462,909.31
Education	203,368.34	1,720.37	30,829.96	0.00	235,918.67
Public Services	47,571.98	15,520.04	19,650.24	0.00	82,742.26
Agriculture and Fisheries	37,682.63	19,077.34	7,620.83	0.00	64,380.80
Tourism	78,654.63	71,552.85	51,835.95	0.00	202,943.43
Defence	255,039.25	40,325.72	29,795.64	0.00	325,160.61
Housing	6,600.98	0.00	6,960.11	0.00	13,561.09
Sport, Leisure and Recreation	22,249.75	5,515.45	28,805.71	0.00	56,570.91
Prison Board	11,479.89	4,128.30	1,177.25	0.00	16,785.44
Other Committees	10,203.50	963.27	4,435.93	0.00	15,602.70
Harbours and Airport	50,019.99	311.68	1,408.04	0.00	51,739.71
Telecommunications Board	186,435.42	152,743.97	42,939.71	0.00	382,119.10
Postal Administration	50,272.55	17,820.39	19,874.39	0.00	87,967.33
Total	2,503,324.61	530,303.91	469,912.02	1,009.19	3,504,549.73