



Annex

Proposed Government Plan 2021-24



GOVERNMENT PLAN
2021-24



R.111/2020

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Introduction

The Government Plan Financial Annex contains supporting information for the Government Plan 2021-2024.

The Annex is divided into the following parts:

- Part 1 – Supplementary financial tables
- Part 2 – Departmental financial information
- Part 3 – Summary business cases in relation to the additional revenue expenditure initiatives contained in the Government Plan
- Part 4 – Summary business cases in relation to the additional capital projects contained in the Government Plan
- Part 5 – Information on efficiencies and measures to rebalance expenditure.

Part 1 – Supplementary tables

Table 1 – Estimate of total States income to be paid into the Consolidated Fund for 2021-24

2020 Revised Forecast (£000)		2021 Estimate (£000)	2022 Estimate (£000)	2023 Estimate (£000)	2024 Estimate (£000)
Income Tax					
434,000	Personal Income Tax	461,000	500,000	534,000	561,000
120,000	Companies	97,000	103,000	108,000	113,000
(9,000)	Provision for Bad Debt	(6,000)	(6,000)	(3,000)	(3,000)
545,000	Income Tax Total	552,000	597,000	639,000	671,000
Goods & Services Tax (GST)					
69,300	Goods & Services Tax (GST)	75,700	82,000	85,600	89,400
0	Import GST	0	0	0	0
8,910	ISE Fees	8,910	8,910	8,910	8,910
78,210	GST Total	84,610	90,910	94,510	98,310
Impôt Duties					
7,544	Impôt Duties Spirits	7,185	7,293	7,476	7,701
8,717	Impôt Duties Wine	8,986	9,122	9,340	9,622
851	Impôt Duties Cider	860	855	858	868
6,031	Impôt Duties Beer	6,569	6,633	6,691	6,791
19,871	Impôt Duties Tobacco	16,463	15,715	15,933	15,352
21,944	Impôt Duties Fuel	24,993	27,517	27,895	28,307
400	Impôt Duties Goods (Customs)	200	200	200	200
2,358	Vehicle Emissions Duty (VED)	2,730	2,644	2,644	2,644
67,716	Impôt Duties	67,986	69,979	71,037	71,485
Stamp Duty					
24,599	Stamp Duty	26,306	25,507	26,276	27,078
2,400	Probate	2,400	2,400	2,400	2,400
2,084	Stamp Duty on Share Transfer (LTT)	2,247	2,342	2,442	2,545
29,083	Stamp Duty	30,953	30,249	31,118	32,023
720,009	Central Scenario	735,549	788,138	835,665	872,818
4.7%	Annual growth %	2.2%	7.1%	6.0%	4.4%
6,350	Increased collections - Domestic Compliance	8,600	10,900	12,000	13,500
0	Additional Tax measures	0	0	0	10,000
0	Additional ISE Fees	3,500	3,500	3,500	3,500
726,359	General Tax Revenue	747,649	802,538	851,165	899,818
13,286	Island Rate Income from Parishes	13,486	13,809	14,155	14,523
9,330	Other States Income - Dividends	8,133	8,568	8,918	9,347
5,651	Other States Income - Non-Dividends	5,473	5,784	7,967	7,949
30,802	Other States Income - return from Andium Homes and Housing Trusts	31,774	32,618	33,520	34,445
59,069	Other Government Income	58,866	60,779	64,560	66,264
785,429	Total States Income	806,515	863,318	915,724	966,081

Table 2 – Financial Forecast

	2021 £'000	2022 £'000	2023 £'000	2024 £'000
General Revenue Income				
Income Tax	552,000	597,000	639,000	671,000
Goods and Services Tax	84,610	90,910	94,510	98,310
Impôt Duties	67,986	69,979	71,037	71,485
Stamp Duty	30,953	30,249	31,118	32,023
Island Wide Rate	13,486	13,809	14,155	14,523
Other Income (Dividends)	8,133	8,568	8,918	9,347
Other Income (Non-Dividends)	5,473	5,784	7,967	7,949
Other Income (Return from Andium)	31,774	32,618	33,520	34,445
Central Scenario	794,415	848,918	900,224	939,081
Domestic Compliance	8,600	10,900	12,000	13,500
Additional Tax measures	0	0	0	10,000
Additional ISE Fees	3,500	3,500	3,500	3,500
General Revenue Income	806,515	863,318	915,724	966,081
Departmental Expenditure				
Departmental Net Revenue Expenditure*	(866,075)	(832,609)	(835,573)	(886,374)
Total Reserves	(64,842)	(44,405)	(45,996)	(63,641)
Rebalancing expenditure	950	19,659	38,559	57,059
Departmental expenditure	(929,967)	(857,355)	(843,010)	(892,956)
Forecast operating Surplus / (Deficit)	(123,452)	5,963	72,714	73,125
Depreciation	(54,646)	(56,699)	(58,838)	(59,275)
Total Surplus/(Deficit)	(178,098)	(50,736)	13,876	13,850

* Net of efficiencies and other rebalancing items in 2020

Table 3 – Total expenditure by CSP priorities 2021-24

Expenditure		2021 Allocation (£000)	2022 Allocation (£000)	2023 Allocation (£000)	2024 Allocation (£000)
Put children first	Revenue	142,826	147,519	147,283	147,799
Put children first	Capital	10,651	17,000	13,020	26,730
Put Children First Total	Total	153,477	164,519	160,303	174,529
Improve wellbeing	Revenue	288,096	247,625	249,590	242,410
Improve wellbeing	Capital	37,144	13,939	13,800	6,750
Improve Wellbeing Total	Total	325,240	261,564	263,390	249,160
Vibrant economy	Revenue	91,348	90,748	91,726	79,788
Vibrant economy	Capital	4,135	350	0	0
Vibrant Economy Total	Total	95,483	91,098	91,726	79,788
Reduce inequality	Revenue	161,483	151,515	153,263	205,751
Reduce Inequality Total	Total	161,483	151,515	153,263	205,751
Protect our environment	Revenue	24,013	24,503	23,633	23,408
Protect our environment	Capital	18,232	25,993	23,815	19,150
Protect our Environment Total	Total	42,245	50,496	47,448	42,558
Modernising Government	Revenue	71,440	83,380	82,759	99,900
Modernising Government	Capital	40,070	31,239	19,431	6,312
Modernising Government Total	Total	111,510	114,619	102,190	106,212
Subtotal		889,439	833,812	818,320	857,998
Supporting services outside CSP	Revenue	86,868	87,318	87,319	87,318
Supporting services outside CSP	Capital	7,141	9,604	11,658	15,200
Inflation and Legislative Decisions	Revenue	64,842	44,405	45,996	63,641
Rebalancing	Revenue	(950)	(19,659)	(38,559)	(57,059)
Total		1,047,340	955,480	924,735	967,098

Table 4 – New Revenue investment by department 2021-24

Department	Values			
	2021 Allocation (£000)	2022 Allocation (£000)	2023 Allocation (£000)	2024 Allocation (£000)
Chief Operating Office	2,500	2,310	1,680	1,535
Children, Young People, Education and Skills	8,149	13,153	13,403	14,036
Customer and Local Services	0	108	108	108
Health and Community Services	6,995	8,695	6,495	4,495
Infrastructure, Housing and Environment	1,691	1,633	1,483	6,483
Justice and Home Affairs	464	464	464	464
Office of the Chief Executive	2,466	2,466	2,466	2,466
Treasury and Exchequer	2,194	2,612	2,612	2,612
Non-Ministerial	254	396	334	367
Covid-19 Response	87,277	26,590	25,642	12,602
Grand Total	111,990	58,427	54,687	45,168

Table 5 – New Revenue investment by Department/CSP

Department	CSP Priority	2021 Allocation (£000)	2022 Allocation (£000)	2023 Allocation (£000)	2024 Allocation (£000)
Chief Operating Office	Modernising Government	2,500	2,310	1,680	1,535
Chief Operating Office Total		2,500	2,310	1,680	1,535
Health and Community Services	Improve Well-being	6,995	8,695	6,495	4,495
Health and Community Services Total		6,995	8,695	6,495	4,495
Non-Ministerial	Modernising Government	254	396	334	367
Non-Ministerial Total		254	396	334	367
Justice and Home Affairs	Modernising Government	314	314	314	314
	Put Children First	150	150	150	150
Justice and Home Affairs Total		464	464	464	464
Children, Young People, Education and Skills	Put Children First	8,149	13,153	13,403	14,036
Children, Young People, Education and Skills Total		8,149	13,153	13,403	14,036
Office of the Chief Executive	Modernising Government	2,316	2,316	2,316	2,316
	Vibrant Economy	150	150	150	150
Office of the Chief Executive Total		2,466	2,466	2,466	2,466
Treasury and Exchequer	Modernising Government	2,194	2,612	2,612	2,612
Treasury and Exchequer Total		2,194	2,612	2,612	2,612
Customer and Local Services	Vibrant Economy	0	108	108	108
Customer and Local Services Total		0	108	108	108
Infrastructure, Housing and Environment	Modernising Government	1,141	1,141	1,141	6,141
	Protect our environment	550	492	342	342
Infrastructure, Housing and Environment Total		1,691	1,633	1,483	6,483
Covid-19 Response	Improve Well-being	46,329	1,005	720	0
	Modernising Government	3,746	7,136	8,730	7,803
	Put Children First	904	0	0	0
	Reduce Inequality	18,798	5,249	3,692	4,549
	Vibrant Economy	15,500	12,000	12,000	0
	Protect our environment	2,000	1,200	500	250
Covid-19 Response Total		87,277	26,590	25,642	12,602
Grand Total		111,990	58,427	54,687	45,168

Table 6 – New revenue investment by Minister 2021-24

Minister	2021 Allocation (£000)	2022 Allocation (£000)	2023 Allocation (£000)	2024 Allocation (£000)
Chief Minister	2,316	2,424	2,424	2,424
Minister for Children and Housing	0	1,750	2,000	2,250
Minister for Health and Social Services	17,120	8,695	6,495	4,495
Minister for Home Affairs	30,464	464	464	464
Minister for Infrastructure	7,208	2,341	1,641	6,391
Minister for the Environment	550	492	342	342
Minister for Treasury & Resources	19,740	12,058	13,022	11,950
Minister for Economic Development, Tourism, Sport and Culture	17,787	13,155	12,870	150
Minister for Social Security	7,498	5,249	3,692	4,549
Minister for Education	9,053	11,403	11,403	11,786
Non-Ministerial	254	396	334	367
Grand Total	111,990	58,427	54,687	45,168

Table 7 – Arts, Heritage and Culture funding

	2021 Estimate (£000)	2022 Estimate (£000)	2023 Estimate (£000)	2024 Estimate* (£000)
Departmental Net Revenue Expenditure less Covid-19 spend	802,690	830,765	817,368	880,354
Target A,H,C	8,027	8,308	8,174	8,804
Base budget per Government Plan 2020 - Arts, Heritage and Culture	4,628	4,628	4,628	4,628
Investment in GP2021-24 - Arts, Heritage and Culture	1,349	3,595	3,376	3,336
Estimated inflation 2022-2024		90	194	204
Total expenditure GP2021-24 - Arts, Heritage and Culture	5,977	8,313	8,198	8,168
% spend on Arts, Heritage and Culture		1.00%	1.00%	0.93%

*In the 2023-26 Government Plan, the contribution to arts, heritage and culture will be reviewed in order to comply with P.40/2019

Table 8 – Changes to departmental Heads of Expenditure

	2020 Allocation	Rebalancing Allocation	Revised 2020 Allocation	Inflation and Legislative Decisions	Revised GP2020 Investment	GP2021 Investment	Service Transfers	Pay Awards	Vacancy Management	Rebalancing	Other Variations	2021 Estimate
	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Departments												
Chief Operating Office	37,704	(1,523)	36,181	0	4,372	2,500	(5,812)	732	(95)	(1,240)	0	36,638
Children, Young People, Education and Skills	147,637	(3,576)	144,061	0	1,848	8,149	2,353	5,058	(495)	(688)	0	160,286
Customer and Local Services	90,661	(2,220)	88,441	2,069	(17)	0	865	642	(27)	(558)	0	91,415
Infrastructure, Housing and Environment	64,402	(1,459)	62,943	0	(2,494)	1,691	(14,251)	1,727	(126)	(5,319)	400	44,571
Health and Community Services	211,387	(9,000)	202,387	0	8,928	6,995	2,445	12,533	(626)	(5,227)	0	227,435
Jersey Overseas Aid	12,431	0	12,431	0	(50)	0	0	1	0	(8)	0	12,374
Justice and Home Affairs	54,119	(1,789)	52,330	0	1,382	464	1,688	1,975	(211)	(803)	(408)	56,417
Office of the Chief Executive	18,951	(366)	18,585	1,000	3,453	2,466	15,531	339	(37)	(21)	0	41,316
Strategic Policy, Performance and Population	12,508	(283)	12,225	0	(2,544)	0	105	234	(31)	(142)	0	9,847
Treasury and Exchequer	129,763	(1,310)	128,453	(64,003)	1,659	2,194	(1,872)	820	(77)	(69)	0	67,105
Covid-19 Response	0	0	0	0	0	87,277	0	0	0	0	0	87,277
Departments Total	779,563	(21,526)	758,037	(60,934)	16,537	111,736	1,052	24,061	(1,725)	(14,075)	(8)	834,681
Non-Ministerial States Bodies												
Bailiff's Chambers	2,222		2,222	0	(485)	80	0	25	0	(1)	0	1,841
Comptroller and Auditor General	857		857	0	0	13	0	0	0	0	0	870
Judicial Greffe	7,474		7,474	0	0	0	0	129	0	(10)	0	7,593
Law Officers Department	8,657		8,657	0	0	0	(420)	218	0	(3)	0	8,452
Office of the Lieutenant Governor	757		757	0	0	0	0	47	0	0	0	804
Official Analyst	585		585	0	0	0	0	18	0	0	0	603
Probation	2,113		2,113	0	0	161	0	97	0	0	0	2,371
States Assembly	7,542		7,542	0	(72)	0	(447)	130	0	(5)	0	7,148
Viscount's Department	1,824		1,824	0	0	0	(185)	74	0	(1)	0	1,712
Non-Ministerial States Bodies Total	32,031	0	32,031	0	(557)	254	(1,052)	738	0	(20)	0	31,394
Reserves												
Reserve for centrally held items	32,172	(8,712)	23,460	15,839	0	0	0	(24,799)	0	(3,718)	0	10,782
General reserve	11,650		11,650	42,410	0	0	0	0	0	0	0	54,060
Reserves Total	43,822	(8,712)	35,110	58,249	0	0	0	(24,799)	0	(3,718)	0	64,842
Rebalancing	(31,963)	30,238	(1,725)	0	0	0	0	0	1,725	(950)	0	(950)
Total net revenue expenditure	823,453	0	823,453	(2,685)	15,980	111,990	0	0	0	(18,763)	(8)	929,967

1 - Rebalancing 2020 amount represents the total of £32,666,000 as set out in the Efficiencies Plan 2020-23 (R.130/2019) less an amount of £700,000 in relation to proposed extension to car parking hours (P.71/2019[Amnd2])

Inflation and Legislative Decisions (£'000)	Revised GP2020 Investment (£'000)	GP2021 Investment (£'000)	Rebalancing (£'000)	Other Variations (£'000)	2022 Estimate (£'000)	Inflation and Legislative Decisions (£'000)	Revised GP2020 Investment (£'000)	GP2021 Investment (£'000)	Rebalancing (£'000)	Other Variations (£'000)	2023 Estimate (£'000)	Inflation and Legislative Decisions (£'000)	Revised GP2020 Investment (£'000)	GP2021 Investment (£'000)	Rebalancing (£'000)	Other Variations (£'000)	2024 Estimate (£'000)
0	8,678	(190)	0	0	45,126	0	(50)	(630)	0	0	44,446	0	(100)	(145)	0	0	44,201
0	955	5,004	0	0	166,245	0	(451)	250	0	0	166,044	0	(202)	633	0	0	166,475
1,907	8	108	400	0	93,838	1,971	(31)	0	0	0	95,778	0	0	0	0	0	95,778
0	210	(58)	0	0	44,723	0	(70)	(150)	0	0	44,503	0	(250)	5,000	0	0	49,253
0	2,951	1,700	0	0	232,086	0	4,450	(2,200)	0	0	234,336	0	(4,461)	(2,000)	0	0	227,875
0	890	0	0	0	13,264	0	890	0	0	0	14,154	0	1,050	0	0	0	15,204
0	192	0	450	0	57,059	0	141	0	0	0	57,200	0	122	0	0	0	57,322
0	2,384	0	0	0	43,700	0	91	0	0	0	43,791	0	(1,391)	0	0	0	42,400
0	(995)	0	159	0	9,011	0	190	0	0	0	9,201	0	0	0	0	0	9,201
1,360	311	418	0	0	69,194	1,487	(1,500)	0	0	0	69,181	65,652	0	0	0	0	134,833
0	0	(60,687)	0	0	26,590	0	0	(948)	0	0	25,642	0	0	(13,040)	0	0	12,602
3,267	15,584	(53,705)	1,009	0	800,836	3,458	3,660	(3,678)	0	0	804,276	65,652	(5,232)	(9,552)	0	0	855,144
0	0	0	0	0	1,841	0	0	0	0	0	1,841	0	0	0	0	0	1,841
0	0	18	0	0	888	0	0	22	0	0	910	0	0	22	0	0	932
0	0	100	0	0	7,693	0	0	(100)	0	0	7,593	0	(100)	0	0	0	7,493
0	0	0	0	0	8,452	0	0	0	0	0	8,452	0	0	0	0	0	8,452
0	45	0	0	0	849	0	(45)	0	0	0	804	0	0	0	0	0	804
0	0	0	0	0	603	0	0	0	0	0	603	0	0	0	0	0	603
0	0	24	0	0	2,395	0	0	16	0	0	2,411	0	0	11	0	0	2,422
0	192	0	0	0	7,340	0	(369)	0	0	0	6,971	0	0	0	0	0	6,971
0	0	0	0	0	1,712	0	0	0	0	0	1,712	0	0	0	0	0	1,712
0	237	142	0	0	31,773	0	(414)	(62)	0	0	31,297	0	(100)	33	0	0	31,230
11,278	0	0	0	0	22,060	16,714	0	0	0	0	38,774	17,827	0	0	0	0	56,601
(31,715)	0	0	0	0	22,345	(15,123)	0	0	0	0	7,222	(182)	0	0	0	0	7,040
(20,437)	0	0	0	0	44,405	1,591	0	0	0	0	45,996	17,645	0	0	0	0	63,641
0	0	0	(18,709)	0	(19,659)	0	0	0	(18,900)	0	(38,559)	0	0	0	(18,500)	0	(57,059)
(17,170)	15,821	(53,563)	(17,700)	0	857,355	5,049	3,246	(3,740)	(18,900)	0	843,010	83,297	(5,332)	(9,519)	(18,500)	0	892,956

Table 9 – Consolidated Statement of Comprehensive Net Revenue Expenditure

	2021 Net Revenue Expenditure £'000	2022 Net Revenue Expenditure £'000	2023 Net Revenue Expenditure £'000	2024 Net Revenue Expenditure £'000
Income				
Levied by the States of Jersey	11,544	11,544	11,544	11,544
Earned through Operations	89,046	89,166	89,831	90,402
Total Income	100,590	100,710	101,375	101,946
Expenditure				
Social Benefit Payments	146,316	136,759	137,071	203,228
Staff Costs	471,833	473,729	473,839	470,933
Other Operating Expenses	279,661	246,486	247,712	237,048
Grants and Subsidies Payments	54,794	58,894	59,282	58,994
Impairments	11	11	11	11
Finance Costs	14,049	17,439	19,033	18,106
Contingency Expenses	0	0	0	0
Total Expenditure	966,664	933,319	936,948	988,320
Net Revenue Near Cash Expenditure (after Reserves and Rebalancing)	866,074	832,609	835,573	886,374
Reserves Total	64,842	44,405	45,996	63,641
Rebalancing expenditure to be allocated	(950)	(19,659)	(38,559)	(57,059)
Net Revenue Near Cash Expenditure	929,966	857,355	843,010	892,956
Depreciation	54,646	56,699	58,838	59,275
Total Net Revenue Expenditure	984,612	914,054	901,848	952,231

Part 2 – Service Level Analysis by Department

Introduction

The Departmental Operational Business Plans for 2020 can be found [here](#)². Departmental Operational Business Plans for 2021 will be published in January 2021.

Chief Operating Office

Service Level Analysis

Service Area	Near Cash			Non Cash 2021 Net Revenue Expenditure	Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL	2021 Net Revenue Expenditure			
	£'000	£'000	£'000			
COO Directorate	0	558	558	0	558	4
Commercial Services	10	4,511	4,501	70	4,571	14
Modernisation and Digital	1,019	20,720	19,701	182	19,883	165
People and Corporate Services	0	11,878	11,878	407	12,285	107
Net Revenue Expenditure	1,029	37,667	36,638	659	37,297	290

Service Area	Near Cash			Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	Income	DEL	2022 Net Revenue Expenditure			
	£'000	£'000	£'000			
COO Directorate	0	558	558	0	558	4
Commercial Services	10	4,371	4,361	70	4,431	14
Modernisation and Digital	1,019	29,797	28,778	1,683	30,461	165
People and Corporate Services	0	11,429	11,429	407	11,836	107
Net Revenue Expenditure	1,029	46,155	45,126	2,160	47,286	290

Service Area	Near Cash			Non Cash 2023 Net Revenue Expenditure	Total 2023 Net Revenue Expenditure	2023 FTE
	Income	DEL	2023 Net Revenue Expenditure			
	£'000	£'000	£'000			
COO Directorate	0	558	558	0	558	4
Commercial Services	10	3,791	3,781	70	3,851	14
Modernisation and Digital	1,019	29,994	28,975	3,634	32,609	165
People and Corporate Services	0	11,132	11,132	407	11,539	107
Net Revenue Expenditure	1,029	45,475	44,446	4,111	48,557	290

² gov.je/Government/PlanningPerformance/DepartmentalOperationalBusinessPlans/Pages/DepartmentalOperationalBusinessPlans.aspx

Service Area	Near Cash		2024 Net Revenue Expenditure	Non Cash 2024 Net Revenue Expenditure	Total 2024 Net Revenue Expenditure	2024 FTE
	Income	DEL				
	£'000	£'000				
COO Directorate	0	558	558	0	558	4
Commercial Services	10	3,646	3,636	70	3,706	14
Modernisation and Digital	1,019	29,803	28,784	3,942	32,726	165
People and Corporate Services	0	11,223	11,223	407	11,630	107
Net Revenue Expenditure	1,029	45,230	44,201	4,419	48,620	290

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure	2022 Net Revenue Expenditure	2023 Net Revenue Expenditure	2024 Net Revenue Expenditure
	£'000	£'000	£'000	£'000
Income				
Earned through Operations	1,029	1,029	1,029	1,029
Total Income	1,029	1,029	1,029	1,029
Expenditure				
Staff Costs	25,271	24,881	24,101	23,856
Other Operating Expenses	12,396	21,274	21,374	21,374
Total Expenditure	37,667	46,155	45,475	45,230
Net Revenue Near Cash Expenditure	36,638	45,126	44,446	44,201
Depreciation	659	2,160	4,111	4,419
Total Net Revenue Expenditure	37,297	47,286	48,557	48,620

Customer and Local Services

Service Level Analysis

Service Area	Near Cash				2021 Net Revenue Expenditure	Non Cash 2021 Net Revenue Expenditure	Total 2021 Net Revenue Expenditure	2021 FTE
	Income	AME	DEL					
	£'000	£'000	£'000	£'000				
Customer Operations	7,060	78,705	13,186	84,831	0	84,831	148	
Customer Services	2,184	0	6,786	4,602	0	4,602	94	
Local Services	242	0	2,224	1,982	10	1,992	32	
Net Revenue Expenditure	9,486	78,705	22,196	91,415	10	91,425	274	

Service Area	Near Cash				2022 Net Revenue Expenditure	Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	Income	AME	DEL					
	£'000	£'000	£'000	£'000				
Customer Operations	7,060	81,003	13,396	87,339	0	87,339	146	
Customer Services	2,184	0	6,786	4,602	0	4,602	94	
Local Services	242	0	2,139	1,897	10	1,907	32	
Net Revenue Expenditure	9,486	81,003	22,321	93,838	10	93,848	272	

Service Area	Near Cash				2023 Net Revenue Expenditure	Non Cash 2023 Net Revenue Expenditure	Total 2023 Net Revenue Expenditure	2023 FTE
	Income	AME	DEL					
	£'000	£'000	£'000	£'000				
Customer Operations	7,060	82,968	13,396	89,304	0	89,304	146	
Customer Services	2,184	0	6,786	4,602	0	4,602	94	
Local Services	242	0	2,114	1,872	10	1,882	32	
Net Revenue Expenditure	9,486	82,968	22,296	95,778	10	95,788	272	

Service Area	Near Cash				2024 Net Revenue Expenditure	Non Cash 2024 Net Revenue Expenditure	Total 2024 Net Revenue Expenditure	2024 FTE
	Income	AME	DEL					
	£'000	£'000	£'000	£'000				
Customer Operations	7,060	82,968	13,396	89,304	0	89,304	146	
Customer Services	2,184	0	6,786	4,602	0	4,602	94	
Local Services	242	0	2,114	1,872	10	1,882	32	
Net Revenue Expenditure	9,486	82,968	22,296	95,778	10	95,788	272	

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure	2022 Net Revenue Expenditure	2023 Net Revenue Expenditure	2024 Net Revenue Expenditure
	£'000	£'000	£'000	£'000
Income				
Levied by the States of Jersey	1,523	1,523	1,523	1,523
Earned through Operations	7,963	7,963	7,963	7,963
Total Income	9,486	9,486	9,486	9,486
Expenditure				
Social Benefit Payments	78,605	80,903	82,868	82,868
Staff Costs	15,359	15,484	15,459	15,459
Other Operating Expenses	4,339	4,339	4,339	4,339
Grants and Subsidies Payments	2,598	2,598	2,598	2,598
Contingency Expenses	0	0	0	0
Total Expenditure	100,901	103,324	105,264	105,264
Net Revenue Near Cash Expenditure	91,415	93,838	95,778	95,778
Depreciation	10	10	10	10
Total Net Revenue Expenditure	91,425	93,848	95,788	95,788

Children, Young People, Education and Skills

Service Level Analysis

Service Area	Near Cash			Non Cash 2021 Net Revenue Expenditure	Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL	2021 Net Revenue Expenditure			
	£'000	£'000	£'000			
Children services	23	24,510	24,487	2	24,489	261.5
Intergrated Commissioning Services	0	4,884	4,884	0	4,884	49.8
Education	14,884	112,204	97,320	186	97,506	1,349.5
Young People, Further Education and Skills	4,937	37,723	32,786	16	32,802	288.6
Directorate	1	810	809	0	809	7.0
Net Revenue Expenditure	19,845	180,131	160,286	204	160,490	1,956

Service Area	Near Cash			Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	Income	DEL	2022 Net Revenue Expenditure			
	£'000	£'000	£'000			
Children services	23	24,777	24,754	2	24,756	261.5
Intergrated Commissioning Services	0	6,633	6,633	0	6,633	49.8
Education	14,884	116,134	101,250	186	101,436	1,349.5
Young People, Further Education and Skills	4,937	37,731	32,794	16	32,810	288.6
Directorate	1	815	814	0	814	7.0
Net Revenue Expenditure	19,845	186,090	166,245	204	166,449	1,956

Service Area	Near Cash			Non Cash 2023 Net Revenue Expenditure	Total 2023 Net Revenue Expenditure	2023 FTE
	Income	DEL	2023 Net Revenue Expenditure			
	£'000	£'000	£'000			
Children services	23	24,949	24,926	2	24,928	261.5
Intergrated Commissioning Services	0	6,884	6,884	0	6,884	49.8
Education	14,884	117,092	102,208	186	102,394	1,354.2
Young People, Further Education and Skills	4,937	36,143	31,206	16	31,222	288.6
Directorate	1	821	820	0	820	7.0
Net Revenue Expenditure	19,845	185,889	166,044	204	166,248	1,961

Service Area	Near Cash			Non Cash 2024 Net Revenue Expenditure	Total 2024 Net Revenue Expenditure	2024 FTE
	Income	DEL	2024 Net Revenue Expenditure			
	£'000	£'000	£'000			
Children services	23	24,949	24,926	2	24,928	261.5
Intergrated Commissioning Services	0	7,135	7,135	0	7,135	49.8
Education	14,884	117,474	102,590	186	102,776	1,354.2
Young People, Further Education and Skills	4,937	35,941	31,004	16	31,020	288.6
Directorate	1	821	820	0	820	7.0
Net Revenue Expenditure	19,845	186,320	166,475	204	166,679	1,961

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure	2022 Net Revenue Expenditure	2023 Net Revenue Expenditure	2024 Net Revenue Expenditure
	£'000	£'000	£'000	£'000
Income				
Earned through Operations	19,845	19,845	19,845	19,845
Total Income	19,845	19,845	19,845	19,845
Expenditure				
Social Benefit Payments	18,681	18,877	17,335	17,335
Staff Costs	125,340	129,647	130,130	130,682
Other Operating Expenses	29,022	30,118	30,791	30,848
Grants and Subsidies Payments	7,078	7,438	7,623	7,445
Finance Costs	10	10	10	10
Total Expenditure	180,131	186,090	185,889	186,320
Net Revenue Near Cash Expenditure	160,286	166,245	166,044	166,475
Depreciation	204	204	204	204
Total Net Revenue Expenditure	160,490	166,449	166,248	166,679

Jersey Overseas Aid

Service Level Analysis

Service Area	Near Cash	Total 2021 Net Revenue Expenditure	2021 FTE
	AME		
	£'000	£'000	
Grant to Overseas Aid Commission	12,374	12,374	4
Net Revenue Expenditure	12,374	12,374	4

Service Area	Near Cash	Total 2022 Net Revenue Expenditure	2022 FTE
	AME		
	£'000	£'000	
Grant to Overseas Aid Commission	13,264	13,264	4
Net Revenue Expenditure	13,264	13,264	4

Service Area	Near Cash	Total 2023 Net Revenue Expenditure	2023 FTE
	AME		
	£'000	£'000	
Grant to Overseas Aid Commission	14,154	14,154	4
Net Revenue Expenditure	14,154	14,154	4

Service Area	Near Cash	Total 2024 Net Revenue Expenditure	2024 FTE
	AME		
	£'000	£'000	
Grant to Overseas Aid Commission	15,204	15,204	4
Net Revenue Expenditure	15,204	15,204	4

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure £'000	2022 Net Revenue Expenditure £'000	2023 Net Revenue Expenditure £'000	2024 Net Revenue Expenditure £'000
Expenditure				
Staff Costs	290	290	290	290
Other Operating Expenses	156	156	156	156
Grants and Subsidies Payments	11,928	12,818	13,708	14,758
Total Net Revenue Expenditure	12,374	13,264	14,154	15,204

Infrastructure, Housing and Environment

Service Level Analysis

Service Area	Near Cash			Non Cash 2021 Net Revenue Expenditure	Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL	2021 Net Revenue Expenditure			
	£'000	£'000	£'000			
Office of the DG	900	107	(793)	-	(793)	11
Sport	4,798	6,924	2,126	170	2,296	76
Natural Environment	716	4,932	4,217	93	4,310	46
Operations & Transport	13,943	41,535	27,592	21,547	49,139	317
Property & Capital Delivery	4,672	15,683	11,011	25,100	36,111	51
Regulation	7,533	7,951	418	89	508	98
Net Revenue Expenditure	32,562	77,133	44,571	47,000	91,571	599

Service Area	Near Cash			Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	Income	DEL	2022 Net Revenue Expenditure			
	£'000	£'000	£'000			
Office of the DG	900	107	(793)	-	(793)	11
Sport	4,798	6,924	2,126	170	2,296	76
Natural Environment	716	4,834	4,119	93	4,212	46
Operations & Transport	13,943	41,535	27,592	21,547	49,139	317
Property & Capital Delivery	4,672	15,933	11,261	25,100	36,361	51
Regulation	7,533	7,951	418	89	508	98
Net Revenue Expenditure	32,562	77,285	44,723	47,000	91,723	599

Service Area	Near Cash			Non Cash 2023 Net Revenue Expenditure	Total 2023 Net Revenue Expenditure	2023 FTE
	Income	DEL	2023 Net Revenue Expenditure			
	£'000	£'000	£'000			
Office of the DG	900	107	(793)	-	(793)	11
Sport	4,798	6,924	2,126	170	2,296	76
Natural Environment	716	4,614	3,899	93	3,992	46
Operations & Transport	13,943	41,535	27,592	21,547	49,139	317
Property & Capital Delivery	4,672	15,933	11,261	25,100	36,361	51
Regulation	7,533	7,951	418	89	508	98
Net Revenue Expenditure	32,562	77,065	44,503	47,000	91,503	599

Service Area	Near Cash			Non Cash 2024 Net Revenue Expenditure	Total 2024 Net Revenue Expenditure	2024 FTE
	Income	DEL	2024 Net Revenue Expenditure			
	£'000	£'000	£'000			
Office of the DG	900	107	(793)	-	(793)	11
Sport	4,798	6,924	2,126	170	2,296	76
Natural Environment	716	4,614	3,899	93	3,992	46
Operations & Transport	13,943	41,535	27,592	21,547	49,139	317
Property & Capital Delivery	4,672	20,683	16,011	25,100	41,111	51
Regulation	7,533	7,951	418	89	508	98
Net Revenue Expenditure	32,562	81,815	49,253	47,000	96,253	599

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure £'000	2022 Net Revenue Expenditure £'000	2023 Net Revenue Expenditure £'000	2024 Net Revenue Expenditure £'000
Income				
Levied by the States of Jersey	6,933	6,933	6,933	6,933
Earned through Operations	25,659	25,659	25,659	25,659
Total Income	32,592	32,592	32,592	32,592
Expenditure				
Staff Costs	31,958	31,958	31,958	31,958
Other Operating Expenses	42,974	43,126	42,906	47,656
Grants and Subsidies Payments	622	622	622	622
Impairments	6	6	6	6
Finance Costs	1,602	1,602	1,602	1,602
Total Expenditure	77,163	77,315	77,095	81,845
Net Revenue Near Cash Expenditure	44,571	44,723	44,503	49,253
Depreciation	47,000	47,000	47,000	47,000
Total Net Revenue Expenditure	91,571	91,723	91,503	96,253

Health and Community Services

Service Level Analysis

Service Area	Near Cash			Non Cash 2021 Net Revenue Expenditure	Total 2021 Net Revenue Expenditure	2021 FTE
	Income	AME	2021 Net Revenue Expenditure			
	£'000	£'000	£'000			
Hospital and Community Services	22,978	241,869	218,891	3,207	222,098	2,327
Chief Nurse	1,481	3,836	2,355	0	2,355	42
Medical Director	572	6,761	6,189	0	6,189	61
Net Revenue Expenditure	25,031	252,466	227,435	3,207	230,642	2,430

Service Area	Near Cash			Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	Income	AME	2022 Net Revenue Expenditure			
	£'000	£'000	£'000			
Hospital and Community Services	23,500	246,848	223,348	3,207	226,555	2,327
Chief Nurse	1,515	3,923	2,408	0	2,408	42
Medical Director	585	6,915	6,330	0	6,330	61
Net Revenue Expenditure	25,600	257,686	232,086	3,207	235,293	2,430

Service Area	Near Cash			Non Cash 2023 Net Revenue Expenditure	Total 2023 Net Revenue Expenditure	2023 FTE
	Income	AME	2023 Net Revenue Expenditure			
	£'000	£'000	£'000			
Hospital and Community Services	24,109	249,480	225,371	3,207	228,578	2,327
Chief Nurse	1,554	4,025	2,471	0	2,471	42
Medical Director	600	7,094	6,494	0	6,494	61
Net Revenue Expenditure	26,263	260,599	234,336	3,207	237,543	2,430

Service Area	Near Cash			Non Cash 2024 Net Revenue Expenditure	Total 2024 Net Revenue Expenditure	2024 FTE
	Income	AME	2024 Net Revenue Expenditure			
	£'000	£'000	£'000			
Hospital and Community Services	24,631	243,347	218,716	3,207	221,923	2,327
Chief Nurse	1,588	4,112	2,524	0	2,524	42
Medical Director	613	7,248	6,635	0	6,635	61
Net Revenue Expenditure	26,832	254,707	227,875	3,207	231,082	2,430

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure £'000	2022 Net Revenue Expenditure £'000	2023 Net Revenue Expenditure £'000	2024 Net Revenue Expenditure £'000
Income				
Earned through Operations	25,031	25,599	26,262	26,832
Total Income	25,031	25,599	26,262	26,832
Expenditure				
Social Benefit Payments	68	70	72	72
Staff Costs	158,718	161,637	163,156	159,461
Other Operating Expenses	93,407	95,699	97,085	94,889
Grants and Subsidies Payments	271	278	285	285
Finance Costs	1	1	1	1
Total Expenditure	252,466	257,685	260,598	254,707
Net Revenue Near Cash Expenditure	227,435	232,086	234,336	227,875
Depreciation	3,207	3,207	3,207	3,207
Total Net Revenue Expenditure	230,642	235,293	237,543	231,082

Justice and Home Affairs

Service Level Analysis

Service Area	Near Cash			Non Cash 2021 Net Revenue Expenditure	Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL	2021 Net Revenue Expenditure			
	£'000	£'000	£'000			
States of Jersey Prison Service	527	11,541	11,014	269	11,283	152
Jersey Customs and Immigration Service	1,533	6,928	5,395	313	5,708	73
States of Jersey Ambulance Service	44	5,920	5,876	73	5,949	80
States of Jersey Fire and Rescue Service	772	5,771	4,999	141	5,140	69
Health and Safety Inspectorate	4	537	533	0	533	7
Jersey Field Squadron	0	1,027	1,027	0	1,027	4
Justice and Home Affairs Directorate	577	1,346	769	738	1,507	14
Justice and Home Affairs	3,457	33,070	29,613	1,534	31,147	398
States of Jersey Police Service	234	27,038	26,804	900	27,704	347
Net Revenue Expenditure	3,691	60,108	56,417	2,434	58,851	745

Service Area	Near Cash			Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	Income	DEL	2022 Net Revenue Expenditure			
	£'000	£'000	£'000			
States of Jersey Prison Service	527	11,541	11,014	269	11,283	152
Jersey Customs and Immigration Service	1,533	6,928	5,395	313	5,708	73
States of Jersey Ambulance Service	44	5,920	5,876	73	5,949	80
States of Jersey Fire and Rescue Service	322	5,771	5,449	141	5,590	69
Health and Safety Inspectorate	4	537	533	0	533	7
Jersey Field Squadron	0	1,027	1,027	0	1,027	4
Justice and Home Affairs Directorate	577	1,345	768	738	1,506	14
Justice and Home Affairs	3,007	33,069	30,062	1,534	31,596	398
States of Jersey Police Service	234	27,231	26,997	900	27,897	347
Net Revenue Expenditure	3,241	60,300	57,059	2,434	59,493	745

Service Area	Near Cash			Non Cash 2023 Net Revenue Expenditure	Total 2023 Net Revenue Expenditure	2023 FTE
	Income	DEL	2023 Net Revenue Expenditure			
	£'000	£'000	£'000			
States of Jersey Prison Service	527	11,541	11,014	269	11,283	152
Jersey Customs and Immigration Service	1,533	6,928	5,395	313	5,708	73
States of Jersey Ambulance Service	44	5,920	5,876	73	5,949	80
States of Jersey Fire and Rescue Service	322	5,771	5,449	141	5,590	69
Health and Safety Inspectorate	4	537	533	0	533	7
Jersey Field Squadron	0	1,027	1,027	0	1,027	4
Justice and Home Affairs Directorate	577	1,345	768	738	1,506	14
Justice and Home Affairs	3,007	33,069	30,062	1,534	31,596	398
States of Jersey Police Service	234	27,372	27,138	900	28,038	347
Net Revenue Expenditure	3,241	60,441	57,200	2,434	59,634	745

Service Area	Near Cash			Non Cash 2024 Net Revenue Expenditure	Total 2024 Net Revenue Expenditure	2024 FTE
	Income	DEL	2024 Net Revenue Expenditure			
	£'000	£'000	£'000			
States of Jersey Prison Service	527	11,541	11,014	269	11,283	152
Jersey Customs and Immigration Service	1,533	6,928	5,395	313	5,708	73
States of Jersey Ambulance Service	44	5,920	5,876	73	5,949	80
States of Jersey Fire and Rescue Service	322	5,771	5,449	141	5,590	69
Health and Safety Inspectorate	4	537	533	0	533	7
Jersey Field Squadron	0	1,027	1,027	0	1,027	4
Justice and Home Affairs Directorate	577	1,345	768	738	1,506	14
Justice and Home Affairs	3,007	33,069	30,062	1,534	31,596	398
States of Jersey Police Service	234	27,494	27,260	900	28,160	347
Net Revenue Expenditure	3,241	60,563	57,322	2,434	59,756	745

Statement of Comprehensive Net Expenditure (Excluding States of Jersey Police)

	2021 Net Revenue Expenditure £'000	2022 Net Revenue Expenditure £'000	2023 Net Revenue Expenditure £'000	2024 Net Revenue Expenditure £'000
Income				
Levied by the States of Jersey	1,792	1,792	1,792	1,792
Earned through Operations	1,665	1,215	1,215	1,215
Total Income	3,457	3,007	3,007	3,007
Expenditure				
Staff Costs	25,885	25,884	25,884	25,884
Other Operating Expenses	6,689	6,689	6,689	6,689
Grants and Subsidies Payments	454	454	454	454
Finance Costs	42	42	42	42
Total Expenditure	33,070	33,069	33,069	33,069
Net Revenue Near Cash Expenditure	29,613	30,062	30,062	30,062
Depreciation	1,534	1,534	1,534	1,534
Total Net Revenue Expenditure	31,147	31,596	31,596	31,596

States of Jersey Police

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure £'000	2022 Net Revenue Expenditure £'000	2023 Net Revenue Expenditure £'000	2024 Net Revenue Expenditure £'000
Income				
Levied by the States of Jersey	13	13	13	13
Earned through Operations	221	221	221	221
Total Income	234	234	234	234
Expenditure				
Staff Costs	22,960	23,153	23,294	23,416
Other Operating Expenses	4,078	4,078	4,078	4,078
Total Expenditure	27,038	27,231	27,372	27,494
Net Revenue Near Cash Expenditure	26,804	26,997	27,138	27,260
Depreciation	900	900	900	900
Total Net Revenue Expenditure	27,704	27,897	28,038	28,160

Office of the Chief Executive

Service Level Analysis

Service Area	Near Cash		Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL		
	£'000	£'000	£'000	
Chief of Staff	0	3,270	3,270	33
Communications	0	2,238	2,238	33
External Relations	145	3,142	2,997	13
Net Revenue Expenditure (excluding Financial Services and Digital)	145	8,650	8,505	79
Financial Services and Digital	54	32,865	32,811	50
Net Revenue Expenditure	199	41,515	41,316	129

Service Area	Near Cash		Total 2022 Net Revenue Expenditure	2022 FTE
	Income	DEL		
	£'000	£'000	£'000	
Chief of Staff	0	3,270	3,270	33
Communications	0	2,238	2,238	33
External Relations	145	3,142	2,997	13
Net Revenue Expenditure (excluding Financial Services and Digital)	145	8,650	8,505	79
Financial Services and Digital	54	35,249	35,195	50
Net Revenue Expenditure	199	43,899	43,700	129

Service Area	Near Cash		Total 2023 Net Revenue Expenditure	2023 FTE
	Income	DEL		
	£'000	£'000	£'000	
Chief of Staff	0	3,270	3,270	33
Communications	0	2,238	2,238	33
External Relations	145	3,142	2,997	13
Net Revenue Expenditure (excluding Financial Services and Digital)	145	8,650	8,505	79
Financial Services and Digital	54	35,340	35,286	50
Net Revenue Expenditure	199	43,990	43,791	129

Service Area	Near Cash		Total 2024 Net Revenue Expenditure	2024 FTE
	Income	DEL		
	£'000	£'000	£'000	
Chief of Staff	0	3,270	3,270	33
Communications	0	2,238	2,238	33
External Relations	145	3,141	2,996	13
Net Revenue Expenditure (excluding Financial Services and Digital)	145	8,649	8,504	79
Financial Services and Digital	54	33,950	33,896	50
Net Revenue Expenditure	199	42,599	42,400	129

Statement of Comprehensive Net Expenditure (excluding Financial Services, Digital Economy and Economy)

	2021 Net Revenue Expenditure	2022 Net Revenue Expenditure	2023 Net Revenue Expenditure	2024 Net Revenue Expenditure
	£'000	£'000	£'000	£'000
Income				
Levied by the States of Jersey	40	40	40	40
Earned through Operations	105	105	105	105
Total Income	145	145	145	145
Expenditure				
Staff Costs	5,771	5,771	5,771	5,771
Other Operating Expenses	1,805	1,805	1,805	1,804
Grants and Subsidies Payments	1,074	1,074	1,074	1,074
Total Expenditure	8,650	8,650	8,650	8,649
Total Net Revenue Expenditure	8,505	8,505	8,505	8,504

Financial Services, Digital Economy and Economy

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure £'000	2022 Net Revenue Expenditure £'000	2023 Net Revenue Expenditure £'000	2024 Net Revenue Expenditure £'000
Income				
Levied by the States of Jersey	0	0	0	0
Earned through Operations	54	54	54	54
Total Income	54	54	54	54
Expenditure				
Staff Costs	4,295	4,138	4,153	4,153
Other Operating Expenses	3,326	3,326	3,346	2,846
Grants and Subsidies Payments	25,244	27,785	27,841	26,951
Total Expenditure	32,865	35,249	35,340	33,950
Total Net Revenue Expenditure	32,811	35,195	35,286	33,896

Strategic Policy, Planning and Performance

Service Level Analysis

Service Area	Near Cash			Non Cash 2021 Net Revenue Expenditure	Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL	2021 Net Revenue Expenditure			
	£'000	£'000	£'000			
Public Policy	113	3,012	2,899	0	2,899	28
Strategy and Innovation	0	1,812	1,812	0	1,812	11
Strategic Planning and Performance	0	1,204	1,204	0	1,204	15
Arm's Length Functions	476	3,910	3,434	37	3,471	34
Executive and Governance	0	498	498	0	498	3
Net Revenue Expenditure	589	10,436	9,847	37	9,884	91

Service Area	Near Cash			Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	Income	DEL	2022 Net Revenue Expenditure			
	£'000	£'000	£'000			
Public Policy	113	2,885	2,772	0	2,772	28
Strategy and Innovation	0	1,487	1,487	0	1,487	11
Strategic Planning and Performance	0	1,279	1,279	0	1,279	15
Arm's Length Functions	476	3,451	2,975	37	3,012	34
Executive and Governance	0	498	498	0	498	3
Net Revenue Expenditure	589	9,600	9,011	37	9,048	91

Service Area	Near Cash			Non Cash 2023 Net Revenue Expenditure	Total 2023 Net Revenue Expenditure	2023 FTE
	Income	DEL	2023 Net Revenue Expenditure			
	£'000	£'000	£'000			
Public Policy	113	3,069	2,956	0	2,956	28
Strategy and Innovation	0	1,487	1,487	0	1,487	11
Strategic Planning and Performance	0	1,279	1,279	0	1,279	15
Arm's Length Functions	476	3,457	2,981	37	3,018	34
Executive and Governance	0	498	498	0	498	3
Net Revenue Expenditure	589	9,790	9,201	37	9,238	91

Service Area	Near Cash			Non Cash 2024 Net Revenue Expenditure	Total 2024 Net Revenue Expenditure	2024 FTE
	Income	DEL	2024 Net Revenue Expenditure			
	£'000	£'000	£'000			
Public Policy	113	3,069	2,956	0	2,956	28
Strategy and Innovation	0	1,487	1,487	0	1,487	11
Strategic Planning and Performance	0	1,279	1,279	0	1,279	15
Arm's Length Functions	476	3,457	2,981	37	3,018	34
Executive and Governance	0	498	498	0	498	3
Net Revenue Expenditure	589	9,790	9,201	37	9,238	91

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure	2022 Net Revenue Expenditure	2023 Net Revenue Expenditure	2024 Net Revenue Expenditure
	£'000	£'000	£'000	£'000
Income				
Levied by the States of Jersey	113	113	113	113
Earned through Operations	476	476	476	476
Total Income	589	589	589	589
Expenditure				
Staff Costs	7,145	7,229	7,317	7,314
Other Operating Expenses	2,829	1,909	2,011	2,014
Grants and Subsidies Payments	462	462	462	462
Total Expenditure	10,436	9,600	9,790	9,790
Net Revenue Near Cash Expenditure	9,847	9,011	9,201	9,201
Depreciation	37	37	37	37
Total Net Revenue Expenditure	9,884	9,048	9,238	9,238

Treasury and Exchequer

Service Level Analysis

Service Area	Near Cash			Non Cash 2021 Net Revenue Expenditure	Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL	2021 Net Revenue Expenditure			
	£'000	£'000	£'000			
Performance, Accounting and Reporting	2,652	21,791	19,139	67	19,206	133
Revenue Jersey	157	9,478	9,321	858	10,179	121
Strategic Finance	53	1,389	1,336	0	1,336	27
Risk and Audit	1,665	7,460	5,795	0	5,795	12
Treasury and Investment Management	734	1,252	518	0	518	13
Grants to Soc Sec Funds	0	30,996	30,996	0	30,996	0
Net Revenue Expenditure	5,261	72,366	67,105	925	68,030	306

Service Area	Near Cash			Non Cash 2022 Net Revenue Expenditure	Total 2022 Net Revenue Expenditure	2022 FTE
	Income	DEL	2022 Net Revenue Expenditure			
	£'000	£'000	£'000			
Performance, Accounting and Reporting	2,652	22,835	20,183	62	20,245	133
Revenue Jersey	157	8,989	8,832	1,156	9,988	121
Strategic Finance	53	1,389	1,336	0	1,336	27
Risk and Audit	1,665	7,878	6,213	0	6,213	12
Treasury and Investment Management	734	1,252	518	0	518	13
Grants to Soc Sec Funds	0	32,112	32,112	0	32,112	0
Net Revenue Expenditure	5,261	74,455	69,194	1,218	70,412	306

Service Area	Near Cash			Non Cash 2023 Net Revenue Expenditure	Total 2023 Net Revenue Expenditure	2023 FTE
	Income	DEL	2023 Net Revenue Expenditure			
	£'000	£'000	£'000			
Performance, Accounting and Reporting	2,652	22,137	19,485	0	19,485	119
Revenue Jersey	157	8,518	8,361	1,210	9,571	121
Strategic Finance	53	1,389	1,336	0	1,336	24
Risk and Audit	1,665	7,878	6,213	0	6,213	11
Treasury and Investment Management	734	1,252	518	0	518	12
Grants to Soc Sec Funds	0	33,268	33,268	0	33,268	0
Net Revenue Expenditure	5,261	74,442	69,181	1,210	70,391	286

Service Area	Near Cash			Non Cash 2024 Net Revenue Expenditure	Total 2024 Net Revenue Expenditure	2024 FTE
	Income	DEL	2024 Net Revenue Expenditure			
	£'000	£'000	£'000			
Performance, Accounting and Reporting	2,652	22,489	19,837	0	19,837	119
Revenue Jersey	157	8,518	8,361	1,210	9,571	121
Strategic Finance	53	1,389	1,336	0	1,336	24
Risk and Audit	1,665	7,878	6,213	0	6,213	11
Treasury and Investment Management	734	1,252	518	0	518	12
Grants to Soc Sec Funds	0	98,568	98,568	0	98,568	0
Net Revenue Expenditure	5,261	140,094	134,833	1,210	136,043	286

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure	2022 Net Revenue Expenditure	2023 Net Revenue Expenditure	2024 Net Revenue Expenditure
	£'000	£'000	£'000	£'000
Income				
Levied by the States of Jersey	503	503	503	503
Earned through Operations	4,758	4,758	4,758	4,758
Total Income	5,261	5,261	5,261	5,261
Expenditure				
Social Benefit Payments	30,996	32,112	33,268	98,568
Staff Costs	20,396	19,651	18,482	18,834
Other Operating Expenses	9,631	10,049	10,049	10,049
Grants and Subsidies Payments	2,700	4,000	4,000	4,000
Impairments	5	5	5	5
Finance Costs	8,638	8,638	8,638	8,638
Total Expenditure	72,366	74,455	74,442	140,094
Net Revenue Near Cash Expenditure	67,105	69,194	69,181	134,833
Depreciation	925	1,218	1,210	1,210
Total Net Revenue Expenditure	68,030	70,412	70,391	136,043

Covid-19 Response

Service Level Analysis

Service Area	Near Cash		Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL		
	£'000	£'000	£'000	
Income Support Costs	0	7,498	7,498	0
Payroll Co-funding Phase III	0	11,300	11,300	0
Schools catch-up programme	0	904	904	0
Bus Contract	0	2,000	2,000	0
Sport income shortfall	0	2,137	2,137	0
Nightingale Field Hospital (GHE)	0	4,067	4,067	0
Warehousing Staffing and logistics	0	338	338	0
COVID Vaccine	0	5,474	5,474	19
Nightingale Field Hospital (HCS)	0	4,313	4,313	0
Economic Recovery	0	15,500	15,500	0
Test & Tracing Programme 2	0	30,000	30,000	0
Revolving Credit Facility	0	3,746	3,746	0
Net Revenue Expenditure	0	87,277	87,277	19

Service Area	Near Cash		Total 2022 Net Revenue Expenditure	2022 FTE
	Income	DEL		
	£'000	£'000	£'000	
Income Support Costs	0	5,249	5,249	0
Bus Contract	0	1,200	1,200	0
Sport income shortfall	0	1,005	1,005	0
Economic Recovery	0	12,000	12,000	0
Revolving Credit Facility	0	7,136	7,136	0
Net Revenue Expenditure	0	26,590	26,590	11

Service Area	Near Cash		Total 2023 Net Revenue Expenditure	2023 FTE
	Income	DEL		
	£'000	£'000	£'000	
Income Support Costs	0	3,692	3,692	0
Bus Contract	0	500	500	0
Sport income shortfall	0	720	720	0
Economic Recovery	0	12,000	12,000	0
Revolving Credit Facility	0	8,730	8,730	0
Net Revenue Expenditure	0	25,642	25,642	4

Service Area	Near Cash		Total 2024 Net Revenue Expenditure	2024 FTE
	Income	DEL		
	£'000	£'000	£'000	
Income Support Costs	0	4,549	4,549	0
Bus Contract	0	250	250	0
Revolving Credit Facility	0	7,803	7,803	0
Net Revenue Expenditure	0	12,602	12,602	-

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure £'000	2022 Net Revenue Expenditure £'000	2023 Net Revenue Expenditure £'000	2024 Net Revenue Expenditure £'000
Expenditure				
Social Benefit Payments	17,966	4,797	3,528	4,385
Staff Costs	4,922	452	164	164
Other Operating Expenses	58,376	12,935	12,700	-
Grants and Subsidies Payments	2,267	1,270	520	250
Finance Costs	3,746	7,136	8,730	7,803
Contingency Expenses				
Total Expenditure	87,277	26,590	25,642	12,602
Total Net Revenue Expenditure	87,277	26,590	25,642	12,602

Non-Ministerial Departments

Service Level Analysis

Service Area	Near Cash			Non Cash 2021 Net Revenue Expenditure £'000	Total 2021 Net Revenue Expenditure £'000	2021 FTE
	Income	DEL	2021 Net Revenue Expenditure £'000			
	£'000	£'000	£'000			
Bailiff's Chambers						
Bailiff's Chambers General	68	1,631	1,563	0	1,563	10.0
Court and Case Costs	0	278	278	0	278	
	68	1,909	1,841	0	1,841	10.0
Law Officers' Department						
Law Officers' General	288	7,619	7,331	0	7,331	79.8
Court and Case Costs	0	1,121	1,121	0	1,121	
	288	8,740	8,452	0	8,452	79.8
Judicial Greffe						
Judicial Greffe - General	1,292	4,600	3,308	0	3,308	49.4
Court and Case Costs	0	4,285	4,285	0	4,285	
	1,292	8,885	7,593	0	7,593	49.4
Viscount's Department						
Duties of the Viscount	806	2,280	1,474	41	1,515	28.4
Court and Case Costs	0	238	238	0	238	
	806	2,518	1,712	41	1,753	28.4
Official Analyst						
	53	656	603	62	665	6.7
	53	656	603	62	665	6.7
Office of the Lieutenant Governor						
	107	911	804	0	804	13.2
	107	911	804	0	804	13.2
Probation						
Probation and Aftercare Service	88	2,356	2,268	67	2,335	31.2
Court and Case Costs	0	103	103	0	103	
	88	2,459	2,371	67	2,438	31.2
Comptroller and Auditor General						
	69	939	870	0	870	0.0
	69	939	870	0	870	0.0
Net Revenue Expenditure	2,771	27,017	24,246	170	24,416	218.7

Service Area	Near Cash			Non Cash 2022 Net Revenue Expenditure £'000	Total 2022 Net Revenue Expenditure £'000	2022 FTE
	Income	DEL	2022 Net Revenue Expenditure £'000			
	£'000	£'000	£'000			
Bailiff's Chambers						
Bailiff's Chambers General	68	1,631	1,563	0	1,563	10.0
Court and Case Costs	0	278	278	0	278	
	68	1,909	1,841	0	1,841	10.0
Law Officers' Department						
Law Officers' General	288	7,619	7,331	0	7,331	79.8
Court and Case Costs	0	1,121	1,121	0	1,121	
	288	8,740	8,452	0	8,452	79.8
Judicial Greffe						
Judicial Greffe - General	1,292	4,700	3,408	313	3,721	49.4
Court and Case Costs	0	4,285	4,285	0	4,285	
	1,292	8,985	7,693	313	8,006	49.4
Viscount's Department						
Duties of the Viscount	806	2,280	1,474	41	1,515	28.4
Court and Case Costs	0	238	238	0	238	
	806	2,518	1,712	41	1,753	28.4
Official Analyst						
	53	656	603	58	661	6.7
	53	656	603	58	661	6.7
Office of the Lieutenant Governor						
	107	956	849	0	849	13.2
	107	956	849	0	849	13.2
Probation						
Probation and Aftercare Service	88	2,380	2,292	17	2,309	31.2
Court and Case Costs	0	103	103	0	103	
	88	2,483	2,395	17	2,412	31.2
Comptroller and Auditor General						
	70	958	888	0	888	0.0
	70	958	888	0	888	0.0
Net Revenue Expenditure	2,772	27,205	24,433	429	24,862	218.7

Service Area	Near Cash			Non Cash 2023 Net Revenue Expenditure £'000	Total 2023 Net Revenue Expenditure £'000	2023 FTE
	Income	DEL	2023 Net Revenue Expenditure £'000			
	£'000	£'000	£'000			
Bailiff's Chambers						
Bailiff's Chambers General	68	1,631	1,563	0	1,563	10.0
Court and Case Costs	0	278	278	0	278	
	68	1,909	1,841	0	1,841	10.0
Law Officers' Department						
Law Officers' General	288	7,619	7,331	0	7,331	79.8
Court and Case Costs	0	1,121	1,121	0	1,121	
	288	8,740	8,452	0	8,452	79.8
Judicial Greffe						
Judicial Greffe - General	1,292	4,600	3,308	551	3,859	49.4
Court and Case Costs	0	4,285	4,285	0	4,285	
	1,292	8,885	7,593	551	8,144	49.4
Viscount's Department						
Duties of the Viscount	806	2,280	1,474	17	1,491	28.4
Court and Case Costs	0	238	238	0	238	
	806	2,518	1,712	17	1,729	28.4
Official Analyst						
	53	656	603	57	660	6.7
	53	656	603	57	660	6.7
Office of the Lieutenant Governor						
	107	911	804	0	804	13.2
	107	911	804	0	804	13.2
Probation						
Probation and Aftercare Service	88	2,396	2,308	0	2,308	31.2
Court and Case Costs	0	103	103	0	103	
	88	2,499	2,411	0	2,411	31.2
Comptroller and Auditor General						
	72	982	910	0	910	0.0
	72	982	910	0	910	0.0
Net Revenue Expenditure	2,774	27,100	24,326	625	24,951	218.7

Service Area	Near Cash			Non Cash 2024 Net Revenue Expenditure	Total 2024 Net Revenue Expenditure	2024 FTE
	Income	DEL	2024 Net Revenue Expenditure			
	£'000	£'000	£'000			
Bailiff's Chambers						
Bailiff's Chambers General	68	1,631	1,563	0	1,563	10.0
Court and Case Costs	0	278	278	0	278	
	68	1,909	1,841	0	1,841	10.0
Law Officers' Department						
Law Officers' General	288	7,619	7,331	0	7,331	79.8
Court and Case Costs	0	1,121	1,121	0	1,121	
	288	8,740	8,452	0	8,452	79.8
Judicial Greffe						
Judicial Greffe - General	1,292	4,500	3,208	697	3,905	49.4
Court and Case Costs	0	4,285	4,285	0	4,285	
	1,292	8,785	7,493	697	8,190	49.4
Viscount's Department						
Duties of the Viscount	806	2,280	1,474	0	1,474	28.4
Court and Case Costs	0	238	238	0	238	
	806	2,518	1,712	0	1,712	28.4
Official Analyst						
	53	656	603	57	660	6.7
	53	656	603	57	660	6.7
Office of the Lieutenant Governor						
	107	911	804	0	804	13.2
	107	911	804	0	804	13.2
Probation						
Probation and Aftercare Service	88	2,407	2,319	0	2,319	31.2
Court and Case Costs	0	103	103	0	103	
	88	2,510	2,422	0	2,422	31.2
Comptroller and Auditor General						
	74	1,006	932	0	932	0.0
	74	1,006	932	0	932	0.0
Net Revenue Expenditure	2,776	27,035	24,259	754	25,013	218.7

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure £'000	2022 Net Revenue Expenditure £'000	2023 Net Revenue Expenditure £'000	2024 Net Revenue Expenditure £'000
Income				
Levied by the States of Jersey	627	627	627	627
Earned through Operations	2,144	2,145	2,147	2,149
Total Income	2,771	2,772	2,774	2,776
Expenditure				
Staff Costs	17,284	17,303	17,318	17,328
Other Operating Expenses	9,628	9,797	9,677	9,602
Grants and Subsidies Payments	95	95	95	95
Finance Costs	10	10	10	10
Contingency Expenses	0	0	0	0
Total Expenditure	27,017	27,205	27,100	27,035
Net Revenue Near Cash Expenditure	24,246	24,433	24,326	24,259
Depreciation	170	429	625	754
Total Net Revenue Expenditure	24,416	24,862	24,951	25,013

States Assembly

Service Level Analysis

Service Area	Near Cash		Total 2021 Net Revenue Expenditure	2021 FTE
	Income	DEL		
	£'000	£'000	£'000	
States Assembly General	31	1,671	1,640	18.0
Committees and Panels	0	1,211	1,211	16.0
Members' Services and Remuneration	0	2,896	2,896	5.0
Law Drafting	65	1,466	1,401	12.5
	96	7,244	7,148	51.5

Service Area	Near Cash		Total 2022 Net Revenue Expenditure	2022 FTE
	Income	DEL		
	£'000	£'000	£'000	
States Assembly General	31	1,863	1,832	18.0
Committees and Panels	0	1,211	1,211	16.0
Members' Services and Remuneration	0	2,896	2,896	5.0
Law Drafting	65	1,466	1,401	12.5
	96	7,436	7,340	51.5

Service Area	Near Cash		Total 2023 Net Revenue Expenditure	2023 FTE
	Income	DEL		
	£'000	£'000	£'000	
States Assembly General	31	1,494	1,463	18.0
Committees and Panels	0	1,211	1,211	16.0
Members' Services and Remuneration	0	2,896	2,896	5.0
Law Drafting	65	1,466	1,401	12.5
	96	7,067	6,971	51.5

Service Area	Near Cash		Total 2024 Net Revenue Expenditure	2024 FTE
	Income	DEL		
	£'000	£'000	£'000	
States Assembly General	31	1,494	1,463	18.0
Committees and Panels	0	1,211	1,211	16.0
Members' Services and Remuneration	0	2,896	2,896	5.0
Law Drafting	65	1,466	1,401	12.5
	96	7,067	6,971	51.5

Statement of Comprehensive Net Expenditure

	2021 Net Revenue Expenditure £'000	2022 Net Revenue Expenditure £'000	2023 Net Revenue Expenditure £'000	2024 Net Revenue Expenditure £'000
Income				
Levied by the States of Jersey	0	0	0	0
Earned through Operations	96	96	96	96
Total Income	96	96	96	96
Expenditure				
Social Benefit Payments	0	0	0	0
Staff Costs	6,239	6,251	6,361	6,363
Other Operating Expenses	1,005	1,185	706	704
Grants and Subsidies Payments	0	0	0	0
Impairments	0	0	0	0
Finance Costs	0	0	0	0
Contingency Expenses	0	0	0	0
Total Expenditure	7,244	7,436	7,067	7,067
Net Revenue Near Cash Expenditure	7,148	7,340	6,971	6,971
Depreciation	0	0	0	0
Total Net Revenue Expenditure	7,148	7,340	6,971	6,971

Part 3 – Additional Revenue Expenditure Programme Information

Additional Revenue Expenditure

CSP Number	CSP Priority	Sub-priority	CSP Ref	Programme	2021 Allocation (£000)	2022 Allocation (£000)	2023 Allocation (£000)	2024 Allocation (£000)	
CSP1	Put Children First	Government COVID response	CSP1-C-01	Covid-19 Schools catch-up programme	904	0	0	0	
		Government COVID response Total				904	0	0	0
		Improving educational outcomes	CSP1-2-05	Education Reform Programme	7,946	11,200	11,200	11,583	
		Improving educational outcomes Total				7,946	11,200	11,200	11,583
		Involving and engaging children	CSP1-3-03	Youth Service English as Additional Language	150	150	150	150	
		Involving and engaging children Total				150	150	150	150
		Protecting and supporting children	CSP1-1-06	CAMHS Service Redesign	0	1,750	2,000	2,250	
			CSP1-1-07	Youth Service Move On Cafe	53	53	53	53	
			CSP1-1-08	SARC - Dewberry House	150	150	150	150	
		Protecting and supporting children Total				203	1,953	2,203	2,453
Put Children First Total					9,203	13,303	13,553	14,186	
CSP1 Total					9,203	13,303	13,553	14,186	
CSP2	Improve Wellbeing	Government COVID response	CSP2-C-01	Covid-19 Vaccine	5,474	0	0	0	
			CSP2-C-02	Nightingale Field Hospital	4,313	0	0	0	
			CSP2-C-03	Covid-19 Nightingale Field Hospital	4,067	0	0	0	
			CSP2-C-04	Covid-19 Test & Tracing Programme 2	30,000				
			CSP2-C-05	Covid-19 PPE Warehousing Staffing and logistics	338	0	0	0	
			CSP2-C-06	Support for Sports Infrastructure	2,137	1,005	720	0	
		Government COVID response Total				46,329	1,005	720	0
		Put patients, families and carers at the heart of Jersey's health and care system	CSP2-3-06	Air Ambulance Services	395	395	395	395	
		Put patients, families and carers at the heart of Jersey's health and care system Total				395	395	395	395
		Support Islanders to live healthier, active, longer lives	CSP2-1-05	Jersey Care Model	6,600	8,300	6,100	4,100	
Support Islanders to live healthier, active, longer lives Total				6,600	8,300	6,100	4,100		
Improve Wellbeing Total					53,324	9,700	7,215	4,495	
CSP2 Total					53,324	9,700	7,215	4,495	
CSP3	Vibrant Economy	Future economy programme	CSP3-2-12	JCRA Reconstitution Funding	150	150	150	150	
		Future economy programme Total				150	150	150	150
		Government COVID response	CSP3-C-01	Economic Recovery	15,500	12,000	12,000	0	
		Government COVID response Total				15,500	12,000	12,000	0
		Growing skills in Jersey	CSP3-4-02	Migration Policy Implementation	0	108	108	108	
		Growing skills in Jersey Total				0	108	108	108
Vibrant Economy Total					15,650	12,258	12,258	258	
CSP3 Total					15,650	12,258	12,258	258	

CSP Number	CSP Priority	Sub-priority	CSP Ref	Programme	2021 Allocation (£000)	2022 Allocation (£000)	2023 Allocation (£000)	2024 Allocation (£000)
CSP4	Reduce Inequality	Government COVID response	CSP4-C-01	Covid-19 Co-Funded Payroll Scheme Phase III	11,300	0	0	0
			CSP4-C-02	Covid-19 Income Support Costs	7,498	5,249	3,692	4,549
		Government COVID response Total		18,798	5,249	3,692	4,549	
		Reduce Inequality Total		18,798	5,249	3,692	4,549	
CSP4 Total					18,798	5,249	3,692	4,549
CSP5	Protect our environment	Government COVID response	CSP5-C-01	Covid-19 Bus Contract	2,000	1,200	500	250
			Government COVID response Total		2,000	1,200	500	250
		Protecting the natural Environment	CSP5-2-04	Natural Environment - Water	300	400	250	250
			CSP5-2-05	Marine Resources Management	250	92	92	92
		Protecting the natural Environment Total		550	492	342	342	
		Protect our environment Total		2,550	1,692	842	592	
CSP5 Total					2,550	1,692	842	592
OI	Modernising Government	A modern, innovative public sector	OI3-15	Commercial Services Restructure	2,500	2,310	1,680	1,535
			OI3-16	Re-organisation - Justice and Home Affairs	314	314	314	314
			OI3-17	Re-organisation Ministerial Support Unit	1,390	1,390	1,390	1,390
			OI3-18	Re-organisation - Communications	623	623	623	623
			OI3-19	Digital Jersey grant shortfall	303	303	303	303
			OI3-20	28-30 The Parade	1,141	1,141	1,141	1,141
			OI3-21	Office Modernisation				5,000
		A modern, innovative public sector Total		6,271	6,081	5,451	10,306	
		Government COVID response	OI4-C-1	Covid-19 Revolving Credit Facility	3,746	7,136	8,730	7,803
			Government COVID response Total		3,746	7,136	8,730	7,803
		A sustainable long-term fiscal framework and public finances	OI4-2	Insurance premium	2,194	2,612	2,612	2,612
			A sustainable long-term fiscal framework and public finances Total		2,194	2,612	2,612	2,612
		Modernising Government Total		12,211	15,829	16,793	20,721	
OI Total					12,211	15,829	16,793	20,721
OI-NON	Modernising Government	Non-Ministerial growth	OI-NON-07	Probation - BASS funding, regrading, trainee post	161	185	201	212
			OI-NON-08	CAG Inflation	13	31	53	75
			OI-NON-09	Election 2022	0	100	0	0
			OI-NON-10	Bailiff's Office - additional for Crown appointment pension increase awarded by SEB	80	80	80	80
			Non-Ministerial growth Total		254	396	334	367
Modernising Government Total		254	396	334	367			
OI-NON Total					254	396	334	367
Grand Total					111,990	58,427	54,687	45,168

CSP1-1-06 – Children, Young People, Education and Skills

Project: CAMHS Service Redesign

Additional Investment Required (£000)

2021	2022	2023	2024
0	1,750	2,000	2,250

Project Summary

Increasing numbers of children and young people are experiencing difficulties with emotional wellbeing and mental health, which are more severe and longer lasting than previously thought with likely long-term impact on mental and physical health and future demand for expensive, acute services. The impact is not limited to individuals, but also parents/carers and others in the household. The Covid-19 pandemic has further exacerbated need.

The Child and Adolescent Mental Health Service (CAMHS) in Jersey, unlike its UK counterparts, has an expanded role including engaging with those who should more appropriately access early intervention and children admitted into hospital. Jersey has no home treatment or intensive crisis teams, nor specialist in-patient provision for children suffering acute mental health/mental disorder/illness. Currently, those older than 16 are placed in Orchard House and those under 16 are placed off the Island. In 2019, almost £1 million was spent on specialist in-patient care.

Having an early intervention service means children who would have been referred to CAMHS can be offered support at an earlier stage, reducing the risk of problems escalating and having a positive impact on waiting times for treatment.

The CAMHS service is facing the following challenges:

- Increase in need/demand - 2497 in 2015 to 3027 referrals in 2019, caseload has increased from just under 600 in 2017 to almost 850 in January 2020
- Increase in waiting times - CAMHS average waiting times have increased between 2016-2020 from four-to-six weeks for their first assessment and five-to-seven weeks for treatment to commence
- Increase in complexity
- Attention Deficit Hyperactivity Disorder (ADHD) and Foetal Alcohol Spectrum Disorder (FASD) increasing
- Gap in support for neurodevelopmental disorders and disabilities, perinatal mental health, paediatric health psychology
- High rates of alcohol specific hospital admissions for under 18s (compared with the UK and other jurisdictions)
- Lack of a range of supports - Early Intervention, Intensive Community Support or Home Treatment Team
- Improvement in arrangements for young people moving to adult services

These challenges can be met with investment, realignment of resource, pathway redesign and robust quality assurance and performance management.

Recognising the importance of good mental health, a transformation programme of children's legislation is underway which will make it a statutory duty to promote wellbeing. This accepts that supporting children to positive outcomes results in confident, able citizens contributing to the economic and social fabric of our community.

Promotion and support of wellbeing and good mental health involves us all. The CAMHS review and redesign involved Government, private, third sector providers and children and families and informs the way forward. The THRIVE model contributed to the thinking by illustrating the benefits of 'getting upstream' and shaping demand for specialist services.

Investment will be most effective by developing a robust CAMHS service with the following components:

- Early intervention service (all ages of children)
- Community Intensive Support Service (seven days)
- Improve/refocus the current service as a specialist service
- Medical (doctor) cover for governance and leadership
- Improve quality and performance management

Impact on Sustainable Wellbeing

This work fits with improving Community Wellbeing - the Quality of People's Lives, specifically through the following areas; 'All Children in Jersey Lead Healthy Lives' and 'Mental Health & Wellbeing'.

People experiencing negative issues with their wellbeing and mental health could be experiencing anxiety, depression, isolation, difficulty sustaining positive relationships, problems at school, substance misuse, negative self-identity and perception, health difficulties, challenges with their behaviour such as involvement with anti-social or offending behaviour, self-harm or even contemplating suicide. They may also be disadvantaged in other ways, such as socially or economically.

It is well documented that mental health and wellbeing is a fundamental part of young people's general wellbeing, and is closely bound up with physical health, life experience and life chances. Mental health problems not only cause distress but can be associated with significant problems in other aspects of life. It is estimated that half of all lifetime cases of psychiatric disorders start by the age of 14 and three quarters start by the age of 24. It is with this in mind that CAMHS will develop and seek to positively impact on outcomes.

The proposed changes identified through this project means a proactive approach to addressing wellbeing and mental health issues at as early an opportunity as possible, thus impacting positively on successive generations.

The following projects will have the biggest impact on wellbeing:

- Implementing an early intervention service focused on emotional and mental health for children of all ages
- The current service refocused appropriately as a specialist service, with improved transition services
- Implementing a community-based intensive support service, working across seven days to reduce escalation of issues and avoid the need for more specialist support
- Quality and performance management systems are robust and used appropriately.

Impacts are likely to be seen in the short, medium and long term depending on the individual, their needs and services provided.

CSP1-1-07 – Children, Young People, Education and Skills

Project: Youth Service Move On Café

Additional Investment Required (£000)

2021	2022	2023	2024
53	53	53	53

Project Summary

Funding is sought for an existing Assistant Youth Worker post to be extended to a full-time post. This will provide a level of continuity and security that is vital in running the services offered from the Move On Café and in doing so assist with delivering the Government’s priority of Putting Children First.

The Move On Café is a Youth Service project that runs from a Government of Jersey administered building within St Helier and, until recently, was funded via a partnership between the Government, the Parish of St Helier (via the St Helier Youth and Community Trust) and the Youth Project’s Independent Charity.

During 2019, the St Helier Youth and Community Trust decided to redirect its financial support from covering the salary of the Assistant Youth Worker to funding the rent of the property (c£11k per year), as well as agreeing to offer funds for resources and cost of activities carried out from the Move On Café. The St Helier Youth and Community Trust also supports other youth worker salaries in St Helier, such as at the The First Tower and La Poquelaye Youth Projects (c£60K).

The success of the project is evident from the engagement of young people with the services offered. During 2019, more than 390 young people attended 4,232 times at the 364 sessions the Youth Project ran. The Youth Project also ran an additional 87 street-based sessions that made a further 743 unnamed contacts with young people during last year.

This project offers positive engagement opportunities for young people who visit the town area. The Move On Café plays a key role in avoiding and preventing the congregation of young people and offers a valued outreach service to target “hot spots” where young people may be engaging in anti-social behavior. Due to Covid-19, youth clubs were closed for an extended period and this resulted in a significant loss of opportunity for meaningful engagement with young people.

Although it is difficult to quantify the success of efforts to keep young people engaged in positive activities and measure the impact on their progress in life and their wellbeing, it is evident from the qualitative information gathered through surveys that this service is valued and well regarded by young people.

Impact on Sustainable Wellbeing

The Move On Café Project has been very successful in its promotion of the quality of young people’s lives with effectively planned and implemented wellbeing programmes. All Jersey Youth Service initiatives seek to promote anti-discrimination policies. The activities devised are subject to constant review and revision, and other agencies are encouraged to provide details of up-to-date initiatives. The Move On Café Project is actively involved in such initiatives.

CSP1-1-08 – Justice and Home Affairs

Project: Dewberry House (SARC)

Additional Investment Required (£000)

2021	2022	2023	2024
150	150	150	150

Project Summary

Funding of £150k is sought for the continuation of existing services and to further develop the Sexual Assault Referral Centre (SARC) to include the services associated with a Child’s House model, which provides integrated support from one location to children who are victims of sexual abuse. This funding forms part of the existing running costs for the SARC manager and crisis workers, who are key to the delivery and future development of the service.

Dewberry House is now an established service to the Island, providing support to victims of sexual assault and abuse, whether this happened recently or in the past. This is the only service in Jersey which provides specialist forensic medical examinations. Investment into SARC to provide an integrated package of medical and therapeutic care, as well as legal support and protection, will significantly enhance the outcomes of the service provided to vulnerable individuals. This is critical in ensuring a continued appropriate response to the Independent Care Inquiry.

Building on its established services, Dewberry House now hopes to help change the response to children and young people following a disclosure of Sexual Abuse by developing a “Child House” model. When a child or young person discloses, they are often left to navigate the system by themselves and will have to re-tell their story several times to different professionals. The experience can be traumatic and lengthy and leads to few convictions.

A Child House model offers medical, investigative and emotional support, all under one roof. It will provide early support after the trauma of abuse, increase the length of time support is provided to children and families, gather more effective evidence from interviews and offer speedier progress in investigations and court cases.

By developing Jersey’s own Child House model, it will put all the care children need under one roof and provide a safe space for children and young people to talk and receive support and therapy to rebuild their lives.

This is a key vehicle to achieving several of our Government priorities, in particular those committed to in the Children’s Plan.

Impact on Sustainable Wellbeing

Children: Develop a child-centric service to allow them to cope and recover in relation to child sexual abuse or child sexual exploitation. The service will actively ensure an appropriate response with regards to safeguarding of children, whilst recognising and supporting issues of equality and diversity.

Health and Wellbeing: Allow children to access high quality, effective healthcare, including short and long-term trauma-informed therapeutic support.

Safety and security: To protect and safeguard children from further harm and support them through all stages of the criminal justice system.

CSP1-2-05 – Children, Young People, Education and Skills

Project: Education Reform Programme

Additional Investment Required (£000)

2021	2022	2023	2024
7,946	11,200	11,200	11,583

Project Summary

The Minister for Education and her Department have set the ambition for Jersey’s education services to be as successful as the best in the world. Strongly aligned with the Council of Ministers’ CSP commitment to “putting children first”, the Minister’s core drive is the reform of the education system.

Jersey’s school system is already on a journey of continuous improvement. While there are some schools with well-established high outcomes, for the whole system this journey has been from a low base. Under the previous Minister, the then Education Department embarked on a strategic plan focused on raising standards, through curriculum re-design, strengthening school autonomy and improved family engagement. Standards have improved considerably, but there is much further to go to fulfil the current Minister’s ambition.

Although significant improvements have been made in the system, the position now is:

- Children in Jersey achieve academic outcomes broadly in line with England, and whilst higher overall at GCSE and A level, this performance masks high variance by group
- Jersey’s performance is below that of comparable high performing jurisdictions, as is funding
- Children from disadvantaged backgrounds do not achieve well
- While starting to narrow, the attainment gap between advantaged and disadvantaged pupils remains high
- There are significant mental health and wellbeing challenges for children in Jersey
- Low levels of funding impacts acutely on disadvantaged pupils and those on vocational pathways. This is contrasted to spending on students in fee-paying education.
- Demographic change, which has increased the number of pupils with higher needs such as those with special educational needs has put pressure on schools’ budgets forcing many to run deficits

The Education Reform Programme will deliver:

- Higher attainment and achievement for Jersey’s children and young people
- Improved wellbeing and mental health for Jersey’s children and young people
- Higher standards of teaching and support for students with additional needs
- More efficient use of public money in the delivery of education, with better targeting of funding for the students that need this most
- Improved relationships with local business, and a strengthened economy
- Improved reputation of schools, the workforce and the Government of Jersey

The Education Reform Programme is a three-year programme of work which will create the foundations for a world class education system in Jersey. From these foundations, it is envisaged that we will realise this ambition over the next ten years.

The objectives for the programme are:

- Achieving a sustainable funding settlement and strengthening the management of schools
- Increased investment in current services, which will improve outcomes for pupils
- Delivering new initiatives to address current gaps in provision
- Exploring a range of transformational policy options, which will deliver a high quality, more efficient and effective education system and provide better outcomes for pupils

Impact on Sustainable Wellbeing

Education is a cornerstone of any community and this is a once-in-a-generation opportunity to provide investment in Jersey's system. The Independent School Funding Review identifies significant inequalities amongst different groups of children and lays out the actions needed if we are to ensure all children and young people have the opportunity to thrive. The impact of the current inequalities the system creates, and the lack of investment in key services, has resulted in a detrimental impact on the wellbeing of some pupils. Targeted investment and the development of specialist programmes will significantly improve the achievement and wellbeing of our children and young people and put Jersey on a pathway to match and then exceed outcomes achieved by comparable jurisdictions.

CSP1-3-03 – Children, Young People, Education and Skills

Project: Youth Service English as Additional Language

Additional Investment Required (£000)

2021	2022	2023	2024
150	150	150	150

Project Summary

This project arose from an amendment to the Government plan 2020-2023 and provided for two 37.50 hours per week Assistant Youth Workers to initiate a one-year research project. The assistants were to engage and discover the needs of young people within communities with English as an additional language, concentrating initially on those within the Portuguese, Romanian and Polish communities. Due to Covid-19, this project was delayed.

This is an exciting piece of work to engage children and young people from a wider range of ethnic and cultural backgrounds and supports our ‘Putting Children First’ priority.

This project seeks to capture the voice of children and young people for whom English is not their first language and, in doing so, design activities that help reduce any barriers they may face culturally, socially or specifically related to their heritage. The focus of the project is based on the personal experience of young people and their needs.

The bid will see research undertaken and the findings of the research implemented to enable better inclusion of children and young people in Island life so that they can thrive, be involved and feel a sense of belonging.

The business case requests funding to resource a focused piece of research to enable planning, design and development of targeted activities, to better meet the needs of children and young people from minority ethnic backgrounds in Jersey.

Impact on Sustainable Wellbeing

Youth Work provides children and young people with a place they can engage with positive activities and find a sense of belonging. The support of youth workers provides young people with positive channels of communication, activities to reduce stress and antisocial behaviour, as well as confidence building and teamwork. Many learn soft skills through interaction and engagement with the youth projects. At the heart of this project is ensuring the youth service provides an inclusive service and caters to the needs of young people from presently under-represented ethnic minority backgrounds. It also takes into account the cultural differences and sensitivities in design and delivery of meaningful and positive activities which, in turn, encourages positive behaviour and a sense of belonging and value, helping to ensure young people lead healthier and more socially-productive lives.

CSP1-C-01 – Children, Young People, Education and Skills

Project: Covid-19 – School’s Catch-Up

Additional Investment Required (£000)

2021	2022	2023	2024
904	0	0	0

Project Summary

The pandemic has tested pupils, parents, carers, schools and CYPES to find new ways of learning. Despite the best efforts of educators and parents, the lack of physical attendance at school has caused a range of issues for a generation of children. These include mental health and wellbeing issues, as well as the loss of educational opportunity and achievement. Moreover, the challenges have been compounded for certain groups of pupils who are disadvantaged and/or vulnerable, as well as for those who have Special Educational Needs and/or Disabilities (SEN/D) or those for whom English is an additional language (EAL).

Funding is sought to put in place a 16-month programme to directly address the loss of learning and wider educational issues and support children who have fallen most behind.

The negative impact on our most disadvantaged pupils and other groups most severely affected over the four months of Covid-19 lockdown, means that this application provides Jersey with an opportunity to fund tutoring, educational resources and teacher training. Four months equates to approximately half of a school year. It is the Department’s belief, based on clear and unambiguous evidence, that the objectives listed below can have the greatest impact and make a significant difference in enabling our children disadvantaged by the Covid-19 lockdown to be more likely to fulfil their potential.

All schools and the CYPES team worked tirelessly to ensure that the disruption to the children’s education was minimised as much as possible. In particular, this included learning how to use online platforms and then opening schools to the children of critical workers, and some vulnerable groups, while supporting and teaching children who were obliged to remain at home. Undoubtedly, all children found the lack of schooling, other than online learning, a significant challenge. Furthermore, specific groups of children – already behind their peers – would have seen the gap in progress and attainment widen. These groups of children include those eligible to receive Jersey Premium, with Special Educational Needs and/or Disabilities (SEN/D) and those with English as an additional language (EAL).

The programme has two strands, based on lessons learned, both at home and in other jurisdictions:

- Roll out teaching training to ensure that all staff are best equipped for the recovery challenge through an extension to the OLEVI teaching programme
- Provide small group tuition to provide the children and young people with greatest need receive with intensive learning support

Impact on Sustainable Wellbeing

Community Wellbeing

This project benefits the wellbeing of the community, starting with the children affected and their families. Successful children become happy and successful adults, as they will contribute more to the community and the economy as they grow to adulthood. It needs to be stated that effective learning is about affective and cognitive development. Indeed, in schools, the two have to be viewed as inseparable. Children attend schools to learn so that they can learn to become active citizens and play a full part in modern Jersey society. Schools are adept at understanding that demoralised and unhappy children will struggle to learn. Conversely, schools will have failed if they ensure that their children are happy but not learning and making progress.

Environmental Wellbeing

All children need to have a good education. It is through education that children begin to question the world around them and engage in critical debates, especially with the core issue that is dominating all of our lives - namely, the environment and the difficulties of making choices between the environment and the economy.

Economic Wellbeing

There is an attainment gap in Jersey, and the consequences of Covid-19 exacerbate the difference and risks and are having a long-term impact on Jersey's future economic success. Bridging the gap that already exists between the different groups of children means that to the outside world, Jersey will have a well-educated workforce with the necessary skills to adapt to the challenges that it will encounter globally. A highly literate and numerate workforce is essential for the future success of this Island. The purpose of this bid is to use the academic year 2020-2021 to attempt to prevent the gap widening between groups of children.

Groups

The scheme will benefit the following groups of children who have suffered as a result of Covid-19:

- Children for whom schools receive Jersey Premium funding
 - Vulnerable children
 - Children who have English as an Additional Language
 - Children with Special Education Needs and/or Disabilities.
-

CSP2-1-05 – Health and Community Services

Project: Jersey Care Model

Additional Investment Required (£000)

2021	2022	2023	2024
6,600	8,300	6,100	4,100

Project Summary

The Jersey Care Model has three overarching objectives, which are aligned with the Government strategic ambitions. These are to:

- Ensure care is person-centred with a focus on prevention and self-care, for both physical and mental health
- Reduce dependency on secondary care services by expanding primary and community services, working closely with all partners to deliver more care in the community and at home
- Redesign health and community services so that they are structured to meet the current and future needs of Islanders

Health and care are continuously evolving, and the practice of today isn't always practice for tomorrow. Hospital interventions, community capabilities and digital innovation are all shaping the way health and care is delivered now and for the future. Jersey will need to adapt to these changes to attract the many professionals needed to provide care on the Island. The Global Pandemic in 2020 has shifted focus onto the resilience of health and care systems, and for Jersey has outlined that care out of hospital is as important as care in hospital.

International organisations, including the World Health Organisation (WHO), Organisation for Economic Cooperation and Development (OECD) and World Economic Forum (WEF), together with the EU Parliament and British Medical Journal, have recently identified significant challenges to the long-term durability, performance and sustainability of healthcare systems. Ageing populations, increasing rates of chronic and complex disease, growing cost pressures from new medical technologies and medicines, wasteful spending on low-value care, inefficiencies due to system fragmentation and limited use of data and evidence to support reform have been identified as threats to health system performance and sustainability. Jersey is facing the same threats as the rest of the world in this respect. The cost of health care is also rising by around 4-10%pa, which places a challenge on sustainability. Health and care systems are being forced to think differently about how to meet those challenges.

Whilst many health and care services in Jersey are performing well currently, there is room to improve and modernise in many areas, and services are not future-proofed. The Island expects its population to grow by 13% between 2019 and 2030, with a growing proportion in age groups that have greater health and care needs. By 2036, around one in five of the population will be 65 or over. The result of this demographic change is likely to be a significant growth in those accessing services, particularly when the prevalence of long-term conditions in this group is taken into account (more than half of Islanders aged over 60 have two or more long-term conditions). It is therefore imperative that Jersey adapts to this demographic challenge by ensuring health and care on the Island is coordinated and directed to meet the care needs of Islanders.

The current health and social care model is hospital-focused and based on an institutionalised model, with a high level of referrals to specialists leading to dependency on secondary hospital care for the provision of services. This is evidenced by approximately 30,000 visits to the Emergency Department in 2018 that were not classified as emergencies requiring Hospital care and over 200,000 outpatient appointments per annum. Many patients and families describe the existing system of care as ‘fragmented’, with little continuity in care leading to multiple reviews by many professionals.

The Jersey Care Model offers an opportunity to address these gaps and coordinate services across all parts of the system for an improved service user and care experience, and to invest in preventative services which will support Islanders in staying healthier for longer.

Given the rising cost of care, it is important for Jersey to make efficiencies to ensure public services offer good value and quality for Islanders. By 2036, the Jersey Care Model is forecast to avoid £23 million of recurrent annual expenditure growth for the health and care system. Over the 16-year period modelled, the net present value saving associated with the JCM is estimated to be £118 million.

Impact on Sustainable Wellbeing

Justification

Jersey’s performance framework includes statements on health and wellbeing which are used to inform on the quality of life in Jersey and see how it is progressing. Each of the five areas under the heading of health and wellbeing have several outcomes and indicators sitting beneath them.⁴ These are outlined below with explanation on how the JCM addresses them:

- **Islanders benefit from healthy lifestyles:** The JCM prioritises education and self-care programmes to enable people to stay healthy and optimise lifestyle choices.
- **Islanders are protected against social and environmental health hazards:** The model focuses on person-centred care in the community, providing more services to patients at home and linking into wider Government systems such as housing.
- **Islanders can access high quality, effective health services:** Moving care into the community will enable users to access services more easily. The model will improve access to primary care for patients who are financially, clinically and socially vulnerable. Expanded prevention and screening will also allow for illnesses to be identified and treated as early as possible.
- **Islanders with long term health conditions enjoy a good quality of life:** Improved primary care and community services will enable treatment of long-term conditions in the community, allowing people to receive more care at home and minimising their effect on day-to-day activities. Personalisation of support will also allow people to feel in control of their own health.
- **Mental health and wellbeing are fundamental to quality of life in Jersey:** The care model identifies that there is no health without mental health and it is just as important as physical health. The model will improve the mental health and wellbeing of Islanders through services which are recovery-focused, person centred and integrated incorporating legal safeguards and practices that facilitate community partnership and social inclusion.

CSP2-3-06 – Health and Community Services

Project: Air Ambulance Service

Additional Investment Required (£000)

2021	2022	2023	2024
395	395	395	395

Project Summary

The air ambulance is a UK/Jersey-based contracted service that provides the Health & Community Services department (HCS) a piloted fixed wing aircraft based in the Island.

A critical factor in saving lives and improving a patient’s outcome is the need to rapidly access emergency care and immediately evacuate patients for emergency treatment in the UK that cannot be provided in Jersey. For example, neurosurgery, cardiac interventional procedures and paediatric intensive care services. This contract is only for the aircraft, clinical teams are provided by HCS and its Jersey Emergency Transfer Service.

In the first half of 2020 the then approved air ambulance provider to both Jersey and Guernsey gave notice with approximately two years remaining on their current contract. HCS were advised that due to the impact of Covid-19 and a significant downturn in air travel, its business model was no longer viable. This was compounded with the World Health Organisation projecting a global pandemic duration of approximately 12-18 months.

The air ambulance inflight service market is extremely restricted and due to Covid-19 is currently working under very difficult operating conditions. This position required a team from the Government of Jersey and the States of Guernsey to work collaboratively in evaluating inflight options and immediately securing a proven air ambulance provider.

Through a joint-island procurement process, as part of the Government’s Covid-19 response, an alternative fixed wing air ambulance service was agreed with a new provider, Gama Aviation (GA). As a multinational inflight company, appreciating the global economic uncertainty, they have an established Jersey/UK based portfolio. Gama Aviation has the infrastructure and capability to meet the requirements of providing Jersey’s air ambulance service and will provide the Government of Jersey with a robust and resilient service in meeting HCS inflight service requirements for the next five years (minimum).

This business case requests additional funding due to the increased costs of providing a fixed wing air ambulance service. In supporting this case it will enable HCS to continue to fulfil its statutory requirements and provide a safe and comprehensive healthcare service to the Island.

Impact on Sustainable Wellbeing

The air ambulance service provides a vital link to preserving life and minimising harm to Islanders. The ability to rapidly transfer patients for life-saving treatments or those that significantly increase quality of life, which cannot be provided on Island, is a critical determinant in a patient’s outcome and long term wellbeing.

In having the ability to access UK tertiary care centres for emergency care, it enhances the Island’s reputation by having a safe and comprehensive emergency care service.

CSP2-C-01 – Health and Community Services

Project: Covid-19 Vaccine

Additional Investment Required (£000)

2021	2022	2023	2024
5,474	0	0	0

Project Summary

The Covid-19 pandemic is a global health emergency that is a real and present danger to the health and wellbeing of Islanders. Equally, the public health restrictions necessary to manage the outbreak have precipitated an economic crisis that threatens the livelihoods of Islanders. The combined consequences of both crises have cost Islanders and the taxpayer hundreds of millions of pounds in additional expenditure and lost revenues, as well as the mental and social impacts upon their wellbeing.

Covid-19 is likely to continue to pose a serious threat to the health of Islanders, and thereby the economy, until a vaccine or suitable treatment can be found.

Trials are underway on a number of vaccines and the Government of Jersey must be positioned to purchase a vaccine should one pass clinical trials and become available for distribution to Islanders. The Island is part of the UK Covid-19 Vaccination Board and scenario planning to ensure the Island is able to deliver a vaccine when one becomes available.

Impact on Sustainable Wellbeing

Covid-19 presents a very real threat to the population of Jersey, particularly to those in high-risk groups such as the elderly and those with underlying health conditions. Without this intervention, there is a strong likelihood of increased mortality among high-risk groups and the wider population. The availability of a safe and effective vaccine for Covid-19 is expected to be hugely important in the control of the pandemic in the Island. The vaccine is also seen as being key to the Island reducing the economic impact of disruption brought about by the pandemic, which itself could affect the population's wellbeing.

CSP2-C-02 & CSP2-C-03 – Health and Community Services. Infrastructure, Housing and Environment

Project: Covid-19 – Nightingale Ward

Additional Investment Required (£000)

2021	2022	2023	2024
8,380	0	0	0

Project Summary

Early 2020 modelling data indicated that the Jersey General Hospital did not have sufficient capacity to meet the increased demand for acute beds as a direct result of the Covid-19 epidemic.

In order to meet the projected demand placed on acute health services by Covid-19, additional temporary acute bed capacity was required. This additional requirement was met by the approval and construction of a Nightingale facility, providing 180 beds, ancillary spaces and associated staff welfare, decontamination and mortuary facilities.

The need for health and social care undergoes large seasonal fluctuations, peaking in the winter. The Jersey General Hospital typically runs at a high bed occupancy level over the winter season. The existing hospital facilities are limited in terms of maximum bed capacity and oxygen supply. The transit times to the UK, even were beds to be available there, would be such that patients would be put at significant risk. A resurgence of Covid-19 activity has the potential to exacerbate approaching winter pressures by increasing demand on usual care as well as limiting surge capacity.

The business case for this surge facility was set out in April 2020, swift approval and construction over four weeks, with operational handover to Health & Community Services in Early May 2020.

In May and June 2020, the new Jersey Nightingale Ward has been stocked, operationally stress-tested and staff inducted to the facility, in preparation for active use.

This business case sets out the case to further retain the Nightingale facility for the period January to March 2021, ensuring our increased acute bed capacity is maintained in readiness for a possible resurgence of Covid-19 activity on the Island.

The business case also makes financial provision in 2021 for extended building and plant hire, stripping out the building at the end of the period, removal of the equipment, buildings and associated plant and remediation of the field at Millbrook.

Impact on Sustainable Wellbeing

Retention of the Nightingale Ward provides vital acute bed capacity to HCS in the event of a resurgence of Covid-19 activity on Island. It provides a dedicated facility to care for our patients with the Covid-19 virus away from our general acute activity, preventing risk of cross-infection across this vulnerable group. The facility is comprised of six open bays made up of 30 beds each (180 bed capacity). Open bays allow for improved patient observations, and this can be facilitated with a smaller number of nursing contingent. This is vital due to limited experienced

staff resource to be split across both acute areas.

Lockdown of Island services, and subsequently the suspension of routine clinical care, is likely to result in a deterioration in the management of chronic conditions or undiagnosed diseases and be combined with a surge in post-Covid-19 morbidity. These routine services have since resumed.

Retention of the Nightingale facility better enables HCS to maintain routine services (elective theatre and outpatient activity) for as long as possible in event of an increase in Covid-19 activity.

CSP2-C-04 – Justice and Home Affairs

Project: Covid-19 - Test and Trace Programme 2

Additional Investment Required (£000)

2021	2022	2023	2024
30,000	0	0	0

Project Summary

In 2020, the [Safe Exit Framework⁵](#) established the aim to control the Covid-19 virus in a safe and sustainable way

Our borders re-opened on 3 July 2020, following States debate regarding Safer Travel. On-arrival testing was upscaled, along with increased monitoring and enforcement of isolation and compliance with testing.

The low number of Covid-19 cases in 2020 means that our testing and tracing programme has kept the Island safe, but it also means that Islanders remain vulnerable to infection, new clusters and outbreaks in 2021.

The Covid-19 policy will remain dynamic during 2021, informed by data and intelligence, as technologies become available and policy priorities evolve, and as we transition through the levels of the Safe Exit Framework.

Whilst Covid-19 remains a significant public health risk, testing, tracing and enforcement will remain evidence-based and sufficiently flexible to respond to a changing situation. Close links will be maintained with the Scientific and Technical Advisory Cell (STAC) and Strategic Public Health, both to inform and underpin future programme requirements, and to respond to strategy and policy developments, to operational challenges and to customer feedback.

Testing and Tracing comprises:

Testing to protect

- Hospital in-patients and day case procedures, care home admissions and GP patients, who are tested by Health and Community Services either on admission or before their day case procedure
- Frontline workers, tested by Health and Community Services either at their place of work, at the drive-through or (if isolating and unable to travel), by the mobile testing team.

Testing to travel

Keeping our borders open is important to the economy and to the wellbeing of Islanders, but protecting public health is critical. To manage our risk, Jersey has one of the most comprehensive on-arrivals testing regimes in Europe. For as long as this is required in 2021, the service will continue to incorporate:

⁵gov.je/SiteCollectionDocuments/Government%20and%20administration/ID%20Safe%20Exit%20Framework.pdf

- Testing on arrival at the airport
- Testing on arrival for foot passengers and for car passengers at the harbour
- Testing for private mariners and private air arrivals
- Follow-up tests, as determined by policy

Charging for arrivals testing will remain under review.

Contact tracing, monitoring and enforcement

Contact Tracing is critical in ensuring that all individuals who are at risk of infection because they have been in direct contact with a positive case, are quickly contacted, isolated and tested.

The Monitoring and Enforcement Team have a vital role in ensuring that those who must isolate are indeed doing so. This means that people who present a higher infection risk remain at home, and are therefore not putting others in the community at unnecessary risk of infection.

In order to support self-isolation, emergency and prolonged stay accommodation will continue to be required for essential staff and for visitors who are confirmed as Covid-19 positive.

Impact on Sustainable Wellbeing

Testing and tracing provides a range of mechanisms, which support and enhance community wellbeing. It enables Islanders to maintain their daily lives as far as possible, protecting them from the virus, and thereby maintaining their overall health by providing testing, by tracing all direct contacts, and by ensuring those who present higher risks of transmission are isolating from the community.

Comprehensive testing helps Islanders to connect with loved ones, whether in Jersey or overseas, which is important in maintaining emotional connection, social interaction and mental wellbeing. It also helps to keep workplaces open and safe, providing both a sense of achievement and continued income. And the safe opening of borders further supports our economy, bringing finance into our Island which supports public services and our standard of living – both of which directly contribute to our individual and community sustainability and wellbeing.

CSP2-C-05 – Health and Community Services

Project: Covid-19 – PPE Warehousing Solution

Additional Investment Required (£000)

2021	2022	2023	2024
338	0	0	0

Project Summary

Timely and complete provision of Personal Protective Equipment (PPE) is essential to Government’s management of Covid-19. The initial emergency response to the pandemic procured enough quantities of PPE to assure an effective Island-wide response.

The warehousing, management and logistics of PPE has required an Island-wide response. Since April 2020 the supply of PPE has been successfully managed through the Government of Jersey PPE Portal.

Each day, requests for PPE from Government and non-government organisations, across the Island, have been risk assessed, fulfilled or modified (in relation to public health guidelines) by the PPE Cell, which is the operational arm of the Portal. PPE is then delivered the same day.

Jersey Field Squadron have provided an invaluable contribution to the logistics and warehousing arrangements for the storage, management and distribution of PPE. However, as Jersey Field Squadron and their personnel return to normal duties, alternative arrangements will need to be implemented by the end of 2020.

This business case seeks the funding required in respect to alternative warehousing and logistics solutions.

Impact on Sustainable Wellbeing

Appropriate management and use of PPE contributes to both our community and economic wellbeing.

Effective PPE management helps to reduce both mortality and morbidity associated with Covid-19. As part of the appropriate management of the Covid-19 pandemic, effective management of PPE helps to minimise the risk of returning to levels three and four of the safe exit framework or reduce the amount of time that the Island may be under such restrictions should case numbers increase.

This not only helps to maximise community wellbeing, but by managing the prevalence and impact of Covid-19 in our Island, it helps to ensure that negative impacts on our economy are minimised, helping to maximise our short, medium and long term economic and community wellbeing.

Lockdown restrictions impact all Islanders, however they have a more significant impact on the most vulnerable in society, including the elderly and those with physical and mental health conditions, as well as those at greatest risk of domestic or sexual abuse.

CSP2-C-06 – Infrastructure, Housing and Environment

Project: Covid-19 – Support for Sports Infrastructure

Additional Investment Required (£000)

2021	2022	2023	2024
2,137	1,005	720	0

Project Summary

IHE's Sport Division generates £4.5 million per annum, which partly offsets the total cost of operating the sports centres, including staffing, maintenance, operational costs such as utilities, materials, goods and services.

At the outset of the Covid-19 pandemic and as Jersey moved into a 'lockdown' scenario, various restrictions were put on the community and many Government facilities were closed including sporting facilities. Centres commenced reopening in early July, and whilst the sports centres are now open, not all facilities can be used due to the restrictions required to reduce the risk of transmission of Covid-19.

August 2020 income, in level one, is more than 60% down on normal operating levels. Membership prices have been reduced to 50% of the usual rate with many members choosing to freeze or cancel their memberships, whilst the full range of activities cannot be enjoyed. Whilst costs of operating the centres were reduced when closed, increased cleaning requirements, operational costs and minimum staffing level requirements mean that costs when re-opened, albeit at limited capacity, are at least at their pre-Covid-19 level.

Participation levels in many activities remain limited due to social distancing requirements, class numbers are limited, many gym facilities are restricted and pay-and-play activities are reduced.

Contractual obligations with service delivery partners, such as Aquasplash, also mean that whilst activity levels are restricted, subsidy costs increase to compensate to meet the operating deficit also impacting on those facilities.

It is expected that longer term, a permanent reduction in the level of membership retention and pressures to reduce the current fee level will reduce income by approximately 15% overall compared to normal expectations, resulting in a loss of income of approximately £660k, with the impact in 2021 being approximately 40% reduction in income expectation averaged across the year. A return to higher risk levels due to Covid-19 regaining a hold in the community would increase this reduction in income further.

On the planning assumption that the public health scenario might improve during 2021 and/or new ways of working can be identified to support higher levels of capacity, structural changes in the cost base such as closure of facilities or staff redundancies have so far been avoided.

Additional funding is sought to ensure that the long-term impact on the Island's sporting facilities and infrastructure due to Covid-19 will be minimal.



Impact on Sustainable Wellbeing

The main impact on sustainable wellbeing will be to ensure that the public sports facilities owned and operated by or on behalf of the Government continue to be available for use by the public, supporting community wellbeing and the health of Islanders. In addition, sporting facilities contribute to the economic wellbeing of the Island, supporting the tourism industry and providing activities for casual visitors to the Island and sports event tourism.

Participating in sport is available to all, encouraging community participation regardless of gender, age, orientation etc.

CSP3-2-12 – Office of the Chief Executive

Project: JCRA Reconstitution

Additional Investment Required (£000)

2021	2022	2023	2024
150	150	150	150

Project Summary

From 1 July 2020, the Jersey Competition Regulatory Authority (JCRA) is functioning independently under its own Board and staff, rather than working across the Channel Islands under the joint heading of the Channel Islands Competition and Regulatory Authorities (CICRA). The decision to unwind CICRA was intended to enable the JCRA to better focus on the consumer matters that impact people in Jersey.

The newly set up insular JCRA will promote competition and consumer interests through a comprehensive programme of activity that would typically be delivered by a general competition authority. A renewed focus by the JCRA on promoting competition can support Islanders' living standards and improve the competitiveness of local businesses.

To deliver its programme of activity, the JCRA must ensure that it is appropriately resourced.

Impact on Sustainable Wellbeing

The reconstitution and operation of the JCRA as a Jersey-only competition and regulatory authority provides improved economic wellbeing (and consequential community wellbeing) impacts in Jersey.

- The decision to unwind CICRA will enable the JCRA to better focus on the consumer matters which impact people in Jersey. A renewed focus by the JCRA on promoting competition can support Islanders' living standards by improving the competitiveness of local businesses
- It is generally accepted that competition in the marketplace benefits consumers
- The link between competition law and downward pressure on inflation has been recognised by the States since the publication of the Island's anti-inflation strategies in 2000 and 2008
- A properly resourced, Jersey-only authority can take a more proactive approach to competition law enforcement
- An authority committed to a proactive, modern and effective competition policy will help to ensure that the market in Jersey functions in such a way as to maximise benefits for consumers, businesses and the economy
- Similarly, a properly resourced Jersey-only authority is uniquely placed to police market behaviour by local businesses with information gathering powers and legal tools to address cartels and abuse of dominance. It is also the only body that must clear mergers that have an effect on competition to ensure that, as far as possible, choice and competitive pressures are not undermined by changes in market structure
- Economic theory suggests that effective competition underpins improved productivity and innovation

The economic wellbeing benefits to be achieved as a result of the additional funding requested for the JCRA can be enjoyed across all groups in Jersey, regardless of race, sex, sexual orientation, gender reassignment, pregnancy and maternity, age, disability etc.

Reconstituting the authority and putting in place an appropriate complement of staff will naturally take some time. As such, it is anticipated that the board and staff will be reconstituted over a period of six to 18 months. Subject to ensuring the authority is properly resourced, a more proactive authority focussed on ensuring that markets work well for local consumers should be evident over the same period.

Moreover, the anticipated positive impacts are not limited to short and medium term impacts only, as an effective and efficient JCRA can help to ensure that local consumers can access products and services at competitive prices in years to come.

CSP3-4-02 – Chief Minister

Project: Migration Control Policy Implementation

Additional Investment Required (£000)

2021	2022	2023	2024
0	108	108	108

Project Summary

In recent years, net migration has been at record levels as our economy has produced more jobs.

This economic activity is important as it generates job opportunities locally, and the taxes that pay for public services. Nevertheless, the level and nature of inward migration fundamentally affects Island living. In particular, housing affordability is a challenge.

The Council of Ministers has pledged to reduce reliance on inward migration in the Common Strategic Policy.

This will be done alongside work to deliver a more sustainable economic future based around productivity and skills, feeding into a new Island Plan and as part of balancing population pressures against environmental needs.

The Migration Policy Development Board (MPDB) was established in early 2019 ‘to develop comprehensive migration policy proposals which will deliver more responsive controls over who can come to live, work and access public services in Jersey, improving consistency wherever practical and helping to reduce the Island’s reliance on inward migration’.

The MPDB’s final report, published by the Chief Minister early 2020, made a number of recommendations to:

- Introduce new Control of Housing and Work Law (CHWL) permissions to businesses and individuals to allow Government to maintain a closer control of the number of workers settling permanently in Jersey
- Increase Government co-ordination at a strategic level to ensure that all Government policies take account of their potential impact to increase the population of the Island
- Provide accurate and regular performance management information to Ministers responsible for setting policy guidelines, ensure that businesses have an accurate picture of the ongoing impact of the controls across business sectors and give reassurance and transparency to the public

These recommendations are currently being considered by the Council of Ministers, with the intention of a States Assembly in-principle migration controls policy debate Q4 of 2020.

A capital allocation of £1 million is proposed in the 2021 Government Plan to support the costs of IT development to support a set of more responsive migration controls.

This bid seeks funding from 2022 to support a possible expansion of the operational team required to maintain the revised controls. These details will be finalised during 2021 and will feed into the 2022 Government Plan.

Separately, a savings proposal in the 2021 Government plan seeks to increase the fees collected under the Control of Housing and Work Law to provide an additional £600,000 of annual income.

Impact on Sustainable Wellbeing

A practical, deliverable migration control policy will balance the need to bring in new skills and experience to support business with the impacts such migration has on Island living, in particular, the challenges to housing affordability and environmental sustainability.

- Community wellbeing – all children in Jersey are valued and involved. Islanders enjoy living in a vibrant and inclusive community, migrants feel welcomed as valued members of the Jersey community
- Environmental wellbeing – Jersey’s unique natural environment is protected and conserved for future generations, Jersey’s natural resources are managed and used responsibly.
- Economic wellbeing – Islanders benefit from a strong, sustainable economy and rewarding job opportunities

CSP3-C-01 – Office of the Chief Executive

Project: Covid-19 – Economic Recovery Programme

Additional Investment Required (£000)

2021	2022	2023	2024
15,500	12,000	12,000	0

Project Summary

Covid-19 has had far-reaching economic consequences that the Fiscal Policy Panel forecasts will continue to impact the economic outlook through the life of this Government Plan. In 2020, the Government has taken emergency action to stabilise the economy through an unprecedented package of support including; the Co-Funded Payroll Scheme, Social Security and GST deferrals, and the Business Disruption Loan Scheme. To support demand and ignite an economic recovery, it has also announced more than £80 million in Fiscal Stimulus initiatives.

Despite one of the deepest economic contractions in recent history, measures that have been announced have acted to reduce the severity of the downturn and will continue to support the immediate recovery. However, the continued impact of Covid-19 on the economy will continue to be felt for years to come and is likely to lead to a degree of structural adjustment over the medium term. In some cases, the pandemic is likely to accelerate longer-term shifts in consumption patterns, while in other cases the impact of the requirement for physical distancing on capacity or demand may undermine some otherwise viable business models.

The Economic Recovery Programme will provide funding to support the recovery over the medium term and, where structural change cannot be avoided, help to facilitate a transition to a post-pandemic new normal.

Impact on Sustainable Wellbeing

By providing medium-term support for the economy, this funding will support economic wellbeing by reducing the impact of Covid-19 on livelihoods, employment, and businesses.

CSP4-C-01 – Customer and Local Services

Project: Covid-19 – Payroll Co-Funding Phase III

Additional Investment Required (£000)

2021	2022	2023	2024
11,300	0	0	0

Project Summary

The Co-Funded Payroll Scheme (CFPS) has been a key part of the Government’s strategic response to the economic consequences of Covid-19. By providing a subsidy equivalent to 80% of wages up to £2,000 per month, it has helped to protect livelihoods, maintain employment and provide support for businesses that have been impacted by the public health restrictions that are necessary to safeguard the public. At the scheme’s peak in April, almost 17,000 workers were supported, which represents 27% of Jersey’s workforce.

While the CFPS has been effective, it is an unprecedentedly expensive initiative that was designed primarily to provide emergency support whilst the economy most severely impacted by public health restrictions. For the month of April, when Stay at Home restrictions were in place the Scheme cost £21 million. Now that the Island has progressed to Level one on the Safe Exit Framework, businesses are largely able to trade under current conditions, even where capacity is lower than it would be without the need to observe physical distancing. As a result, the CFPS will be replaced and government policy will shift towards recently announced fiscal stimulus measures and other, more conventional, initiatives designed to support the economic recovery. In doing so, however, it is important that the support provided by the CFPS is gradually withdrawn to avoid a prospective cliff-edge, which could unduly impact business or consumer confidence, and thereby stifle the economic recovery.

To enable safe transition between the CFPS and other forms of support for the economy, the Scheme will be extended until 31 March 2021. This will provide bridging support for the economy through the winter period until the spring when seasonal businesses typically contribute to a boost in overall economic activity. To gradually enable businesses to adjust to the withdrawal of the Scheme, the subsidy level will be slowly reduced from 80% to 20% leading to a change in the maximum payment from £1,600 per month to £400 per month. Government Plan funding will fund the Scheme from January until it’s expiry in March.

Impact on Sustainable Wellbeing

Economic Wellbeing

The CFPS provides essential support for livelihoods, employment and businesses. In doing so, it directly supports the economic wellbeing of thousands of Islanders, and indirectly contributes to the wellbeing of others by mitigating the economic consequences of Covid-19 and stimulating the Island’s economic recovery.

Community Wellbeing

Economic downturns can have acute impacts on physical and mental health as well as wider social consequences. By acting to reduce the incidence of unemployment and lessen the incentive for significant reductions in workers’ hours or wages, the CFPS has a direct impact on community wellbeing and the Island’s economic recovery.

CSP4-C-02 – Customer and Local Services

Project: Covid-19 – Income Support Costs

Additional Investment Required (£000)

2021	2022	2023	2024
7,498	5,249	3,692	4,549

Project Summary

The impact of Covid-19 and associated lockdown and restrictions on trade and business have resulted in an increase in Income Support claims and costs. The increase commenced in late March 2020 and was a result of individuals losing their jobs or suffering reduced hours/pay and income. The number of income support claimants increased from 5,636 in February 2020 to a peak of 6,559 in May 2020. The numbers have slowly declined since then but remain well above the previous pre-Covid-19 baseline level.

The particular challenge is that the increase relates to individuals who are out of work and these now require to be managed appropriately to minimise the risk of long-term unemployment. Therefore, this business case is seeking funding cover for the payment of statutory benefit entitlements and funding to enable the significant spike in cases to be managed appropriately by Customer and Local Services throughout the period of the Government Plan. The additional cost experienced in April 2020 was circa £1.2 million above trend and £1.3 million above the trend in May, and has now settled at close to £900k - £1 million above the trend per month.

Funding is sought, therefore, seeking approval for additional budget to cover excess income support costs, which have arisen as a consequence of the Covid-19 pandemic for all years from 2020 through to 2024. The additional costs have been driven by the Covid-19 pandemic and are expected to have an impact throughout the Government Planning timeframe. The additional costs are of a scale that cannot be managed within the existing resource envelope.

Impact on Sustainable Wellbeing

The project is designed to contribute to the wellbeing of Islanders in a number of ways.

Firstly, funding the additional costs of income support and other benefits ensures that those who have been adversely impacted in terms of their employment receive the financial assistance from Government that they are entitled to and would expect to receive. Receipt of a basic level of income is an important aspect of the wellbeing of this group.

Secondly, the project will ensure that those who are both existing and newly categorised as Actively Seeking Work (ASW) will receive the personalised support and help they require to secure new employment. Being able to access such help will improve the wellbeing of individuals who will be experiencing stress associated with being unemployed and seeking work. Additionally, such support would be expected to improve their chances of securing employment and reducing the time they are ASW which in turn will support the economy, economic recovery and the fiscal position of the Government. This, in turn, has a positive impact on overall socio-economic wellbeing and mitigates the negative impact that increased ASW numbers can have in the medium to longer term.

Finally, the implementation of the project will ensure that Government staff supporting those who are seeking new employment will have manageable caseloads and will be able to provide assistance.

CSP5-2-04 – Infrastructure, Housing and Environment

Project: Natural Environment - Water

Additional Investment Required (£000)

2021	2022	2023	2024
300	400	250	250

Project Summary

The newly formed Natural Environment Directorate within Infrastructure, Housing and Environment is, in large part, responsible for achieving the Common Strategic Policy set out by the Council of Ministers to 'Protect and Value Our Environment'. Increased complexities in managing our Island's diverse and unique natural environments link into other priorities such as the economy and wellbeing.

This bid seeks to engage predominantly in water management issues. Protecting the Island's water quality is critical.

Strong partnership working has been developed, however, without Government providing further commitment, any progress made by these stakeholders can easily reverse.

This business case seeks funding to support research, resources, investigation, and action to protect our water resources and their management for the sustained benefit of current and future generations.

Impact on Sustainable Wellbeing

Environmental Wellbeing

Jersey's farmed and natural environment give the Island its 'look and feel', 'sense of place' and identity. With this additional funding, Natural Environment can ensure that Jersey continues to care for, preserve and study this environment for current and future generations to enjoy, as well as being able to demonstrate modern standards of animal welfare shows a caring society and enhances a sense of community wellbeing.

Economic Wellbeing

The natural environment works to protect Jersey's natural resources and underpin key sectors of the rural economy, tourism and inward investment – a major factor in Jersey's economic wellbeing offering to locals and visitors is its natural environment. The roles and projects this bid provides for will ensure that Natural Environment are able to work with the various sectors of the rural economy to ensure viability, sustainability and environmental protection into the future.

CSP5-2-05 – Infrastructure, Housing and Environment

Project: Marines Resources Management

Additional Investment Required (£000)

2021	2022	2023	2024
250	92	92	92

Project Summary

Fisheries and marine resources are managed under a combination of international obligations and agreements, together with local legislation and policy. As a self-governing Crown Dependency, Jersey has jurisdiction over Territorial Waters and management of fisheries within them. However, management of fisheries and marine resources are complex and there are interdependencies with neighbouring jurisdictions. Jersey's relationship with the UK is set out in the Fisheries Management Agreement and the relationship with France under the Granville Bay Agreement.

The UK exit from the EU will establish a new relationship which impacts all aspects of current policy and delivery.

Whilst the specifics are subject to ongoing negotiations, the impact will include a requirement to review and agree the relationship with the UK including the licensing regime, quotas and international obligations. In addition, the current relationship with France is under review and will need to consider the changes to the relationship between the UK and EU, access to fishing opportunities and access to market opportunities, together with an appropriate fisheries management system for Jersey's waters.

Regardless of the outcome of negotiations, the future fisheries and marine resources management regime will be more complex, requiring additional policy development and legislation, science delivery, data acquisition and analysis, licensing (both fishing and export requirements) and compliance at sea and on shore.

The Marine Resources section of Infrastructure, Housing and Environment will require adequate resources to deliver the statutory requirements, policy objectives and international obligations, service industry requirements and enforcement capacity.

Successful management of marine resources requires a partnership between ourselves, neighbouring jurisdictions, industry and the general public. Whilst all have important roles, we must take responsibility for, and deliver key aspects of, policy, administration and compliance. It is not possible or appropriate for the private or third sector to undertake these functions, and therefore we must resource them.

Impact on Sustainable Wellbeing

Environmental (Natural Environment and Sustainable Resources)

Marine Resources is charged with managing the environment of the majority of the Island's territory (2,244km² of sea compared with 120km² of land) and the sustainable exploitation of resources. To achieve this, increased resource and technology is required to deliver a combination of the right policy, agreements, legislation, science and enforcement.

Economic (jobs and growth)

The sustainable development of a commercial fisheries sector within the local geographical context links to leisure fishing, tourism, renewables, and other activities, including climate change mitigation, and the beneficial installation of Marine Protected Areas. It is therefore increasingly important that marine resources are managed from the international reputation perspective and also to contribute to the continued attraction to the Island of individuals and businesses. This can be clearly seen in the promotional material employed by Visit Jersey and others to boost the economy.

Community (health and wellbeing)

Good management of the Island's marine resources is key to the wellbeing of all Islanders, as our identity and prosperity, is inextricably linked to the sea. A healthy, clean and productive marine environment is key in the health and wellbeing of all Islanders. The use and enjoyment of our coastal and marine environment provides demonstrable health benefits.

CSP5-C-01 – Infrastructure, Housing and Environment

Project: Covid-19 – Bus Contract

Additional Investment Required (£000)

2021	2022	2023	2024
2,000	1,200	500	250

Project Summary

The Bus Operating Contract is effectively a franchise arrangement to provide both public and school services, operated by CT Plus (Jersey) Ltd, on our behalf. We subsidise a proportion of the operating costs, allowing fares to be held below the break-even level required to sustain the route network mileage and hours/days of operation. The revenue risk falls on the operator with the greater part of the turnover being income from passenger fares. The commercial principles of the contract encourage a virtuous circle, where growing ridership generates greater profits, allowing reinvestment in additional services therefore enhancing the appeal of the bus network, and leading to further increases in demand – a 40% rise between 2013 and 2019. The operator is a social enterprise and returns to us a proportion of any profit on the contract for re-investment in sustainable transport.

Since early March 2020, the effect on the bus service of the Covid-19 outbreak and Government Emergency Regulations has been two-fold: reduced demand, as a result of the need to restrict the numbers of people in close proximity to one another, and a downturn in economic activity throughout the Island arising from businesses suspending operations, office staff working from home, schools and leisure facilities closing and tourist volumes falling away. These double impacts are placing acute pressure on the bus network as passenger numbers fall and capacity on the bus network is reduced.

Accordingly, the operator’s revenue from bus fares has fallen far below the level required to cover operating costs and has very quickly become an unsustainable situation. In March, passenger numbers fell from their normal levels of over 80,000 per week during the first fortnight of the month to 53,000 in the third week and 14,000 in the fourth week. At this point the timetable was revised to maintain a core service, with frequencies and hours of operation on most routes reduced, and the schedule becoming a blend of what ordinarily would be run on Saturdays and Sundays, reducing costs. Although numbers have slowly increased, they are not expected to climb to anywhere near pre-Covid-19 levels until physical distancing is no longer required.

The longer-term impact of Covid-19 is yet to be understood however, for 2021, it is evident that restrictions relating to social distancing, mask wearing and maximum capacity reductions on buses will continue to play a factor in the numbers of passengers wishing, or being able, to travel by bus. In addition, the summer tourism season is vital to the overall profitability of the contract as visitor numbers boost travel on the various routes serving tourist attractions, bays and hotels outside of peak commuter hours.

Funding is sought to enable the service to breakeven. This level of extraordinary support is expected to be possible as it remains the assumption that a vaccine and/or treatment for Covid-19 will become available during the life of the Government Plan. Pressure placed on the service is expected to be temporary and not permanent, so this is an appropriate and proportionate solution given the benefits that the service offers to the Government and

Islanders, both now and is likely to provide in the future. During this time, efforts will be made to work with the bus service to ensure that costs, and therefore the potential impact on the taxpayer, are appropriately minimised. Reviews of capacity and utilisation have already identified six peak hour bus services that have been withdrawn from September 2020 and the situation will be kept under review.

Since we moved to Level one, passenger numbers have slowly increased, however, remain at below 50% of normal levels. In the absence of significant changes from the current public health situation it is expected that revenues in 2021 will remain at or below 50% of break-even level, notwithstanding all the work that has been undertaken to reduce costs and optimise the timetable.

Impact on Sustainable Wellbeing

Community Wellbeing

Support for the public bus service is already provided through the public and school bus contracts and support for concessionary travel. The public bus service contributes to community wellbeing, being a vital means of travel for many people who do not have access to personal transport. It is a vital resource for keeping the Island's community moving and able to access shops, and Government services such as health and education and the workplace.

Environment Wellbeing

The bus service contributes to the aims of the sustainable transport policy, providing both environmental and social benefits and reducing congestion on the roads and in public car parks. Ridership pre Covid-19 had increased by 40% since the start of the LibertyBus contract in 2013, significantly reducing congestion at peak times.

Economic Wellbeing

The bus service provides employment and training opportunities for more than 140 staff, including local transport management training.

OI3 15 – Chief Operating Office

Project: Commercial Service Restructure

Additional Investment Required (£000)

2021	2022	2023	2024
2,500	2,310	1,680	1,535

Project Summary

The Commercial Services Department was created to align with the Chief Minister’s ambition for a modern and effective public sector. The department was formed within the Chief Operating Office and is one of the enabling services at the heart of our Government.

The creation of the department required a fundamental service redesign. Whilst the development of the new department started from a nucleus of an existing team, the resources did not match that of the full aspirations for the services.

- A significant increase in demand for leading commercial and procurement services, across short, medium and long-term projects and activities across the Government and the wider community e.g. Non-Ministerial departments
- Capacity and process to accommodate currently understood future Covid-19 demands and capability to respond quickly to changing requirements where specialist skills are required
- Capability to support increasing audit and governance requirements
- Increased commercial capabilities across government

Funding made available through the previous Government Plan, together with a further allocation of departmental funding granted by the Chief Minister in 2020, has already commenced the improvement of both the capability and capacity of the Commercial Services team. It has enabled improved support for a number of major projects, an increase in the availability of technical advice and resource and the ability to support technical commercial skills development within wider Government departments and organisations. However, the additional investment received for 2020 is non-recurring, and dependency exists to enable future phases of the Commercial Services design plan, including developing our workforce and talent.

The department’s role in the response to the Covid-19 pandemic has demonstrated the importance of a properly resourced and skilled team. The Commercial Services team have been at the forefront of ensuring critical Island services continue to function. The team has led on the procurement of Personal Protective Equipment and the Nightingale Wing and helped establish the Government’s test, track and trace capability through supporting the procurement of the necessary services and technology. Whilst successful, lessons have been learnt and the response has highlighted the critical importance of ensuring Government has the required specialist commercial and procurement skillsets to support Government through the enormously diverse range of scenarios it faces.

Over the past year, as part of the development of the service, the Commercial Services Team have conducted an in-depth structured engagement process with internal and external stakeholders, concluding with an agreed Commercial Services design intended to be fully implemented by 2024.

The redesign is an essential enabler for us to deliver its vision through increased commerciality and supporting departments to maximise the value of our customer services and outcomes. The redesigned service will drive:

- Re-imagined and rationalised processes and guidance, future proofing the organisation through these changing times whilst providing stakeholders with easy to use toolkits, ensuring value for money and proportionality
- The implementation of a new Social Value Framework, putting our Island first in everything we do
- Consistency across Government, increasing visibility of future demand, enabling cross Government planning and leveraging the Government's position in the market
- Increased commercial and procurement capability within the team and the wider organisation
- Greater opportunities to spend in the Island through market and supply chain development and ensuring that suppliers are delivering sustainable value and improved outcomes
- Enhanced commercial and procurement assurance through every stage of the process
- Capability to support the multiple Government Plan deliverables and major capital projects that require significant procurement and/or commercial support
- Improve supplier and scenario risk management
- (Delivering initiatives that will enable best value to be obtained through our commercial and procurement processes, optimising Government funding commitments)

Based on prudent assumptions, it is envisaged that the full implementation of the proposals will result in savings of £5.4 million per annum by 2024. Industry benchmarks for costs reductions and savings, delivered through robust and effective contract management and supplier relationship engagement, suggest that the scope for efficiencies and savings could be significantly higher. The proposals should also deliver improved governance, enhanced contract compliance and reduced risk.

Impact on Sustainable Wellbeing

An effective and efficient Commercial Services Team, as part of a modern Government, helps enable the realisation of all strands of Government's Common Strategic Policy, in turn helping to deliver Sustainable Wellbeing for all Islanders.

The development of an holistic social value framework will, as an example, seek to increase employment opportunities in the Island and will ensure that suppliers are contributing to the health and wellbeing of the community through targeted and measured in-contract initiatives.

Improved capability in supply chain development will enhance the capabilities of the Island's suppliers, thereby facilitating increased spend with small and medium sized enterprises.

The proposals support the changing political and natural environment, from supporting both pre and post Brexit scenarios to enabling the achievement of our environmental ambitions e.g. carbon neutral targets, commercial support to grant funding initiatives.

Exploring the development of a Commercial Academy may, in future, enable the nurturing of home grown commercial talent, reduce unemployment in the Island, increase income tax revenue for the Government and reduce the requirements for travel to and from the Island.

The wellbeing benefits to be achieved as a result of the additional funding requested can be enjoyed across all groups in Jersey, regardless of race, sex, religion, sexual orientation, gender reassignment, pregnancy and maternity, age, disability, etc.

OI3 16 – Justice and Home Affairs

Project: Reorganisation - Justice and Home Affairs

Additional Investment Required (£000)

2021	2022	2023	2024
314	314	314	314

Project Summary

As part of the modernisation and reorganisation of government, the OneGov Target Operating Model (TOM) for the Government of Jersey set out the new departmental structure creating new or re-designed departments. The old department of Community and Constitutional Affairs (CCA) was dissolved and the new department named Justice and Home Affairs (JHA) created in May 2018.

The TOM set out the senior tier 1 and tier 2 posts for JHA, which included the Director General the Group Director for Public Protection and Law Enforcement and the Director of Offender Management.

The funding for the previous Chief Officer of CCA moved with that senior officer who became the Director General for the new department for Strategic Policy, Planning and Performance (SPPP), thus leaving a funding gap for the Director General JHA post. In addition, there was no funding for the Group Director or Director posts established in JHA.

Through the development of JHA's TOM it has been identified that the function of the previously identified post of Director of Offender Management can be fulfilled through existing senior officer roles. As such this role is no longer required.

In 2019, the posts were funded from one-off departmental underspends, but this is unsustainable on a recurring basis. Funding has been requested from reserves in 2020.

Impact on Sustainable Wellbeing

Appropriately resourcing the Justice and Home Affairs department ensures that it has the means to continue to positively deliver its function and fully contribute to OneGov and the wellbeing of the Island. The services provided by the Justice and Home Affairs department are critical to the delivery of public protection, law enforcement, emergency services and emergency planning. The effectiveness of the delivery of these services clearly impacts all Islanders' community wellbeing as well as directly and indirectly ensuring Islanders' environmental and economic wellbeing.

OI3 17 – Office of the Chief Executive

Project: Reorganisation - Ministerial Support Unit

Additional Investment Required (£000)

2021	2022	2023	2024
1,390	1,390	1,390	1,390

Project Summary

As part of the new Machinery of Government that was agreed in March 2018, the Chief of Staff's Office and Ministerial Support Unit (MSU) were established within the Office of the Chief Executive. These functions, which consolidate the overall management of Government business and political engagement, underpin the OneGov approach to the modernisation of government that aims to improve the quality, efficiency, effectiveness and value for money of public services.

Whilst the unit is small, it is responsible for the strategic coordination and oversight of Ministerial business across Government. It also supports all departments to ensure the right governance arrangements are in place to better join-up the machinery of Government. The MSU provides the organisational framework to support the Council of Ministers to discharge their roles effectively and efficiently to deliver their Common Strategic Priorities as outlined in the Government Plan. It is responsible for maintaining constructive relationships and arrangements between Ministers, Director Generals, senior leadership teams and other departmental officials to ensure that Ministers have the necessary advice and access to data to support decision making.

Part of the unit's role is to maintain effective working relationships between colleagues in Government and the Public Accounts Committee (PAC). The Chief of Staff is responsible for monitoring the delivery of PAC and the Controller and Auditor General (C&AG) reports and recommendations across the public service to secure continuous improvement in the way Government operates, through embedding a culture of continuous learning and performance management. The newly developed PAC Tracker reporting system enables regular reporting to Senior Leadership Team, COM, PAC, C&AG and Risk & Audit Committee on the progress being made in implementing recommendations. Going forward the Tracker will incorporate Internal Audit and Scrutiny reports and recommendations alongside PAC recommendations to further inform the modernisation of the Government services. The "tracker" has been established to:

- analyse data and management information
- provide evidence that corporate lessons are being learnt
- ensure improvements are happening
- ensure regular monitoring and challenge is taking place
- ensure better outcomes are being achieved for Islanders.

In 2019, the new Office of the Chief Executive (OCE) was established; with disparate former functions and the respective staff consolidated into the new OCE structure and the introduction of new roles to deliver the enhanced service in line with the 2018 review recommendations.

The findings of both C&AG, PAC and Scrutiny over the last five years and the due diligence work that was carried out between October 2017 and January 2018 found across the government prior to the formation of these functions that the capacity to provide dedicated support to Ministers and the Government of Jersey was limited.

Therefore, the main drivers for the establishment of the function were:

- Lack of dedicated support to improve the timeliness of Ministers decision making and joint working
- Outdated infrastructure and governance arrangements to support a performance driven organisation
- Outdated working practices in terms of decision making, priority setting and forward planning

More specifically the due diligence found that there was not a culture of serving ministers well:

- Ministers lacked the basic support to help oversee priorities, take well informed decisions in a consistent manner in a well governed environment
- Insufficient clarity between officers and Ministers
- No dedicated Ministerial support to build alignment between Ministers, their departments and their Senior Management Teams

The Chief of Staff Office and MSU has been funded to date by temporary funding sources. A settled structure has now been established so a permanent funding settlement is required from existing base budgets. This was originally discussed and agreed as part of the 2020 Government Planning arrangements with an agreement to bring forward in the 2021 Plan (once the Target Operating Model arrangements had settled).

Impact on Sustainable Wellbeing

Through the coordination and leadership of OneGov modernisation of public services, this funding contributes to all aspects of sustainable wellbeing including:

- Community wellbeing - the quality of people's lives
- Environmental wellbeing – the quality of the natural world around us
- Economic wellbeing – how well the economy is performing

It will also have a more specific and direct impact on community wellbeing through work to engage with charities, businesses and communities to:

- Put Children First
- Create a sustainable, vibrant economy and skilled local workforce for the future
- Reduce income inequality and improve the standard of living
- Protect and value our environment
- Improve Islanders' wellbeing, enabling them to lead active lives and benefit from the arts, culture and heritage

OI3 18 – Office of the Chief Executive

Project: Reorganisation - Communications

Additional Investment Required (£000)

2021	2022	2023	2024
623	623	623	623

Project Summary

The Communications Directorate promotes the reputation of the Government among internal and external stakeholders, by engaging, informing, explaining and contextualising policy, priorities, and day-to-day activities that benefit the lives of Islanders. It provides a crucial feedback loop to policymakers and manages crisis communications for the Island.

In 2018, a review of Government-wide spending on marketing and creative agencies identified that more cost-effective outcomes could be achieved by recruiting an internal design team. Accordingly, as part of a wide programme of reform, a Marketing, Digital and Design Team was established within the Communications Directorate. Initially, the design team was funded primarily from recharges to projects that required marketing and creative support and would otherwise have commissioned agency work. This mode of funding is administratively burdensome and can generate practical difficulties. Now that the benefits of internally resourcing a Marketing, Digital and Design team have been proven to provide better value for money, and enable more consistent and coherent output, it is proposed that additional base budget funding is provided to replace the recharge model. To ensure that this does not lead to cost inflation, new projects will not be allocated budget for communications support unless the Director of Communications has confirmed that the need cannot be met internally. For example, where there is insufficient capacity or specialist expertise is required.

Similarly, as part of recent work to modernise Government communications, previously distributed roles in internal communications were centralised within a specialist Internal and Change Communications Team. Staff and associated costs were consolidated within the Communications Directorate and, to ensure an equitable distribution of support across Government, some additional resources were allocated to departments that did not previously have budget for internal communications. These costs have initially been met from temporary funding sources and a permanent funding settlement is now required to ensure that a suitable level of resource is available to support all departments and enable the modernisation of government. The impacts of Covid-19 across the Government, with more than 100 staff members redeployed, has proven this hub and spoke model of communications, with coherent packages (including recognition, wellbeing and support, and health guidance) being distributed across the Government in a manner that was timely, relevant and engaging to the reader, and allowing for feedback to managers and leaders.

Impact on Sustainable Wellbeing

The Communications Directorate ensures that Government effectively communicates with Islanders, stakeholders and employees, providing information about services, informing them about their legal obligations, notifying them about deadlines, publicising Government performance, encouraging them to take action, and alerting them to changes that affect them.

Effective communication is an enabling function, assisting Government to achieve its sustainable wellbeing objectives, whether related to community, economic or environmental wellbeing. The work of the Marketing, Digital and Design team forms an important part of being able to deliver effective communication. It helps tailor communications based on the objectives of the information being communicated and also to the needs and complexities of the audiences. By packaging communications together in campaigns, the Marketing team can make sure that certain groups (parents, older people, student etc.) receive a one-stop-shop experience from Government that guides them through life events.

More widely, the Communications Directorate helps to support and defend the reputation of Jersey and the Government internationally, thereby securing support from governments, governmental organisations, international regulatory bodies, inward-investing businesses and international stakeholders for Jersey's position as a responsible and compliant jurisdiction

OI3 19 – Office of the Chief Executive

Project: Digital Jersey Grant Shortfall

Additional Investment Required (£000)

2021	2022	2023	2024
303	303	303	303

Project Summary

Technical adjustment to the treatment of income receivable from Ofcom in line with CSP3-2-05 in Government Plan 2020-23.

Impact on Sustainable Wellbeing

Economic Wellbeing

In line with CSP3-2-05 in Government Plan 2020-23, this adjustment will enable the support for the growth of the digital economy and thereby contribute to economic wellbeing.

OI3-20 – Infrastructure, Housing and Environment

Project: 28-30 The Parade

Additional Investment Required (£000)

2021	2022	2023	2024
1,141	1,141	1,141	1,141

Project Summary

Premises located at 28-30 The Parade were secured to provide a flexible decant space during the build period for the Future Hospital project. When the Council of Ministers (COM) agreed the establishment of the Our Hospital project, the approach to the development of a new hospital has changed and 28-30 the Parade has since has been utilised to meet other essential office accommodation requirements.

The building is currently being used by variety of Government departments, some of which are temporary, for:

- Ground floor – COM
- 1st floor – Covid-19 Helpline
- 2nd floor – Contact tracing
- 3rd floor – IHE Regulation Directorate
- 4th floor – Team Jersey

The premises will be maintained as part of a wider review of the Government of Jersey’s estate that is linked to the OneGov Office project, which will determine the ideal longer-term occupants. Since rental costs have to date be met from temporary funding sources, additional base budget funding is required to enable 28-30 The Parade to be secured to meet future estate requirements.

Impact on Sustainable Wellbeing

Community Wellbeing

The delivery of modern and effective public services requires suitable office accommodation. In 2021, 28-30 the Parade will enable the essential work of the Covid-19 Helpline, contacting tracing programme and the work of Team Jersey, all of which will support community wellbeing.

Environmental Wellbeing

The work of the Infrastructure, Housing and Environment Regulation Directorate supports the regulation of the environment and thereby contributes to environmental wellbeing by ensuring compliance with laws and regulations that maintain our natural environment.

OI4-01 – Treasury & Exchequer

Project: Covid-19 - Revolving Credit Facility Borrowing Costs

Additional Investment Required (£000)

2021	2022	2023	2024
3,746	7,136	8,730	7,803

Project Summary

In line with the Government of Jersey’s financial strategy set out in the Government Plan, the Government will borrow over the period 2021 to 2024. The borrowing is intended to manage the delivery of policy caused by the Covid-19 pandemic, and further support any capital expenditure, investments, public services or economic policy of the government over the life of the Government Plan.

Borrowing costs relate primarily to the Revolving Credit Facility that was agreed with locally-based banks in May 2020, which is initially available for a period of two years. They also reflect prudent assumptions about potential evolution of Government’s debt strategy over the Government Plan period, which may vary depending on the level of utilisation costs that are likely to be incurred.

Impact on Sustainable Wellbeing

The Covid-19 pandemic will have a significant social and financial impact on the lives of Islanders and presents a significant level of challenge for Jersey’s economy. During this unprecedented period of uncertainty for the Island, it is vital that the Minister for Treasury and Resources can make available sufficient funds to support Islanders and businesses on a timely basis.

The subsequent shortfall between revenue and expenditure requires a short-term funding solution whilst consideration is given to sustainable medium and long-term recovery measures. The success and pace of the recovery will depend on the policies put in place during the crisis. If such policies ensure that employees do not lose jobs, companies avoid insolvency and business and trade networks are preserved, it is anticipated that the recovery will occur sooner and more smoothly.

The implementation of the RCF provides the maximum amount of flexibility to allocate expenditure in support of households and the economy during the period of the pandemic and the recovery phase. There is considerable uncertainty about the future costs of the pandemic and the RCF effectively acts as an insurance policy against this, as yet, unknown expenditure.

OI4-02 – Treasury and Exchequer

Project: Insurance Premiums

Additional Investment Required (£000)

2021	2022	2023	2024
2,194	2,612	2,612	2,612

Project Summary

The Government is required to maintain adequate insurance cover to manage the many risks it faces. Government also provides cover through its policies for a number of the States Owned Entities, Arm’s Length Organisations and a range of other related bodies.

All policies were subject to re-tender during 2019 and early 2020 as part of a regular three-year cycle. This resulted in a significant increase in premiums (£2.2 million per annum) most notably for property insurance and specialist insurance for the energy from waste plant.

In response to both this increase and a report from the Comptroller and Auditor General in April 2020, the Risk and Audit team have developed an insurance strategy and improvement plan.

There are several strategic and operational challenges that require additional investment:

- The insurance market has been hardening in recent years as reflected in significantly increased premium prices and impacting the Government’s ability to fully insure some specific risks. This premium increase is reflected in the three-year stabilisation agreement for general insurance to which we are contractually committed until 2022
- The Government is developing a more strategic approach to meeting its insurance needs to cover all key risks whilst achieving optimal value for money
- The current self-insurance fund arrangements need to be regularly reviewed to ensure they are appropriate to meet current and future needs. Various options are being considered as part of the insurance strategy
- Insurance resources in Treasury and specialist resources in several other departments are increasingly stretched due to the increasing number and complexity of claims, resulting in the procurement of additional external administrative and legal advice at market rates.

Funding is sought to meet the additional Insurance Premium Costs and fund the results of the insurance strategy chosen solution.

Impact on Sustainable Wellbeing

The procurement of appropriate insurance cover and related risk management will impact all Islanders directly and indirectly over time. Cover comes in many forms and allows Government to manage the threat of numerous risks through the scope and nature of the insurance procured. Insurance is used to provide an amount of financial assurance that aspects of community, environmental and economic wellbeing are adequately covered in times of change.



Community wellbeing is impacted positively through the purchase of cover for liability claims so that future generations know that Government will seek to respond to any claims that adversely impact the lives and prospects of Islanders because of its actions.

Environmental wellbeing is potentially impacted positively through the assurance that should there be issues of an environmental nature that the Government's insurance policies and fund will be available to provide a response to rectify such issues.

Economic wellbeing can be impacted through business interruption insurance for those Government organisations impacted by such losses for example during the Covid-19 pandemic or through the refunds to parents through the school's travel insurance policies.

Non-Ministerial

OI-Non 07 – Non Ministerial – Probation

Project: Probation Service Posts

Additional Investment Required (£000)

2021	2022	2023	2024
161	185	201	212

Project Summary

The Building a Safer Society (BaSS) strategy was a response to local concerns about crime, anti-social behaviour and substance misuse. The Probation Service, together with other agencies both in the public and voluntary sectors, are involved in the delivery of the strategy. They work together to tackle the problems that have a negative impact on everyday life for those who live, work and visit the Island.

The three main priorities are:

- To create a safer environment by reducing crime, public disorder and anti-social behaviour
- To provide people with opportunities to develop their potential as active and responsible members of society
- To reduce the harm caused by the misuse of drugs, alcohol and solvents.

BaSS is a local strategy, which draws on local information, local experience and local opinion with a view to producing local results. The BaSS strategy includes long, medium and short-term initiatives and it balances new ways of thinking with proven techniques, and seeks to reduce crime, disorder and substance misuse through early intervention, rigorous enforcement and rehabilitation.

The Probation Service delivers this strategy through a small team. During 2020, the States Employment Board regraded three of the services posts. Also, during 2020, income that had previously been used to pay for existing BaSS strategy staff posts and fund a trainee probation post was removed. The Probation service seeks this additional funding to ensure the continuation of the core BaSS posts.

The posts are essential to the service's aim of providing high quality assessments to Jersey's courts and supervision that reduces the risk of reoffending and promotes public safety. They have contributed to the BaSS service demonstrating a reduction in the risk of clients' reoffending. All the posts involve working with children including providing services to families in their preferred, and often sole, language. A harm reduction ethos is followed that has made a demonstrable impact on reducing the problems evidenced by clients of the service. The provision of services to victims, clients who have substance misuse problems and the work with the Portuguese speaking community resonates with the government objective of fostering a safe and inclusive society.

Impact on Sustainable Wellbeing

The BaSS service, which supports both children and adults, monitors the progress of clients before, during and after supervision. The results indicate that the service provides better long-term outcomes for both offenders, including reduced risk of reconviction and safer and non-offending lifestyles, and for victims.

The service, through its Portuguese Offender Worker, helps to ensure that both children and adults whose preferred language is Portuguese are appropriately supported, and ensures that interventions that promote wellbeing and safer lives within this group can be maximised. A significant part of this role is conducted in safeguarding and public protection forums including work with the courts, police, prison, immigration and the Portuguese and Madeiran authorities.

The service seeks positive opportunities to make interventions that have a preventative and positive impact on outcomes. This not only improves the long-term outcomes for both offenders and victims (including potential victims), but also significantly reduces health and criminal justice costs. It contributes to Islanders' safety and security, promotes health and wellbeing and ultimately contributes to a vibrant and inclusive community. Through these means it directly improves our community and economic wellbeing and indirectly helps to maintain and improve our environmental wellbeing.

OI-Non 08 – Non Ministerial – Comptroller and Auditor General

Project: C&AG Inflation

Additional Investment Required (£000)

2021	2022	2023	2024
13	31	53	75

Project Summary

The additional funding requested by the Comptroller and Auditor General (C&AG) ensures that funding is increased in line with commitments under index-linked contracts, over the term of the Government Plan⁶.

Impact on Sustainable Wellbeing

The responsibilities of the C&AG relate to the accounts of the States of Jersey and certain other States entities, on which opinions are given, and wider aspects of the use of public funds.

The C&AG has a duty to consider and report on:

- General corporate governance arrangements
- Economy, efficiency and effectiveness in the way resources are used i.e. value for money
- Effectiveness of internal controls.

By providing the States Assembly with independent assurance over the use of public funds, the C&AG helps ensure that services are delivered in an economic, efficient and effective manner, supporting all Islanders and all the principles of the delivery of the Common Strategic Policy and, as such, supporting the sustainable wellbeing of all Islanders, irrespective of group.

⁶The Acting Chairman of the Public Accounts Committee submitted, on 7th October 2020, a revised estimate of costs in 2021 for the Office of the Comptroller and Auditor General. At that date it was too late to accommodate the revised estimate and make the consequential changes within the Government Plan. The Minister for Treasury and Resources has given assurance to the Acting Chairman that she will make the additional funding required available in 2021 from the General Reserve.

OI-Non 09 – Non Ministerial – Judicial Greffe

Project: Election 2022

Additional Investment Required (£000)

2021	2022	2023	2024
0	100	0	0

Project Summary

A request is made for additional one-off funding of £100,000 in 2022 to cover the cost of the elections. Elections take place every four years and the next election is due to take place in May 2022. In the year of election, the department typically incurs costs in addition to its base budget of around £100,000 on office accommodation, temporary staff, IT and publication costs.

Facilitating the election process encourages voter turnout meeting international best practice. The democratic process also promotes and protects Jersey's interests, profile and reputation internationally.

Impact on Sustainable Wellbeing

The States election, held every four years, provides the democratic means by which all eligible Islanders can directly influence and elect States Members. It is the States Members who determine our Island's strategic priorities, policies and laws - directly impacting the community, environmental and economic wellbeing of the Island. Specifically:

Community wellbeing - Ensuring democratic process is openly promoted and made available to all groups of people qualified to vote

Economic wellbeing – promoting Jersey's reputation both home and abroad of a safe, fair and just place in which to do business and trade

Environmental wellbeing – providing opportunity for Islanders to shape Jersey's natural environment and global commitments by democratic means

Ensuring elections are properly held in accordance with best international practice is critical to ensuring the democratic openness and fairness of the election.

OI-Non 10 – Non Ministerial – Bailiff’s Office

Project: Crown Appointment Pension Increase

Additional Investment Required (£000)

2021	2022	2023	2024
80	80	80	80

Project Summary

Following a review of Crown Appointments salaries and benefits, the States’ Employment Board (SEB) approved an increase to pension payments in 2019 for all Crown Appointments.

Additional funding is required to support these changes over the life of the Government Plan.

Impact on Sustainable Wellbeing

The responsibilities of the Bailiff’s Chambers are linked to the following wellbeing domains:

- Supporting the judiciary in criminal and civil matters in the Island’s Courts – community and economic wellbeing through an effective and fair judiciary function protecting the local community and Jersey’s international reputation
- Supporting the States Assembly by sworn duty to maintain Jersey’s constitutional privileges – community and economic wellbeing by ensuring Jersey maintains an effective democratic process
- Organising or helping to coordinate a range of public ceremonies and civic activities, including the swearing-in of officials before the Royal Court, the Assise d’Heritage, Liberation Day and Remembrance Sunday – community wellbeing by supporting and promoting events and Jersey’s key community anniversary events
- Receiving global ambassadors and distinguished visitors - community and economic wellbeing by representing and promoting the Island’s interests to international visitors and key regional diplomats



Part 4 – Capital and Major Projects Expenditure

Table – Capital Projects

	CSP	2021	2022	2023	2024	2021-2024
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Jersey Care Model	6	1,300	800	500	400	3,000
Digital Care Strategy (Major Project)	6	3,400	3,900	5,560	3,325	16,185
IT for Migration Services	6	1,000	0	0	0	1,000
States of Jersey Police Firearms Range	2	1,200	0	0	0	1,200
Reorganisation of Secondary Schools	None	0	0	0	5,000	5,000
Our Hospital (Major Project)	2	20,000	0	0	0	20,000
Fort Regent (Major Project)	6	3,000	0	0	0	3,000
Office Modernisation (Major Project)	6	650	460	2,340	0	3,450
In-patient/support services refurbishments	2	1,044	989	0	0	2,033
Total		31,594	6,149	8,400	8,725	54,868

Investment in Information Technology

O13 – Chief Operating Office

Project: IT for Migration Control Services

Additional Investment Required (£000)

2021	2022	2023	2024
1,000	-	-	-

Project Summary

In recent years, net migration has been at record levels as our economy has produced more jobs.

This economic activity is important as it generates job opportunities locally, and the taxes that pay for public services. Nevertheless, the level and nature of inward migration fundamentally affects Island living. In particular, housing affordability is a challenge.

While some migration is necessary to bring in new skills and experience, and to help businesses grow, successive Governments have sought economic growth driven by productivity improvements, and not migration.

The Council of Ministers has pledged to reduce reliance on inward migration in the Common Strategic Policy.

This will be done alongside work to deliver a more sustainable economic future based around productivity and skills, feeding into a new Island Plan and as part of balancing population pressures against environmental needs.

To be successful, businesses need workers, so that they can service the requirements of their customers and generate profits. This enables businesses to employ long-established residents, but they often find they cannot fill all their vacancies locally, especially lower paid or more specialist skills.

The resident population of Jersey at year-end 2019 was estimated as 107,800. During 2019 the resident population increased by around 1,100 persons with net inward migration accounting for 1,000 of the annual increase. During the last ten years the resident population has increased by 11,700 & net inward migration has accounted for 80% of the increase in the resident population.

Impact on Sustainable Wellbeing

A practical, deliverable migration control policy will balance the need to bring in new skills and experience to support business with the impacts such migration has on island living, in particular the challenges to housing affordability and environmental sustainability.

OI3 – Health and Community Services

Project: Jersey Care Model – Digital Systems

Additional Investment Required (£000)

2021	2022	2023	2024
1,300	800	500	400

Project Summary

Health and Community Services (HCS) will use digital advances to improve the way in which services are designed, delivered, and managed in an integrated way – digital is a key enabler to the Jersey Care Model (JCM). The JCM will leverage digital capability to improve the way in which services are designed, delivered, and managed in an integrated way, with a clear focus on the individual and their experiences, and where health and care professionals can make the best decisions they can because they have the information they need at the point of care.

Alignment with Government policy

In 2012 the States of Jersey agreed an overarching strategy to reshape health & care through the digitisation of its services; A New Way Forward (Sep 2012). That strategy identified fundamental changes necessary to deliver a safe, sustainable and affordable system for the future. In 2017 the Digital Health and Care Strategy was launched to show a path towards a modern, efficient health system, where data was available at the point of care, sharable where appropriate (including with the citizen), and management had the information they needed to improve services.

Case for change

PricewaterhouseCoopers (PwC) has identified Digital as a key enabler to achieve the ambition for providing a new model of care for both the health and social care system through the Jersey Care Model (JCM) and the Our Hospital (OH) program. At the heart of our strategy is the vision to shift to an integrated model of health and social care and population health management. We will achieve this by enabling interoperability between health and care systems supported by the inclusion of a robust data and security management framework. The effective use of digital technologies, including both technologies currently in use within Jersey’s health system and introducing new and innovative forms of technology, can support the delivery of sustainable services, improving value through operational efficiencies and driving reductions in avoidable costs.

Impact on Sustainable Wellbeing

To develop a digitally enabled and coordinated health and care solutions platform across the Island and operating at different levels across our health care services. We will build on existing systems and those products which support our strategy, replacing and modernising those that do not support our integrated care model. This will improve Islanders’ wellbeing and mental and physical health by putting patients, families and carers at the heart of Jersey’s health and care system.

OI3 – Health and Community Services

Project: Digital Care Strategy

Additional Investment Required (£000)

2021	2022	2023	2024
3,400	3,900	5,560	3,325

Project Summary

The Digital Health and Care Strategy aims to develop a digitally enabled and coordinated health and care solution across the Island, operating at different levels across our services. The strategy is a modernisation programme, designed to promote and enable digital health and care services for the benefits of all citizens, visitors, clinicians and other health and care professionals in the Island of Jersey.

This program of digital enablement will be implemented over a number of years with iterative service improvements and a maturing of digital services replacing the incumbent manual and paper processes. It will be built on existing systems and those products which support our strategy, replacing and modernising those that do not support our integrated care model.

As we digitise our services the benefits to citizens will be felt by having easy online access to their health data, care plans, medications, clinical results, scheduling management. For clinicians and health professionals, quick and easy access to patient data supports effective decision making and assists in improving efficiency. Additional economic benefits will be delivered through improved cost management of repeat prescriptions, reduction in non-attenders, effective running of preventative screening programs and early diagnosis of illness.

Alignment with Government policy

In 2012 the States of Jersey agreed an overarching strategy to reshape health and care through the digitisation of its services; A New Way Forward (Sep 2012). That strategy identified fundamental changes necessary to deliver a safe, sustainable and affordable system for the future. In 2017 the Digital Health and Care Strategy was launched to show a path towards a modern, efficient health system, where data was available at the point of care, sharable where appropriate (including with the citizen), and management had the information they needed to improve services.

Case for Change

The strategy endorses a vision and a strategy to drive the digital maturity of health and care services into the modern era by:

- Replacing paper with digital pathways
- Replacing manual process with digital workflow
- Enabling Islanders to choose and book their appointments online to fit in with their needs
- Enabling Islanders and patients to use digital conferencing tools available as apps to speak to and consult with their care workers, physiotherapist, GPs and clinicians
- Giving Islanders the ability to manage their own health and wellbeing by providing access to their data via online digital apps

The strategy aims to reduce risk associated with old technology and to improve our ability to modernise the services through process transformation, integration of services and data driven insight.

Impact on Sustainable Wellbeing

To develop a digitally enabled and coordinated health and care solutions platform across the Island and operating at different levels across our health care services. We will build on existing systems and those products which support our strategy, replacing and modernising those that do not support our integrated care model. This will improve Islanders' wellbeing and mental and physical health by putting patients, families and carers at the heart of Jersey's health and care system.

Investment in Buildings and Estates

CSP2 – Justice and Home Affairs

Project: Firearms Range

Additional Investment Required (£000)

2021	2022	2023	2024
1,200	-	-	-

Project Summary

As part of the delivery of policing to the Island and meeting various Government of Jersey and States of Jersey Police priorities, the States of Jersey Police maintains a firearms capability and a number of Authorised Firearms Officers (AFOs). These officers perform a variety of roles, differing in skill levels depending on the task and requirement.

To perform these roles the officers must be trained, licensed and therefore competent with the use of a firearm. To achieve this the States of Jersey Police must undergo rigorous training, refresher courses and other training practices to ensure they are ready to perform their duties. This requires that all officers use and can fire a range of weapons from different distances and different positions. This must be conducted in a safe and secure environment under close supervision, namely a shooting range.

Currently the States of Jersey Police do not have their own range. They must utilise ranges owned and operated by others at Crabbé. These ranges are not fit for purpose nor are they compliant with the States of Jersey Police training requirements, JSP403 or the College of Policing. The ranges do not provide an environment in which officers can achieve the required level of training or skill and currently officers are required to travel off the Island to, in part, achieve this. This comes at a significant annual cost and is not without risk, both in terms of police resilience and the maintenance of high standards.

The objectives of this project are:

- To keep the Island safe and secure by allowing the States of Jersey Police to train in all weapon types without the need to travel from Jersey
- To deliver a service that meets Health and Safety and College of Policing Licensing requirements
- To realise savings from not travelling off-Island and workforce resilience from training in the Island
- To enable high standards by allowing more regular training, refresher courses for Firearms Officers
- To deliver facilities for use by the Ministry of Defence and offer wider sporting opportunities for the benefit of Jersey

CSP2 – Health and Community Services

Project: Our Hospital (Phase Two)

Additional Investment Required (£000)

2021	2022	2023	2024
20,000	-	-	-

Project Summary

On 3 May 2019, the Chief Minister announced proposals to the States Assembly for establishing a new programme for delivering a new hospital for Jersey ('New Hospital Project: Next Steps', R54). A phased approach for the 'Our Hospital' Project was proposed which:

- Firstly, established the agreed clinical requirements of the new hospital
- Secondly, used the outcome of this to scope the size and shape of a new hospital to inform the shortlisting of potential locations
- Thirdly, involved a thorough process of Island and stakeholder communication and engagement on those locations, alongside technical and financial assessments of deliverability, in order to identify a preferred site for the Government and States Assembly to consider and approve

The project has been set a challenging timeline to get to the submission of an outline planning application and business case, in order to deliver a new hospital broadly to the timetable of the withdrawn Future Hospital proposal. This will be the single biggest capital undertaking in Jersey's history and will include investment in a digital care strategy.

Since the project's inception, the Covid-19 pandemic occurred and reinforced the requirement for a new hospital that is fit for purpose and flexible to adapt its capacity to deliver future healthcare needs. The project will continue without delay to meet the challenging timeline.

The team has been established and provides a mix of internal and external members. It delivers the specialist and technical expertise required within the challenging timescales, and the right balance of challenge, accountability and legacy knowledge. The concept of 'hold points' has been used to divide the project further into management stages. At each hold point, the Senior Officers Strategy Group and Political Oversight Group are asked to confirm continued business justification and that the project is/will deliver its expected benefit.

The Our Hospital Project needs to deliver a meaningful change to the delivery of health services in Jersey and deliver a hospital which is fit for purpose today and in the future. Based on the analysis undertaken by the Project Team, there is a clear case for change:

- The current condition of the hospital is not fit-for-purpose. Facilities are in very poor conditions, with the worst affected areas of the building presenting daily operational difficulty. Some aspects of the hospital are in such poor condition that the risk of failure is high
- Reconfiguration of the current building will, in nearly all aspects, require significant refurbishment costs to address infrastructure issues and high ongoing lifecycle expenditure whilst at the same time not addressing the inherent space, clinical flow and adjacency issues

The objectives of the Our Hospital project are:

- To provide high quality, efficient and effective care for all patients and service users that is timely, accessible and delivers the best possible experience for patients, service users, visitors and staff
- To deliver integration of physical and mental health care and services including co-location of an Acute Hospital and Mental Health Services
- To deliver a healthcare estate, including an Acute Hospital that is safe, compliant, flexible and right sized for the future delivery of clinical and other services and enables service transformation
- To deliver a new hospital that ensures the financial sustainability of the health economy
- To deliver a new hospital that contributes to building a thriving community and wellbeing of staff and patients with positive socio-economic and environmental impacts.

Impact on Sustainable Wellbeing

The project will impact on:

- Health and Wellbeing – providing a fit-for-purpose, digitised new hospital, providing high-quality, efficient and effective care for all patients and service users that is timely, accessible and delivers the best possible experience for patients, service users, visitors and staff. This will also enable integration of physical and mental health care and services including co-location of an Acute Hospital and Mental Health Services
- Environmental wellbeing – the quality of the natural world around us – ensuring the new hospital meets environment requirements
- Economic wellbeing – jobs and growth – the hospital construction will bring hundreds of job opportunities to Islanders or economic benefits, where these are filled off-Island. Social value-added, including apprenticeships, is required in tendered contracts and will be monitored to ensure delivery.

OI3 – Infrastructure, Housing and Environment

Project: Fort Regent (Early Phase)

Additional Investment Required (£000)

2021	2022	2023	2024
4,800	-	-	-

Project Summary

The issue of ‘what to do with the Fort’ has been a perennial problem for decades. Last year, the States approved a Pre-Feasibility Funding allocation in the 2020-23 Government Plan. Subsequently a team of leading experts, under the guidance of the Fort Regent Steering Group chaired by the Chief Minister, have developed a complimentary mix of uses, which are both deliverable and sustainable. The proposals have been divided within phases and the first phase of development has been included in this plan. The overall ambition for Fort Regent is larger than that contained in this Government Plan and will need to be considered as part of a wider debate that includes the agreement of the vision, the impact on sporting facilities and the overall funding mechanism for the agreed scheme.

It is recognised that the Fort Regent project is a very large development and that delivery will be determined by market factors together with availability of both public and private resources. Notwithstanding current uncertainties regarding the pandemic there are key ‘quick win’ projects that can be taken forward that can provide both short term fiscal stimulus and new placemaking/ interim uses for the Fort whilst the enabling work long term leisure mix of uses is being progressed.

This capital project provides further central planning reserves for additional pre-feasibility work (£1.8 million) and an amount of £3 million for the early phases of work. To deliver the remaining phases, there is a need for additional funding, which has been identified in the Proposed Schemes subject to funding and identifies a further requirement of £26 million.

Impact on Sustainable Wellbeing

The sustainable wellbeing of the inhabitants of Jersey will be impacted over successive generations as the project is delivered and can be summarised as follows:

- Community Wellbeing – improvement in facilities
- Environmental Wellbeing – greater access to green spaces
- Economic Wellbeing – catalyst for further investment in Jersey

O13 –Office of the Chief Executive

Project: Office Modernisation Programme

Additional Investment Required (£000)

2021	2022	2023	2024
650	460	2,340	-

Project Summary

We will provide funding to continue to progress the Office Modernisation programme as outlined in the Strategic Outline Case approved by the Council of Ministers in September 2019. The programme is in pre-feasibility phase, which involves the procurement of a development partner to work with the public service, to deliver a new office, to bring together colleagues across the public service and provide an outstanding customer hub for Islanders.

We have reviewed the principles of the Strategic Outline Case to assess the implications of the pandemic on the project and considers that the case to build a new office remains valid, as it will deliver a noteworthy economic stimulus and a range of benefits for the organisation. It will enable the Government to more effectively discharge its duties to support Ministers, the States Assembly and the public it serves. It will also improve the efficiency and effectiveness of operational costs that support the public estate, as well as enhanced productivity savings, which will be fully articulated in the Final Business Case. We will review plans for exiting leases, and timings for the potential sale of properties, to reduce the impact of an economic downturn on capital receipts and anticipated revenue savings, whilst at the same time consolidating the overall office estate.

As part of the 2021 Government Plan, we will finalise the contractual arrangements of the development of the new office arrangements, the final detail of which is due to be completed by November 2020. The project team anticipate that a new building will be operational by early 2024, which will then realise the benefits of reduced overall office running costs and enable the disposal of vacated buildings.

Impact on Sustainable Wellbeing

This project will enable the Government of Jersey to more effectively discharge its duties to support Ministers, the States Assembly and the public. This project will improve the efficiency, effectiveness and operational costs that support the public estate, as well as giving the people who work for the Government a more conducive working environment. This, in turn, will improve the overall delivery of public services for the benefit of Islanders.

CSP2 – Health and Community Services

Project: In-Patients/Support Services refurbishments

Additional Investment Required (£000)

2021	2022	2023	2024
1,044	989	-	-

Project Summary

Jersey General Hospital sees more than 250,000 patients per year. As a busy hospital it is always important to maintain facilities to provide the right standard of care. In the medium term we will have a new hospital, but the need to maintain existing facilities is still pressing.

A six-facet condition survey of the General Hospital was commissioned as part of the Future Hospital Programme and repeated in 2017/8. The survey re-affirmed a number of significant risks with an absolute need to commencing a substantial backlog and general clinical maintenance programme. This will be achieved by a phased programme of relocation then renovation.

The areas identified are: Parade block, 1960s and granite block. This programme includes, but is not limited to, the:

- Urgent refurbishments of all In-Patient adult & paediatric wards and critical care departments
- Continue installation of the PYXYS Medicines Management System & Medicine rooms
- Generalised Mechanical and Engineering infrastructure projects that will impact clinical services including nursing workstations.
- Where possible, improve patient facing services and access to disabled facilities.

This bid supports a cost-effective approach and can be completed at minimal cost whilst the Future Hospital is determined by 2026. This bid, through bed re-alignment and co-location of specialties, will provide some further efficiencies and savings. Due to Covid-19, in January 2020 the Ward Refurbishment programme was deferred until 2021.

This bid supports a cost-effective approach and can be completed at minimal cost, whilst the Our Hospital programme is completed by 2026.

Impact on Sustainable Wellbeing

This project will improve the health facilities within the existing hospital which will positively impact the physical and mental health of Islanders.

Investment by Social Security Fund

O13 – Customer and Local Services

Project: Benefits and Payments System - NESSIE

Additional Investment Required (£000)

2021	2022	2023	2024
250	5,000	10,000	7,750

Project Summary

The primary Social Security business support system, NESSIE, was implemented in 2005. It supports the payment of social benefits, as well as the collection of employment contributions. A wide range of functional enhancements have been implemented to support ongoing developments of benefits and contributions services, but it is now approaching a point where overall system replacements need to be considered.

This major systems replacement project offers a significant opportunity to implement a new support system that will support efficient and effective customer service provision for the next ten-to-15 year period. A next-generation customer service and benefits management system is required to underpin the provision of responsive, customer-centric Government services.

It is necessary to ensure:

- The continuing reliability and availability of Customer and Local Service’s primary business support system to ensure it is able to discharge its statutory obligations
- The department’s future ability to develop, flex and enhance its services in a timely way, and to allow the development of business support functionality in new technology to support the outcomes of the current Social Security fund major review

CLS will use the new Target Operating Model as a primary input to the new system requirements with business and system changes being delivered in parallel. This will allow the department to:

- Deliver customer-centric and organisational change
- Take advantage of significantly faster software enhancement development cycle times
- Mitigate issues associated with the current system programming languages
- Act before the above become significant business risks.

The department plans to develop a detailed support systems evolution roadmap supported by Modernisation and Digital. This will provide a greater level of detail of the requirements for this project, as well as ensuring in-depth stakeholder awareness, risk assessment and agreement of project deliverables.

**Impact on Sustainable Wellbeing**

An updated modern IT system will ensure that financial benefits can be delivered to Islanders accurately in a timely manner to provide the financial support they need. The system will also ensure benefits are easily accessible to all Islanders, available through online/self-service and support improved customer service. The system will also increase the efficient use of taxpayer funds by reducing the risk of customer error, officer error and benefit fraud.

Part 5 – Efficiencies and Measures to Rebalance Expenditure

The following section provides additional information on each of the efficiencies and other re-balancing proposals valued at greater than, or equal to, £100,000 in the 2021 plan and should be read in conjunction with the Modernising government section of the Government Plan 2021–24.

With the exception of a small number of items shown in brackets (which represent an increase in spend) these proposals represent either a reduction in spend or an increase in income. The classification of the proposals as either recurring or one-off is also shown.

The summary allocation by Minister is:

Allocation by Minister	2021 (£)
Chief Minister	1,303,000
Council of Ministers	5,418,000
Minister for Children and Housing	555,000
Minister for Health and Social Services	5,000,000
Minister for Home Affairs	765,000
Minister for Infrastructure	4,500,000
Minister for Social Security	442,000
Minister for Treasury and Resources	1,280,000
Ministers for Infrastructure , Environment, EDTSC	750,000
Grand Total	20,013,000

The more detailed allocation setting out summary descriptions of each proposal, classification as either a recurring or one-off measure, budget impact and departmental allocations is:

Minister	Department	Summary description	Recurring or one-off	Budget impact	2021 value (£)
Chief Minister	COO	Transfer technology functions from CYPES and HCS into Modernisation and Digital continuing the application of OneGov principles	Recurring	Spend reduction	900,000
Chief Minister	SPPP	Defer the implementation of the Public Services Ombudsman for one year.	One off	Spend reduction	378,000
Chief Minister	COO	Merge the support and re-plan commissioned research projects for the States Employment Board and Jersey Appointments Commission	Recurring	Spend reduction	200,000
Chief Minister	COO	Review and renegotiate the GoJ print contract securing some of the reductions in print volumes derived from an increase in home working and continued investment in technology	Recurring	Spend reduction	100,000
Chief Minister	SPPP	Defer the development of policy for Financial independence in old age by one year	One off	Spend reduction	50,000
Minister for Children and Housing	SPPP	Defer the development of policy for Long term housing by one year	One off	Spend reduction	25,000
Minister for Children and Housing	CYPES	Redesign the therapeutic support model for children with complex needs (including neuro assessment)	Recurring	Spend reduction	200,000
Minister for Children and Housing	CYPES	Review and realign the commissioned budget available for antenatal services with demand. Note there will be no reduction to the service	Recurring	Spend reduction	180,000
Minister for Children and Housing	CYPES	Review and realign the budget for care leavers with demand. Note there will be no reduction to the service	Recurring	Spend reduction	100,000
Minister for Children and Housing	CYPES	Review and realign the budget for intensive fostering with demand. Note there will be no reduction in the service	Recurring	Spend reduction	50,000
Minister for Health and Social Services	HCS	Implement proposals from the HCS Zero Based Budget exercise once approved by the Minister	Recurring	Spend reduction	5,000,000
Minister for Home Affairs	JHA	Sell a domestic dwelling no longer required by the Fire and Rescue Service whilst compensating for the reduction in rental income (prudent estimate pending valuation)	One off	Income	450,000
Minister for Home Affairs	JHA: SoJP	Through the application of enhanced workforce planning implement a vacancy factor equivalent to approximately 1% of staff costs	Recurring	Spend reduction	215,000
Minister for Home Affairs	JHA	Continue the digital transformation of GST and Customs services	Recurring	Spend reduction	50,000
Minister for Home Affairs	JHA	Continue the organisational implementation of electronic rostering to replace paper based rostering processes	Recurring	Spend reduction	50,000
Minister for Home Affairs	JHA: SoJP	Restructure the Intelligence Administration function to reflect known leavers and vacancies	Recurring	Spend reduction	20,000
Minister for Infrastructure	IHE	Revise and release a portion of the budget for the Health Estate in light of progress made with backlog maintenance and to reflect capital allocations within the HCS budget	Recurring	Spend reduction	4,000,000
Minister for Infrastructure	IHE	Reduce a portion of the property maintenance budget to reflect a reprioritisation of assets requiring maintenance; informed by the Office Accommodation Project	Recurring	Spend reduction	300,000
Minister for Infrastructure	IHE	Re-structure Facilities Management across Government to create one centralised function with hub and spoke delivery aligned with the OneGov principles	Recurring	Spend reduction	200,000
Ministers for Infrastructure, Environment, EDTSC	IHE	Development of an IHE TOM to include reviews of the overall structure, sports division, business administration and the transfer of customer facing services to CLS	Recurring	Spend reduction	750,000
Minister for Social Security	CLS	Defer the implementation of the Care needs at home project by one year	One off	Spend reduction	400,000
Minister for Social Security	CLS	Continued review of, and improvement, to customer services	Recurring	Spend reduction	61,000
Minister for Treasury and Resources	T&E	Reduce cash handling fees by increasing non-cash payment options	Recurring	Spend reduction	30,000
Council of Ministers	Central	Increase income from new charges, and increased cost recovery of existing charged services, based on the initial implementation of a fees and charges framework	Recurring	Income	950,000
Council of Ministers	Central	Continue to manage inflationary pressures across government by retaining the budget for non-pay inflation and seeking best commercial outcomes to contract management	Recurring	Spend reduction	3,718,000
Council of Ministers	Allocated by department	Continue the best practice of reviewing and securing recurring reductions in non-staff budget including locking in some of the spend reductions evidenced during COVID-19	Recurring	Spend reduction	750,000
Chief Minister	SPPP	Deferred Island Plan Review activity from 2020	One off	Spend increase	(325,000)
Minister for Social Security	JHA	Restructuring advisor posts	One off	Spend increase	(19,000)
Minister for Home Affairs	JHA	Restructure of frontline posts to resource JCIS/SOJPS dog handler	One off	Spend increase	(20,000)
Subtotal excluding incremental tax revenue					18,763,000
Minister for Treasury and Resources	T&E	Increase tax revenues through the continued enhancement of domestic tax compliance	Recurring	Income	1,250,000
Total					20,013,000

COO - Transfer technology functions from CYPES and HCS into Modernisation and Digital continuing the application of OneGov principles.

Workstream	Efficient organisational structures	Status	Transform
Opportunity title	Consolidate Service provision	Budget Type	Staff and Non-Staff
Opportunity type	Spend reduction	Recurring?	Recurring
Department	Chief Operating Office	Law/regulatory change required?	No
Department Section (Sub Department)	Modernisation and Digital	Common Strategic Priority	Modernising Government
Minister(s)	Chief Minister		
Total financial value 2021	£900,000		

Description

This proposal is to consolidate IT provision, currently sitting in CYPES and HCS into Modernisation and Digital (M&D).

High Level Objectives (up to 3)

Reduce expenditure by continued application of OneGov principles to service consolidation.

Benefits

Benefit 1	Reduction in staff and contract expenditure
Benefit Description	
Benefit type	Cost Reduction in Budget
Date benefit will be realised	01/01/2021
Amount (if applicable)	£900,000
Benefit 2	Further application of, and benefits from, OneGov principles
Benefit Description	Improve provision of consistent and streamlined services and reduce duplication
Benefit type	Improved Performance
Date benefit will be realised	31/12/2021
Amount (if applicable)	N/A

Analysis completed/ required

Initial assessment of staff, services and contracts across both teams due to transition to M&D complete

Note – savings to be deducted from appropriate departmental budgets

High level impacts

Customer services: The objective is to deliver the same or higher quality services at lower cost

Workforce: There will be a potential impact on workforce roles and responsibilities.

Government Plan Alignment: This aligns to the Government Plan priorities and supports the modernisation of Government.

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community: None anticipated

Environment: None anticipated

Economy: None anticipated

Any unintended consequences?: None anticipated

SPPP: Defer the implementation of the Public Services Ombudsman

Workstream	Efficient organisational structures	Status	Defer
Opportunity title	Defer the establishment of a Jersey Public Services Ombudsman	Budget Type	Staff and Non-Staff
Opportunity type	Spend reduction	Recurring?	One off
Department	Strategic Policy, Planning and Performance	Law/regulatory change required?	No
Department Section (Sub Department)	Public Services Ombudsman	Common Strategic Priority	Put Children First
Minister(s)	Chief Minister		
Total financial value 2021	£378,000		

Description

The investment is to establish the Jersey Public Services Ombudsman (JPSO). Funding for the establishment of the JPSO was included in the Government Plan from 2021 and consists of staff, premises, training and outreach costs.

In March 2018, the States Assembly agreed in principle that, subject to the findings of further research, a Public Services Ombudsman should be established to replace the existing Complaints Board (P.32/2018).

In October 2018, the Jersey Law Commission published a detailed report setting out proposals and recommendations relating to the design, remit and reach of a proposed Ombudsman.

From July 2019 to October 2019, a public consultation was undertaken on matters relating to the proposed functions of the JPSO. That consultation built on many of the Law Commission's key recommendations. The consultation feedback report summarising the responses received was published in February 2020.

High Level Objectives

The proposal is to continue to take forward the development of the required legislation during this term of government (which does not of itself incur any growth funding costs), but to defer the start of operations and bringing into force of the law.

The intention is to implement the service in 2024 and funding requirements will be addressed in the next Government Plan.

Benefits

Benefit 1	Reduction in expenditure in 2021
Benefit Description	As the office is yet to be established, this is a straightforward option to simply defer growth funding until later in the Government Plan period.
Benefit type	Cost Reduction in Budget
Date benefit will be realised	01/01/2021
Amount (if applicable)	£378,000

Analysis completed/ required

No specific analysis has been completed. As the office is yet to be established, this is a straightforward option to simply defer growth funding until later in the Government Plan period.

High level impacts

Customer services: This delays the customer benefits delivered by an ombudsman.

Workforce: There will be no impact on workforce as the office has not yet been established.

Government Plan Alignment: The Ombudsman meets two CSP objectives:

- CSP 013: Ongoing Initiative – A modern, innovative public sector that meets the needs of Islanders effectively and efficiently
- CSP 1.1: Put Children First - by protecting and supporting children.

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community

It is proposed the Ombudsman will replace the current Complaints Board arrangements which the Jersey Law Commission, Clothier Review and the Independent Jersey Care Inquiry believe are inadequate, as they fail to provide for the proper resolution of complaints. By doing so, it will help build trust and confidence in public services. Without the establishment of an Ombudsman, members of the community may continue to feel there is nowhere to seek proper redress, with a negative impact on trust and confidence.

Environment: None anticipated

Economy: None anticipated

Any unintended consequences?: None anticipated

COO : People & Corporate Services – Merge the support and re-plan commissioned research projects for the States Employment Board and Jersey Appointments Commission.

Workstream	Efficient organisational structures	Status	Transform
Project/ Programme title	People & Corporate Services – Sustain, Respond, People Strategy	Budget Type	Staff and Non-Staff
Department	Chief Operating Office	Recurring?	Recurring
Service Analysis area (Sub Department)	COO – People and Corporate Services	Law/regulatory change required?	No
Minister(s)	Chief Minister	Common Strategic Priority	CSP OI 3 Ongoing Initiative – A modern, innovative public sector that meets the needs of Islanders effectively and efficiently
Total financial value 2021	£200,000		

Description

The support functions for the Governance Boards (States Employment Board, Jersey Appointments Commission) will be merged and research projects will be scaled back from original plans.

High Level Objectives

Merge support for Governance Boards and re-plan commissioning of research.

Benefits

Benefit 1	Reduction in staff expenditure to support boards
Benefit Description	
Benefit type	Cost Reduction in Budget
Date benefit will be realised	01/01/2021
Amount (if applicable)	£200,000 in 2021 (combined benefits)
Benefit 2	Re-planned commissioning of research projects
Benefit Description	
Benefit type	Cost Reduction in Budget
Date benefit will be realised	01/01/2021
Amount (if applicable)	£200,000 in 2021 (combined benefits)

Analysis completed/ required

A review of the support required by and offered to, these Boards has identified an opportunity to provide at a lower cost.

Similarly, a review of the planned commissioning of research projects has presented opportunities to scale back research where research is considered either supplementary to requirements or not time critical.

High level impacts

Customer Services: None

Workforce: Appropriate support will continue to be offered to both Boards

Government Plan Alignment: Yes, modernising Government

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community: None anticipated

Environment: None anticipated

Economy: None anticipated

Any unintended consequences?: None anticipated

COO: Review and renegotiate the GoJ print contract securing some of the reductions in print volumes derived from an increase in home working and continued investment in technology.

Workstream	Efficient commercial operations	Status	Reduce
Opportunity title	Reduce print contract costs	Budget Type	Non-staff
Opportunity type	Spend reduction	Recurring?	Recurring
Department	Chief Operating Office	Law/regulatory change required?	No
Department Section (Sub Department)		Common Strategic Priority	Modernising Government
Minister(s)	Chief Minister		
Total financial value 2021	£100,000		

Description

The Government of Jersey has a corporate contract for printing services which is due for renewal. There is an opportunity to dramatically transform ways of working to reduce the requirement for print services to ensure best value.

High Level Objectives

Renew contract for print services and, in so doing, reduce costs.

Benefits

Benefit 1	Reduction in expenditure
Benefit Description	A change in the print contract should result in a reduction in the total cost
Benefit type	Cost Reduction in Budget
Date benefit will be realised	01/01/2021
Amount (if applicable)	£100k per annum minimum

Benefit 2	Align contract for print services with business requirements
Benefit type	Improved Performance
Date benefit will be realised	31/12/2021
Amount (if applicable)	N/A

Analysis completed/ required

Initial assessment of contract value suggests these savings are reasonable. More detailed analysis will be conducted as part of the procurement process.

It is anticipated that budget reductions will be made to departments in line with their proportionate spend under this corporate contract.

High level impacts

Customer Services: There should be no impact on the delivery of any services to customers.

Workforce: Better alignment of print services to current and future requirements should result in an improved service. This is not anticipated to impact the workforce

Government Plan Alignment: Yes, modernising Government

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community: None anticipated

Environment: Environmental factors will be included in the procurement process with the intention of further enhancing the environmental impact of print services.

Economy: None anticipated

Any unintended consequences?: None anticipated

CYPES: Redesign the therapeutic support model for children with complex needs (including neuro assessment).

Workstream	Modern and efficient workforce	Status	Reduce
Opportunity title	Redesign therapeutic support to looked after children	Budget Type	Non-staff
Opportunity type	Spend reduction	Recurring?	Recurring
Department	Children, Young People, Education & Skills	Law/regulatory change required?	No
Department Section (Sub Department)	N/A	Common Strategic Priority	Modernising Government
Minister(s)	Minister for Children and Housing		
Total financial value 2021	£200,000		

Description

The goal is to improve therapeutic pathways and outcomes for looked after children. The business case was to create a therapeutic residential care unit for a small number of children. However, our needs assessment has identified that it would be more effective to create a pop-up unit for short stays with the intention of keeping children and young people out of care and/or stabilising placements. In addition, it is intended to train the multi-agency staff group (including foster carers) in trauma informed practice and therapeutic approaches to work with children that are 'edge of care' or those that are 'looked after children' (LAC) on the Island. Therefore, budget associated with the ongoing running costs of a permanent building can be removed from the Government Plan while retaining the resource for a pop-up unit if required to provide interventions and support to children, young people and families, and investment for staff training.

High Level Objectives

Remove part of the budget for a permanent therapeutic unit and deliver the service in an alternative way.

Benefits

Benefit 1	Reduction in expenditure due to changing the way the service is delivered
Benefit Description	A needs assessment has shown that an additional therapeutic residential unit is not required for LAC. Instead a pop-up unit for children and families that are edge of care and increased capacity to deliver therapeutic care to all LAC is recommended.
Benefit type	Cost Reduction in Budget
Date benefit will be realised	31/12/2021
Amount (if applicable)	£200,000

Benefit 2	A wider range of children, young people and families will be supported - both those edge of care and looked after
Benefit Description	More support to a wider range of children and families (edge of care and LAC) and improved outcomes can be delivered with a reduced budget.
Benefit type	Improved Performance
Date benefit will be realised	31/12/2021
Amount (if applicable)	N/A

Analysis completed/ required

A review has been undertaken of the types of support needed and models of care available in different jurisdictions. Further work is required to design the Jersey model during 2021.

High level impacts

Customer services: No impact on the service provided as the funding can be removed with the proposed service delivered in a different way.

Workforce: Part of the rebalancing includes reorganising some of the workforce to deliver a better service to customers

Government Plan Alignment: The proposals align with the CSP 1.1 Put Children first- by protecting and supporting children focuses on ensuring that all children and young people live healthy lives, enjoying the best health and wellbeing possible. The Government of Jersey commits to ensuring services for children are improved so that children are safe, protected and flourish, starting with a focus on children’s mental health and wellbeing

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community: The proposed change will impact positively as a wider number of children and young people will be supported. Cost per annum of a young person going into care is approximately £350,000.

Environment: The proposal intends to keep children and young people out of care or prevent placement breakdown. Therefore, the change will support children and young people to live in secure and quality environments.

Economy: The proposed change will impact positively as it will save the taxpayer £800,000 over the four years of the Government Plan 2021-2024. It will also support children and young people to not become NEET and keep parents in employment.

Any unintended consequences?: Unable to answer this until the service has been set up and fully operational.

CYPES: Review and realign the commissioned budget available for antenatal services with demand. Note there will be no reduction to the service.

Workstream	Modern and efficient workforce	Status	Halt
Opportunity title	Antenatal services - part of FNHC commissioned service	Budget Type	Non-staff
Opportunity type	Spend reduction	Recurring?	Recurring
Department	Children, Young People, Education & Skills	Law/regulatory change required?	No
Department Section (Sub Department)	Children's Services	Common Strategic Priority	Put Children First
Minister(s)	Minister for Children and Housing		
Total financial value 2021	£180,000		

Description

The anticipated increase in demand for services has not outstripped current funding, so the projected uplift is therefore not needed. Subsequently, the programme can be delivered within existing budget.

High Level Objectives

Review and realign the commissioned budget available for Children's Services and deliver antenatal services without the additional funding allocated.

Benefits

Benefit 1	Reduce expenditure by reviewing and realigning commissioned budgets
Benefit Description	The same outcomes for antenatal care with a reduced budget
Benefit type	Cost Reduction in Budget
Date benefit will be realised	01/01/2021
Amount (if applicable)	£180,000

Analysis completed/ required

A detailed needs analysis has been completed and the antenatal programme has also been reviewed.

High level impacts

Customer services: This funding can be removed with no impact on delivery.

Workforce: This will not affect additional staffing

Government Plan Alignment: The proposals align with the CSP 1.1 'Put Children First' by protecting and supporting children focuses on ensuring that all children and young people live healthy lives, enjoying the best health and wellbeing possible. This is still possible within existing budget

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community: Community impact will not be negatively affected. The programme will continue to support the correct number of families

Environment: No impact

Economy: The proposed change will impact positively as it will save the taxpayer £720,000 over the four years of the Government Plan 2021-2024. It will also support parents' mental health, attachment with their child and impact positively on employment.

Any unintended consequences?: None anticipated

CYPES: Review and realign the budget for care leavers with demand. Note there will be no reduction to the service.

Workstream	Shaping Demand	Status	Reduce
Opportunity title	Reduce support to corporate parenting	Budget Type	Non-staff
Opportunity type	Spend reduction	Recurring?	Recurring
Department	Children, Young People, Education & Skills	Law/regulatory change required?	No
Department Section (Sub Department)	Children's Services	Common Strategic Priority	Put Children First
Minister(s)	Minister for Children and Housing		
Total financial value 2021	£100,000		

Description

The Care Leavers package is a new entitlement for care leavers in 2020. It is being actively promoted and take up is expected to increase over time. Experience working with the scheme has shown that the full amount of new money is not required in the early years that existing budgets are able to absorb some of this activity and there is sufficient contingency in existing budgets to meet variations in demand.

High Level Objectives (up to 3)

Promote and deliver the new Care Leaver entitlement

Consistent entitlement and eligibility criteria for existing government resources and processes

Benefits

Benefit 1	More effective use of existing and growth budgets
Benefit Description	
Benefit type	Cost Reduction in Budget
Date benefit will be realised	01/01/2021
Amount (if applicable)	£100,000 per annum

Benefit 2	Consistent entitlement and eligibility criteria for existing government resources and processes
Benefit Description	
Benefit type	Improved Performance
Date benefit will be realised	01/01/2021
Amount (if applicable)	

Analysis completed/required

The scheme has been underway for 8 months. Its performance has been reviewed and revisions made to improve take-up, processes and use of existing and growth budgets

High level impacts

Customer services: Judged able to meet requirements on reduced budget as numbers lower than projected. No impact on offering to those eligible.

Workforce: None

Government Plan Alignment: Aligned with objective to 'Put Children First'

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community: Judged able to meet requirements on reduced additional budget

Environment: None

Economy: Assists young people leaving care with transition to adulthood including work and the basics to promote wellbeing and prevent/reduce requirements for future support from Government Services.

Any unintended consequences?: None anticipated

HCS: Implement proposals from the HCS Zero Based Budget exercise once approved by the Minister.

Workstream	Multiple	Status	Transform
Opportunity title	HCS Zero based budgeting	Budget Type	Staff and non-staff
Opportunity type	Spend reduction	Recurring?	Yes
Department	HCS	Law/regulatory change required?	No
Department Section (Sub Department)	All	Common Strategic Priority	CSP 2 We will improve Islanders' wellbeing and mental and physical health
Minister(s)	Minister for Health and Community Services		
Total financial value 2021	£5,000,000		

Description

A Zero-Based Budgeting (ZBB) exercise commenced within HCS in July 2020. The aim of this exercise was to ensure pay and non-pay budgets align to clinical activity through a blank page approach.

The exercise has identified approximately £2million in re-basing efficiencies based directly on the ZBB build. This is now being clinically validated by the Care Groups prior to ratification by the HCS Executive Triumvirate. In addition to pay efficiencies, opportunities to deliver savings through the non-pay budgets have been identified, including, but not limited to the renegotiation of clinical and non-clinical contracts due for renewal.

To date, the exercise has identified further potential opportunities of £3million, which are subject to action or decisions by the service. For example:

- A review of off-island pathways
- Strategies to reduce the use of overtime or contingent workforce.

Analysis completed/ required

This proposal is at an early stage and detailed plans along with benefits and impacts will be shared as plans evolve.

High level impacts

Impacts on customers, our workforce and services along with impact on sustainable wellbeing will be considered as part of the individual approval of each proposal.

As described in the Efficiencies Plan 2020-23 all efficiency schemes go through a Quality Impact Assessment (QIA) gateway to ensure no schemes adversely affect services or patients and risks are identified and managed throughout the entirety of the programme.

Any changes to consumable or medicines used directly in patient care also go through a rigorous clinical review process before being changed over. Consequently, there are no adverse effects on patients or services.

JHA: Sell a domestic dwelling no longer required by the Fire and Rescue Service whilst compensating for the reduction in rental income (prudent estimate pending valuation).

Workstream	Efficient commercial operations	Status	Reduce
Opportunity title	Sale of domestic dwelling	Budget Type	Non-Staff
Opportunity type	Income	Recurring?	One off
Department	Justice and Home Affairs	Law/regulatory change required?	No
Department Section (Sub Department)	Jersey Fire and Rescue Service (JFRS)	Common Strategic Priority	Modernising Government
Minister(s)	Minister for Home Affairs		
Total financial value 2021	£450,000 (estimated, pending valuation)		

Description

JFRS owns a domestic dwelling to the rear of the Western Fire Station. This dwelling, which is not operationally useful to JFRS, could be sold with an estimated value of £450,000 (pending valuation).

The house is let to a firefighter who, in return for reduced lease costs, undertakes security duties for the Western Fire Station. The JFRS, as owner, retains the lease income and the reduction in income has been addressed in the base budget.

Notice to end lease would be needed.

High Level Objectives

To release funds from the sale of the property back to the treasury in support of rebalancing public finances as a result of Covid-19 expenditure.

Benefits

Benefit 1	Income from the sale of the building
Benefit Description	<p>Cash releasing benefits The cash achieved value from the property sale.</p> <p>Non-cash releasing benefits The FRS will no longer be required to manage, check and repair the property</p>
Benefit type	Increased Revenue
Date benefit will be realised	30/06/2021
Amount (if applicable)	£450,000

Analysis completed/ required

Jersey Property Holdings will assist with property valuation and sale

High level impacts

Customer services: There should be minimal impact on service delivery.

Workforce: There should be minimal impact on the workforce.

Government Plan Alignment: This aligns to the priorities in the Government Plan.

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community: The community will benefit by the addition of one three-bedroom house on the open market.

Environment: None

Economy: Stamp Duty achieved through the sale of property.

Any unintended consequences?: None anticipated

JHA SoJP: Through the application of enhanced workforce planning implement a vacancy factor equivalent to approximately 1% of staff costs.

Workstream	Modern and efficient workforce	Status	Reduce
Opportunity title	Implement a vacancy management factor	Budget Type	Staff
Opportunity type	Spend reduction	Recurring?	Recurring
Department	JHA: States of Jersey Police	Law/regulatory change required?	No
Department Section (Sub Department)		Common Strategic Priority	Modernising Government
Minister(s)	Minister for Home Affairs		
Total financial value 2021	£215,000		

Description

This proposal is to implement a vacancy management factor of £215,000 per year over the period of 2021 to 2024, on the basis that a proportion of vacancies will exist within the States of Jersey Police as a result of leavers during 2020 and beyond. This will have a part year effect in 2020 and increase to £215,000 per year from 2021 to 2024.

High Level Objectives (up to 3)

Implement an effective vacancy management factor from 2020 through to 2024 to achieve savings of £215k per annum from staff costs of approximately £23 million.

Benefits

Benefit 1	Reduction in staffing expenditure and employment costs
Benefit Description	Implementing a vacancy factor will enable staffing expenditure to be reduced with minimum impact on service delivery.
Benefit type	Cost Reduction in Budget
Date benefit will be realised	01/01/2021
Amount (if applicable)	£215k per annum from 2021

Analysis completed/ required

There is confidence that this figure is achievable as a result of staff reviews, workforce planning and the effective management of vacancies within the organisation.

High level impacts

Customer services: There may be some impact on the services received by customers dependent on where a vacancy is held. The Senior Team will seek to mitigate any external impact wherever possible.

Workforce: There will be some impact on the workforce as this proposal assumes there will be a natural level of vacancies in departments. Whereas the budget usually assumes all roles are always filled throughout the year.

Government Plan Alignment: This aligns with the Government Plan priorities

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community: None anticipated

Environment: None anticipated

Economy: None anticipated

Any unintended consequences?: None anticipated

IHE: Estate strategy and maintenance review

This template combines the following three IHE efficiencies/rebalancing measures:

1. Revise and release a portion of the budget for the Health Estate in light of progress made with backlog maintenance and to reflect capital allocations within the HCS budget. (£4,000,000 in 2021)
2. Re-structure Facilities Management across Government to create one centralised function with hub and spoke delivery aligned with the OneGov principles. (£200,000 in 2021)
3. Reduce a portion of the property maintenance budget to reflect a reprioritisation of assets requiring maintenance; informed by the Office Accommodation Project. (£300,000 in 2021)

Workstream	N/A	Status	Halt
Opportunity title	Estate strategy and maintenance review	Budget Type	Non-Staff
Opportunity type	Spend reduction	Recurring?	Recurring
Department	Growth, Housing and Environment	Law/regulatory change required?	No
Department Section (Sub Department)	Property	Common Strategic Priority	Protect and Value Our Environment
Minister(s)	Minister for Infrastructure		
Total financial value 2021	£4,500,000		

Description

A review of Property functions across the Government of Jersey is being undertaken in preparation, in part, for the new Integrated Technology Solution and following the C&AG reviews into Estates Management and the IHE Island Public Estate Strategy. The review has a number of themes, which seek to re-organise the various property management and maintenance functions in line with OneGov principles.

Stop Backlog Maintenance Programme

The MTFP 2 (2016-2019) contained a planned enhancement in property maintenance budget to address a number of historic shortfalls in building maintenance provision and spend.

It had been intended to prioritise this spend to those areas identified in the recently completed Government Property Strategy, however, in the current crisis it is acknowledged that significant savings have to be made and that this may be a lower priority for Government, particularly with the planned Office Accommodation Project still in development.

Much of the backlog maintenance budget was assigned to meet needs in the Health Estate, however, a separate capital allocation to HCS now meets this requirement. The remaining budget was allocated to backlog maintenance projects in the rest of the Public Estate, many of the planned projects have been delivered and the rest of the budget is being released as part of the review and restructure of the Property function in line with OneGov principles.

Restructuring Facilities Management (FM)

Re-structuring Facilities Management across Government to create one centralised management solution with hub and spoke delivery aligns with OneGov principles.

Currently a number of departments manage their own facilities management in buildings and establishments across the Island. Centralisation will enable standards to be compared and equalised, a more coherent procurement strategy for outsourced provision to be developed and, it is expected, a cost saving to be made on the overall provision of facilities management across the Government Estate.

The review will be undertaken applying OneGov principles and will encompass the “hard FM” elements of provision (property maintenance, minor repairs, cyclical and mandatory maintenance aspects etc.).

Part year savings are attributed to 2021 as the review will not be complete by the start of the year.

Stop “non-essential” Maintenance

A review of the property portfolio across the whole of the Government of Jersey is being undertaken. Economies of scale and a rationalisation of the Estate to reduce the maintenance burden of sub-standard property and demands of service users to improve facilities will remove the requirement to undertake maintenance which is deemed “non-essential” or maintain buildings which are now beyond their useful life for Government purposes.

High Level Objectives (up to 3)

Release of funds from IHE for Hospital Backlog Maintenance Programme which now appears in HCS budget lines

Release of funds from IHE for Public Estate Backlog Maintenance Programme

Review of Property function across Government to release sub-standard and expensive to maintain buildings

Benefits

Benefit 1	Release of backlog maintenance budget
Benefit Description	Release of funds from IHE for backlog maintenance programme some of which now appears in HCS budget line
Benefit type	Cost Reduction in Budget
Date benefit will be realised	01/01/2021
Amount (if applicable)	£4 million per annum from 2021

Benefit 2	Review Government Property Portfolio
Benefit Description	Review of property across the Government Estate to identify properties which are expensive to maintain and sub-optimal for service delivery
Benefit type	Cost Reduction in Budget
Date benefit will be realised	01/07/2021
Amount (if applicable)	£1 million per annum, of which £0.5 million in 2021 (pro-rata)

Analysis completed/ required

Initial work stems from Island Public Estate Strategy.

Works commencing on review of property functions across Government.

High level impacts

Customer services: Reduced budget to deal with demands from departments for ad-hoc maintenance of buildings and upgrade of below standard office accommodation.

Health estate not impacted due to allocation of budget to that department in capital programme.

Workforce: No impact on staff anticipated at this time, however, ways of working and location may be subject to change.

Government Plan Alignment: Yes, Property Review will work to OneGov principles in support of the Government Plan

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community: None expected or anticipated

Environment: The building maintenance budget will be reduced below a level which allows JPH to improve the current condition of the Property Estate. Whilst some areas are in relatively good condition, some properties are in need of extensive works to ensure they remain functional for building users and compliant, however with the removal of this funding, this will no longer be possible. HCS have been allocated additional resource for their part of the estate in the Government Plan and therefore some inroads can continue to be made in the worst areas of that estate.

The C&AG recommended that Government review spending on property maintenance to tie in to property condition surveys in her report on “Operational Land and Buildings”. The review of the Public Estate will include works on condition surveys and seek to identify those properties which are no longer suitable or financially viable for Government use.

Economy: None anticipated

Any unintended consequences?: None anticipated

IHE: Development of an IHE TOM to include reviews of the overall structure, sports division, business administration and the transfer of customer facing services to CLS.

Workstream	Efficient organisational structures	Status	Transform
Opportunity title	Continued development of IHE TOM	Budget Type	Staff and non-staff
Opportunity type	Spend reduction	Recurring?	Yes
Department	IHE	Law/regulatory change required?	No
Department Section (Sub Department)		Common Strategic Priority	Modernising Government
Minister(s)	Ministers for Infrastructure, Environment, EDTSC		
Total financial value 2021	£750,000		

Description

A savings programme for Infrastructure, Housing and Environment is targeted to deliver efficiency savings of £750,000 in 2021 and a further £750,000 in 2022 from the Target Operating Model. Currently the scope of this programme includes a review of the current structure, sports division operational review, a review of the business administration team and the transfer of customer facing services to Customer and Local Services.

Reviews of cost recovery opportunities and appropriate internal and external recharging will also be undertaken in accordance with the guidance on fees and charges to inform the savings programme.

Analysis completed/ required

This proposal is at early stages and detailed plans along with benefits and impacts will be shared as plans evolve.

Approvals will follow the established governance routes e.g. States Employment Board for Target Operating Model.

CLS: Defer the implementation of the Care Needs at Home project by one year.

Workstream	Efficient organisational structures	Status	Defer
Opportunity title	Defer Care Needs at Home Growth project until 2021	Budget Type	Non-staff
Opportunity type	Spend reduction	Recurring?	One off
Department	Customer and Local Services	Law/regulatory change required?	No
Department Section (Sub Department)		Common Strategic Priority	Reduce Income Inequality and Improve Standards
Minister(s)	Minister for Social Security		
Total financial value 2021	£400,000		

Description

Proposal is to defer the Care Needs at Home project. The project was included as a growth bid in the Government Plan with £150,000 allocated in 2020 and £550,000 in each year thereafter. The Government Plan business case outlines the detail of the envisaged benefits of the project. It was anticipated that the 2020 budget would be used to develop a range of proposals and support mechanisms targeted at enabling people with disabilities and long-term health conditions to live at home. The work on this project was delayed as a consequence of the government response to Covid-19.

High Level Objectives

Defer the Care Needs at Home project to reduce expenditure in 2020 and 2021.

Benefits

Benefit 1	Reduction in spend to support the financial challenge resulting from the Covid-19 pandemic
Benefit Description	£150k will be saved in 2020 with a further one-off saving of £400k in 2021. Thereafter spend will be as planned.
Benefit type	Cost Reduction in Budget
Date benefit will be realised	31/07/2020 to 31/12/2021
Amount (if applicable)	£400,000 (2021 one-off saving)

Analysis completed/ required

Delay to project only, no further analysis required.

High level impacts

Customer Services: It will take a year longer than originally planned to develop and implement effective measures to support disabled individuals to live at home. This will have an impact on the individuals concerned and other health and care services as the benefits envisaged through the implementation of the project will materialise one year later than originally intended. The project is expected to help approximately 100-200 households.

Workforce: The only workforce implications are that the posts required to deliver the project will be required one year later.

Government Plan Alignment: Yes, see original business case.

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community: It will take a year longer than originally planned to develop and implement effective measures to support disabled individuals to live at home. This will have an impact on the individuals concerned (approximately 100-200 households) and other health and care services as the improvements are delayed.

Environment: None anticipated

Economy: None anticipated

Any unintended consequences?: There is an associated budget allocation within HCS which may not be required as a positive consequence of the delay to this project.

T&E: Increase tax revenues through the continued enhancement of domestic tax compliance

Workstream	Efficient commercial operations	Status	Transform
Opportunity title	Additional tax revenue	Budget Type	Non-Staff
Opportunity type	Income	Recurring?	Recurring
Department	Treasury and Exchequer	Law/regulatory change required?	No
Department Section (Sub Department)	Revenue Jersey	Common Strategic Priority	Modernising Government
Minister(s)	Minister Treasury and Resources		
Total financial value 2021	£1,250,000		

Description

This continues the 2019 investment in domestic compliance with forecast additional revenues still on track to reach £13.5 million annually by 2024.

Benefits

Benefit 1	Additional tax revenue from enhanced domestic compliance
Benefit Description	
Benefit type	Increased tax revenue
Date benefit will be realised	31/12/21
Amount (if applicable)	£1.25 million (2021)

Analysis completed/ required

Performance at the half year point in 2020, whilst impacted in part by Covid-19, remains on track to deliver £6.35 million from an objective of £7.35 million providing sufficient evidence of the opportunity.

High level impacts

Customer Services: This will not result in any service cuts.

Workforce: This continues the investment in domestic compliance including staff and training.

Government Plan Alignment: This aligns with the Government Plan

Economic Impact Assessment: No



Impact on Sustainable Wellbeing

Community, Environment and Economy: Enhanced revenues provides Government with greater resources to spend on strategic priorities

Any unintended consequences?: None anticipated

Centrally held - Continue to manage inflationary pressures across government by retaining the budget for non-pay inflation and seeking best commercial outcomes to contract management.

Workstream	Commercial operations	Status	Reduce
		Budget Type	Spend reduction
Project/ Programme title	Management of inflationary pressures	Recurring?	Recurring
Department	All	Law/regulatory change required?	No
Department Section (Sub Department)		Common Strategic Priority	Modernising Government
Minister(s)	All		
Total financial value 2021	£3,718,000		

Description

This continues the approach to management of inflation set out in 2020 i.e. to manage inflationary pressures within departmental service budgets.

Benefits

Benefit 1	Reduction in spending
Benefit Description	
Benefit type	
Date benefit will be realised	01/01/21
Amount (if applicable)	£3,718,000 in 2021

Benefit 2	Enhanced supplier performance
Benefit Description	Drives better consolidation of contracts for services, commercial negotiation and alignment of service provision with organisational requirements
Benefit type	Performance
Date benefit will be realised	31/12/21
Amount (if applicable)	N/A

High level impacts

Customer Services: The risk of impacts to service provision should be mitigated by improved contract management and, where appropriate support from the Commercial Services Team.

Workforce: None anticipated

Government Plan Alignment: Modernising Government – sustainable public finances

Economic Impact Assessment: No

Impact on Sustainable Wellbeing

Community: None anticipated

Environment: None anticipated

Economy: Negligible/deflationary pressure.

Any unintended consequences?: None anticipated

All departments - Continue the best practice of reviewing and securing recurring reductions in non-staff budget including locking in some of the spend reductions evidenced during Covid-19.

Workstream	Modern and Efficient Process and Systems	Status	Reduce
Project/ Programme title	Reduction in non-staff expenditure	Budget Type	Non staff expenditure
Department	All	Recurring?	Yes
Department Section (Sub Department)		Law/regulatory change required?	No
Minister(s)	All	Common Strategic Priority	Modernising Government
Total financial value 2021	£750,000		

Description

Review and minimise non-essential non-staff spend and address processes that are increasing spend unnecessarily e.g. not booking via HRG.

Capture and maintain some of reduction in spending profile exhibited during Covid-19 e.g. reduction in travel and accommodation, increased use of technology.

Analysis completed/ required

Indications of reduced spend during Covid-19 and opportunity for general improvement in discretionary spend (better use of organisational solutions and processes, greater consistency across departments) suggest objective is reasonable.

High level impacts

Customer Services: None anticipated

Workforce: Some change in operating practise expected.

Government Plan Alignment: Yes, modernising Government

Economic Impact Assessment: No



Impact on Sustainable Wellbeing

Community: None anticipated

Environment: None anticipated

Economy: None anticipated

Any unintended consequences?: None anticipated

Centrally held - Increase income from new charges, and increased cost recovery of existing charged services, based on the initial implementation of a fees and charges framework.

Workstream	Efficient commercial operations	Status	Transform
Opportunity title	Fees and charges framework	Budget Type	Non-Staff
Opportunity type	Income	Recurring?	Recurring
Department	All	Law/regulatory change required?	No, framework approval
Department Section (Sub Department)		Common Strategic Priority	Modernising Government
Minister(s)	All		
Total financial value 2021	£950,000		

Description

The purpose of the Fees and Charges Framework is to:

Establish a framework within which a fair, economically sound and strategic approach to fees and charges levied by the Government is agreed, and regularly reviewed.

Ensure the best possible value for money and establish the fairest possible approach to charging and cost recovery. The policy sets out that charges for discretionary services will be set in order to fully recover their costs unless there is a specific decision on the part of the Government to subsidise the service provision for appropriate reasons.

Enable greater consistency across the Government in relation to its approach to setting and reviewing fees and charges for discretionary services.

Analysis completed/ required

Based on 2018 income figures, there was c£107 million of income received across the Government of Jersey and £63 million was reviewed as part of early work within the Efficiencies Programme to determine any potential opportunities. The £63 million included hire and rentals, sales of goods and services, fees and fines.

The framework sets out what analysis is required an individual fee or charge level.

Allocations to departments to be agreed.

High level impacts

Customer Services: Services and fees/charges for services may change as a consequence of applying the framework.

Workforce: None expected

Government Plan Alignment: Yes, modernising Government

Economic Impact Assessment: Where appropriate to consider impact of changes to individual fees and charges.

Impact on Sustainable Wellbeing

Community: The distribution of fees and charges across different cohorts of paying customers (individuals or businesses) should become fairer.

Environment: A subset of fees and charges may be reinvested in protecting the environment. Fees and charges may be used to both incentivise the right behaviours and disincentivise wrong behaviours based on policy decisions.

Economy: Fairer distribution of costs across customer cohorts and increased recovery of costs of service delivery should provide greater revenue for the Government to pursue policy objectives.

Any unintended consequences?: To be considered at an individual fee/charge level on application of the framework

