



ANNEX TO MEDIUM TERM FINANCIAL PLAN  
2013–2015  
(FOR INFORMATION ONLY)



TREASURY  
& RESOURCES

ANNEX TO  
MEDIUM TERM  
FINANCIAL PLAN  
2013–2015  
(For Information Only)

---

**Council of Ministers**

I.J. Gorst	Senator	Chief Minister
B.I. Le Marquand	Senator	Home Affairs and Deputy Chief Minister
P.F.C. Ozouf	Senator	Treasury and Resources
A.J.H. Maclean	Senator	Economic Development
P.J.D. Ryan	Deputy	Education, Sport and Culture
A.E. Pryke	Deputy	Health and Social Services
A.K.F.Green M.B.E.	Deputy	Housing
R.C. Duhamel	Deputy	Planning and Environment
F. du H. Le Gresley M.B.E.	Senator	Social Security
K.C. Lewis	Deputy	Transport and Technical Services
J.D. Richardson	Chief Executive	
L.J. Rowley	Treasurer of the States	

---



## CONTENTS

	PAGE
<b>Addendum</b> . . . . .	<b>5</b>
<b>Introduction</b> . . . . .	<b>9</b>
Annex: Summary Table A – Revenue Expenditure Allocations 2013–2015 (as amended) . . . . .	<b>11</b>
Consolidated Statement of Comprehensive Net Expenditure . . . . .	<b>12</b>
Summary Table B1 – Total States Departmental Net Expenditure 2013–2015 (as amended) . . . . .	<b>13</b>
Major Policies / Strategies to be Debated by the States 2013–2015 . . . . .	<b>14</b>
<b>Estimates of States Funded Bodies</b>	
Chief Minister (as amended) . . . . .	<b>15</b>
Grant to Overseas Aid . . . . .	<b>29</b>
Economic Development . . . . .	<b>37</b>
Education, Sport and Culture . . . . .	<b>49</b>
Department of the Environment . . . . .	<b>61</b>
Health and Social Services . . . . .	<b>73</b>
Home Affairs (as amended) . . . . .	<b>87</b>
Housing . . . . .	<b>99</b>
Social Security (as amended) . . . . .	<b>109</b>
Transport and Technical Services (as amended) . . . . .	<b>123</b>
Treasury and Resources (including Jersey Property Holdings) . . . . .	<b>137</b>
Non-Ministerial States Funded Bodies . . . . .	<b>153</b>
States Assembly and its services . . . . .	<b>171</b>
Central Contingency Allocations . . . . .	<b>181</b>
Central Growth Allocations (as amended) . . . . .	<b>189</b>
<b>Capital Programme</b> . . . . .	<b>195</b>
Summary Table D – Capital Expenditure Programme 2013–2015 Funding . . . . .	<b>197</b>
Summary Table E – Capital Programme 2013–2015 . . . . .	<b>198</b>
<b>States Trading Operations</b> . . . . .	<b>205</b>
Summary Table F – Summary of States Trading Operations 2013–2015 . . . . .	<b>207</b>
Annex: Summary Table B – Summary of States Trading Operations 2013–2015 . . . . .	<b>208</b>
Summary Table G – Proposed Capital Allocation to States Trading Operations . . . . .	<b>209</b>
<b>Economic Development</b>	
Jersey Airport . . . . .	<b>215</b>
Jersey Harbours . . . . .	<b>225</b>
<b>Transport and Technical Services</b>	
Jersey Car Parking . . . . .	<b>237</b>
Jersey Fleet Management . . . . .	<b>247</b>
<b>Comprehensive Spending Review – 2011–16 Proposals</b> . . . . .	<b>257</b>





## Addendum

At the States debate of the Medium Term Financial Plan on 6 November 2012 the States considered ten amendments to the original proposition from the Council of Ministers.

The States approved three Amendments including the ninth amendment, as amended by the Chief Minister. The changes required as a result of these agreed amendments are outlined in this Addendum. The relevant sections of the Medium Term Financial Plan Report and Department Annex have also been amended.

The Council of Ministers also agreed some alternative measures to accommodate the proposals made in the second, third and tenth amendment and these measures are also documented in this Addendum. The relevant sections of the Medium Term Financial Plan Report and Department Annex make reference to these measures.

### Amendments Agreed

#### Ninth Amendment (as amended by the Chief Minister)

The Corporate Services Scrutiny Panel proposed an amendment to create a central growth allocation for 2014 and 2015 by removing growth that had been allocated directly to departments in the original proposals from the Council of Ministers.

The Council of Ministers asked Ministers to review the proposed amendment and comment on the impact to their department and identify any growth schemes that could be managed in this way. As a result of this review and the feedback from departments the Chief Minister lodged an amendment to the Corporate Services Scrutiny Panel amendment to provide an alternative central growth allocation for 2014 and 2015. This was agreed by the States.

The impact is to remove the following growth amounts from department budgets in 2014 and 2015 and create a central growth allocation of £2.210 million in 2014 and £1.460 million in 2015 which will be allocated in the annual Budgets for 2014 and 2015.

#### GROWTH BIDS TRANSFERRED TO CENTRAL GROWTH ALLOCATION

		Dept	2013 £'000	2014 £'000	2015 £'000
33 *	External Relations: International meetings, monitoring and visitors dignitaries	CMD	–	160	160
34 *	External Relations: External specialist advice	CMD	–	100	100
52 *	CSR: Fund permanent members of the CSR delivery team	CMD	–	150	150
			–	410	410
43 *	Maritime Incident Response Group	HA	–	50	50
18 *	Private Sector Rental Support	SSD	–	750	1,000
49 *	Treatment and disposal of ash	TTS	–	1,000	–
	<b>Total</b>		–	<b>2,210</b>	<b>1,460</b>



The Corporate Services Scrutiny Panel also proposed that the Minister for Treasury and Resources develops a defined performance monitoring and reporting framework which produces a high level of transparency on the tracking of actual performance against the Medium Term Financial Plan and to report to the Assembly on the development of such a framework by July 2013. The Council of Ministers accepted this amendment which was also agreed by the States. The Council of Ministers proposed that the existing well developed and well understood performance monitoring and reporting framework will be extended to report actual performance against the different aspects of the Medium Term Financial Plan.

### **Sixth Amendment**

This amendment proposed that further to the provision contained within the Medium Term Financial Plan to increase the Public Employees Contributory Retirement Scheme (PECRS) Pre-1987 debt repayments by £1 million in 2013, £2 million in 2014 and £3 million in 2015 in order to reduce the long-term costs to the States of the repayment, the Minister for Treasury and Resources be requested to present to the States no later than 31st July 2013 further options for the early repayment of the PECRS Pre-1987 debt and the Jersey Teachers Superannuation Fund (JTSF) Pre-2007 debt to provide significant additional long-term cost reductions.

The Council of Ministers welcomed this amendment which was agreed by the States and will require the development of further options for effective management of the balance sheet via early repayment of PECRS Pre-1987 debt and JTSF Pre-2007 debt. The proposed timescale is to consider and evaluate possible options and then to present to the States by no later than 31st July 2013.

## **Alternative measures proposed by the Council of Ministers**

### **Second Amendment**

In response to a proposal to increase States total expenditure limits to provide three schemes for the Environment department that had not been prioritised for growth funding the Council of Ministers has proposed alternative funding measures. The schemes for countryside infrastructure, Island Plan implementation and strengthening the protection and regulation of the Island's environment will be delivered through a combination of funding routes including the central planning vote, allocations for back to work and employment initiatives and the opportunity to carry forward 2012 underspends.

### **Third Amendment**

In response to a proposal to increase the States total expenditure limit to provide additional funding for Language Assistants the Council of Ministers has agreed that the Education, Sport and Culture department will provide the necessary funding from within its original spending limit from 2013.

### **Tenth Amendment**

In response to proposals to increase States total expenditure limits in relation to additional funding for the Band of Jersey, the post of Military Liaison Officer and new Sea Cadets Headquarters the Council of Ministers has agreed alternative funding measures.



2012 underspends will be earmarked to be carried forward to provide annual contributions to the Band of Jersey and a contribution to the new post of Cadet and Military Support Officer within the Lieutenant Governor's staff. This new post will also be supported by existing funding to be transferred from the Home Affairs Department.

There is the potential to deliver facilities for the Sea Cadets without the need for further funds to be drawn from the Consolidated Fund. Jersey Property Holdings has held preliminary discussions with a third party about the possibility of a joint venture at the Le Galots site to provide Sea Cadet facilities as well as some community facilities and commercial development. Should this approach not be successful, the Council of Ministers will support the inclusion of the £800,000 in the 2014 capital programme as part of the 2014 annual Budget process.







## Introduction

---

The Council of Ministers' Strategic Plan, which was approved by the States in May 2012, has set out the priorities for Jersey over the next three years. There are seven key priorities:

1. Getting people into work;
2. Housing our community;
3. Promoting family and community values;
4. Reforming government and public services;
5. Managing population growth/immigration;
6. Reforming health and social services; and
7. Introducing sustainable long-term planning.

To achieve these aims an important change has to be put in place, namely the move to a 3-year planning framework, or Medium Term Financial Planning. For the first time the States of Jersey will be setting minimum budgets for all departments 3 years in advance and moving away from short-term decision making. This change is intended to provide flexibility, deliver efficiencies and move to longer-term thinking within a more certain financial framework that will ultimately benefit the Island.

The Medium Term Financial Plan is split into two parts:

- The formal lodged report providing the background to the financial and economic position, the revenue and capital expenditure proposals and details of the measures that are proposed to balance budgets and actively manage the balance sheet over the next three years. The report is accompanied by comprehensive appendices which include: an explanation of States income, long term capital plans, the States investment strategy and a long term tax policy.
- This department annex to the Medium Term Financial Plan provides information to support the main report including a summary of each department's key objectives towards delivering the seven strategic priorities and the detail of how the proposed department expenditure limits would be allocated to services.

The Medium Term Financial Plan Annex provides for the first time a three-year plan for each department including:

- an introduction from the Minister including the main priorities and growth requirements for the next three years;
- departments' key objectives and success criteria;
- a summary service analysis for the department for each of the years 2013–2015, including manpower levels and a split of gross expenditure and income across DEL (Departmental Expenditure Limits) and AME (Annually Managed Expenditure);
- a reconciliation of the changes in expenditure allocations for 2013–2015, identifying growth funding, Comprehensive Spending Review savings and further budget reductions; and
- an operating cost statement for each of the years 2013–2015.



The Medium Term Financial Plan Annex also provides:

- a summary of the major policies that will be brought to the States over the next three years;
- a summary of the States net revenue expenditure for each of the years 2013–2015; and
- a summary of the States proposed capital programme for each of the years 2013–2015.

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

## Annex: Summary table A

### TOTAL STATES NET EXPENDITURE ALLOCATIONS 2013–2015 (AS AMENDED)

States Funded Bodies	2013 Gross Expenditure Allocation £'000	2013 Income Allocation £'000	2013 Net Expenditure Allocation £'000	2014 Net Expenditure Allocation £'000	2015 Net Expenditure Allocation £'000
<b>Ministerial Departments</b>					
Chief Minister	20,035.3	(1,179.8)	18,855.5	19,756.6	19,848.6
– Grant to the Overseas Aid Commission	9,324.1	–	9,324.1	9,790.3	10,279.8
Economic Development	19,979.7	(1,723.9)	18,255.8	19,459.3	19,974.8
Education, Sport and Culture	122,365.3	(18,031.3)	104,334.0	106,177.9	106,761.1
Department of the Environment	9,878.5	(4,276.6)	5,601.9	5,605.7	5,594.6
Health and Social Services	204,740.8	(20,478.4)	184,262.4	190,621.4	197,981.4
Home Affairs	48,762.3	(2,031.8)	46,730.5	47,439.0	47,793.5
Housing	15,451.3	(42,249.8)	(26,798.5)	(27,971.5)	(29,338.5)
Social Security	187,101.8	(3,747.8)	183,354.0	186,207.0	190,036.0
Transport and Technical Services	41,447.8	(15,849.0)	25,598.8	25,792.3	26,439.4
Treasury and Resources	37,063.7	(7,062.5)	30,001.2	31,412.4	30,583.6
<b>Non Ministerial States Funded Bodies</b>					
– Bailiff's Chambers	1,781.9	(186.7)	1,595.2	1,610.5	1,627.3
– Law Officers' Department	9,403.2	(1,752.6)	7,650.6	7,721.5	7,795.0
– Judicial Greffe	8,006.7	(1,366.8)	6,639.9	6,738.3	6,837.4
– Viscount's Department	1,954.4	(586.2)	1,368.2	1,373.2	1,378.4
– Official Analyst	669.4	(60.0)	609.4	613.9	618.6
– Office of the Lieutenant Governor	785.0	(96.1)	688.9	691.7	694.5
– Office of the Dean of Jersey	25.9	–	25.9	26.1	26.3
– Data Protection Commission	374.8	(151.5)	223.3	223.9	224.4
– Probation Department	2,568.9	(445.0)	2,123.9	2,127.9	2,132.0
– Comptroller and Auditor General	751.4	–	751.4	768.7	786.5
States Assembly and its services	5,117.8	(90.4)	5,027.4	5,114.3	5,203.4
<b>Allocations for Contingencies</b>					
– Central Contingencies	–	–	–	6,000.0	7,000.0
– Provision for Restructuring Costs	5,098.0	–	5,098.0	6,540.0	7,170.0
– Central Pay Provision	19,900.3	–	19,900.3	31,000.3	39,700.3
– Corporate Savings	(17,451.3)	–	(17,451.3)	(17,451.3)	(17,451.3)
– Corporate Procurement Savings Target	(3,451.3)	–	(3,451.3)	(3,451.3)	(3,451.3)
– Terms and Conditions Savings Target	(14,000.0)	–	(14,000.0)	(14,000.0)	(14,000.0)
<b>Allocation for Growth</b>					
– Allocation for Growth for 2013	–	–	–	–	–
– Allocation for Growth for 2014	–	–	–	2,210.0	–
– Allocation for Growth for 2015	–	–	–	–	1,460.0
<b>Net Revenue Expenditure Allocation</b>	<b>755,137.0</b>	<b>(121,366.2)</b>	<b>633,770.8</b>	<b>669,599.4</b>	<b>691,157.1</b>
Depreciation	41,657.0	–	41,657.0	44,136.9	46,138.5
Net Revenue Expenditure Allocation	796,794.0	(121,366.2)	675,427.8	713,736.3	737,295.6



## Consolidated Statement of Comprehensive Net Expenditure

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(6,399,100)	Duties, Fees, Fines & Penalties	(7,167,500)	(7,365,300)	(7,556,800)
(104,485,700)	Sales of Goods and Services	(105,331,800)	(108,806,300)	(113,095,200)
(12,000)	Investment Income	(12,300)	(12,400)	(12,700)
(11,994,200)	Other Income	(8,854,600)	(12,992,700)	(13,134,400)
<b>(122,891,000)</b>	<b>Total Income</b>	<b>(121,366,200)</b>	<b>(129,176,700)</b>	<b>(133,799,100)</b>
<b>Expenditure</b>				
168,895,700	Social Benefit Payments	178,551,700	180,921,900	185,751,800
333,601,300	Staff Costs	343,698,100	350,278,000	353,203,600
115,331,700	Supplies and Services	119,834,140	127,269,940	134,821,140
5,771,400	Administrative Expenses	5,590,800	5,859,000	6,131,200
55,533,400	Premises and Maintenance	54,445,000	55,310,000	53,934,100
1,124,380	Other Operating Expenses	994,700	1,330,500	1,643,600
33,529,900	Grants and Subsidies Payments	38,173,960	42,097,360	43,039,160
1,020	Impairment of Receivables	113,500	116,100	118,900
4,007,500	Finance Costs	5,153,100	6,261,100	7,372,200
–	Foreign Exchange (Gain)/Loss	–	–	–
20,939,600	Contingency Expenses	8,582,000	27,122,200	37,480,500
	Central Growth Allocation	–	2,210,000	1,460,000
<b>738,735,900</b>	<b>Total Expenditure</b>	<b>755,137,000</b>	<b>798,776,100</b>	<b>824,956,200</b>
<b>615,844,900</b>	<b>Net Revenue Expenditure</b>	<b>633,770,800</b>	<b>669,599,400</b>	<b>691,157,100</b>
40,075,000	Depreciation	41,657,000	44,136,900	46,138,500
–	Impairment of Fixed Assets	–	–	–
100	Asset Disposal (Gain)/Loss	–	–	–
<b>655,920,000</b>	<b>Net Revenue Expenditure</b>	<b>675,427,800</b>	<b>713,736,300</b>	<b>737,295,600</b>

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.

## Summary table B1 (Main Report p. 146)

### TOTAL STATES NET EXPENDITURE ALLOCATIONS 2013–2015 (AS AMENDED)

States Funded Bodies	2013			2014			2015		
	Gross Expenditure Allocation £'000	Income Allocation £'000	Net Expenditure Allocation £'000	Gross Expenditure Allocation £'000	Income Allocation £'000	Net Expenditure Allocation £'000	Gross Expenditure Allocation £'000	Income Allocation £'000	Net Expenditure Allocation £'000
<b>Ministerial Departments</b>									
Chief Minister	20,035.3	(1,179.8)	18,855.5	21,494.8	(1,738.2)	19,756.6	21,612.2	(1,763.6)	19,848.6
– Grant to the Overseas Aid Commission	9,324.1	–	9,324.1	9,790.3	–	9,790.3	10,279.8	–	10,279.8
Economic Development	19,979.7	(1,723.9)	18,255.8	21,183.2	(1,723.9)	19,459.3	21,698.7	(1,723.9)	19,974.8
Education, Sport and Culture	122,365.3	(18,031.3)	104,334.0	124,840.0	(18,662.1)	106,177.9	125,919.8	(19,158.7)	106,761.1
Department of the Environment	9,878.5	(4,276.6)	5,601.9	10,051.9	(4,446.2)	5,605.7	10,172.4	(4,577.8)	5,594.6
Health and Social Services	204,740.8	(20,478.4)	184,262.4	215,521.4	(24,900.0)	190,621.4	223,313.7	(25,332.3)	197,981.4
Home Affairs	48,762.3	(2,031.8)	46,730.5	49,518.0	(2,079.0)	47,439.0	49,920.8	(2,127.3)	47,793.5
Housing	15,451.3	(42,249.8)	(26,798.5)	15,691.8	(43,663.3)	(27,971.5)	15,601.7	(44,940.2)	(29,338.5)
Social Security	187,101.8	(3,747.8)	183,354.0	190,048.5	(3,841.5)	186,207.0	193,973.5	(3,937.5)	190,036.0
Transport and Technical Services	41,447.8	(15,849.0)	25,598.8	41,856.7	(16,064.4)	25,792.3	44,255.8	(17,816.4)	26,439.4
Treasury and Resources	37,063.7	(7,062.5)	30,001.2	38,667.9	(7,255.5)	31,412.4	38,126.7	(7,543.1)	30,583.6
<b>Non Ministerial States Funded Bodies</b>									
– Bailiff's Chambers	1,781.9	(186.7)	1,595.2	1,801.3	(190.8)	1,610.5	1,824.2	(196.9)	1,627.3
– Law Officers' Department	9,403.2	(1,752.6)	7,650.6	9,513.1	(1,791.6)	7,721.5	9,627.6	(1,832.6)	7,795.0
– Judicial Greffe	8,006.7	(1,366.8)	6,639.9	8,116.6	(1,378.3)	6,738.3	8,227.7	(1,390.3)	6,837.4
– Viscount's Department	1,954.4	(586.2)	1,368.2	1,967.4	(594.2)	1,373.2	1,979.6	(601.2)	1,378.4
– Official Analyst	669.4	(60.0)	609.4	675.4	(61.5)	613.9	681.6	(63.0)	618.6
– Office of the Lieutenant Governor	785.0	(96.1)	688.9	788.5	(96.8)	691.7	792.5	(98.0)	694.5
– Office of the Dean of Jersey	25.9	–	25.9	26.1	–	26.1	26.3	–	26.3
– Data Protection Commission	374.8	(151.5)	223.3	377.9	(154.0)	223.9	381.0	(156.6)	224.4
– Probation Department	2,568.9	(445.0)	2,123.9	2,572.9	(445.0)	2,127.9	2,577.0	(445.0)	2,132.0
– Comptroller and Auditor General	751.4	–	751.4	768.7	–	768.7	786.5	–	786.5
– States Assembly and its services	5,117.8	(90.4)	5,027.4	5,204.7	(90.4)	5,114.3	5,298.1	(94.7)	5,203.4
<b>Net Revenue Department Expenditure Allocation</b>	<b>747,590.0</b>	<b>(121,366.2)</b>	<b>626,223.8</b>	<b>770,477.1</b>	<b>(129,176.7)</b>	<b>641,300.4</b>	<b>787,077.2</b>	<b>(133,799.1)</b>	<b>653,278.1</b>



**MAJOR POLICIES / STRATEGIES TO BE BROUGHT FORWARD FOR DEBATE  
BY THE STATES 2013 TO 2015\***

Department	Policy/Strategy
<b>Chief Minister</b>	<ul style="list-style-type: none"> <li>• Housing Strategy</li> <li>• Population/Migration Policy</li> <li>• Alcohol and Licensing Strategy</li> </ul>
<b>Department of the Environment</b>	<ul style="list-style-type: none"> <li>• Energy Policy</li> <li>• Planning Appeals Policy</li> <li>• Island Plan Policy H3: Affordable Housing</li> <li>• Consolidated environmentally based policies across the States</li> </ul>
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>• Incorporation of Harbours &amp; Airport</li> </ul>
<b>Education Sport &amp; Culture</b>	<ul style="list-style-type: none"> <li>• Sports Strategy</li> <li>• Strategy on the Future of Education</li> <li>• Proposals for the future of Fort Regent</li> </ul>
<b>Health &amp; Social Services</b>	<ul style="list-style-type: none"> <li>• Strategies relevant to health and social care reform underpinning the White Paper (to be debated in Autumn 2012) but yet to be identified for States debate</li> <li>• Channel Island Pandemic Strategy</li> <li>• Regulation of Care Law – Primary Legislation and associated Regulations</li> </ul>
<b>Home Affairs</b>	<ul style="list-style-type: none"> <li>• Vetting and Barring policy and legislation</li> <li>• Alternative to Wheel Clamping</li> <li>• E-Borders</li> <li>• Sexual Offences Law</li> <li>• Custodial arrangements for children</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Incorporation of the Housing Department &amp; Establishment of a Regulator for the Social Housing Sector</li> </ul>
<b>Social Security</b>	<ul style="list-style-type: none"> <li>• Discrimination Law</li> <li>• Employment Law – Family friendly policies</li> <li>• Long Term Care Benefit Law</li> </ul>
<b>Transport &amp; Technical Services</b>	<ul style="list-style-type: none"> <li>• Import/processing waste from Guernsey</li> <li>• Liquid Waste Strategy</li> <li>• Streetworks Law</li> </ul>
<b>Treasury &amp; Resources</b>	<ul style="list-style-type: none"> <li>• Strategy for PECRS &amp; JTSF</li> <li>• 2014, 2015, 2016 Budgets</li> <li>• MTFP 2016 to 2018</li> </ul>

\* Note: These are the major policy areas that are currently planned to be brought forward to the States Assembly for debate in the period 2013 to 2015. They may be subject to change/addition depending on priority changes.



# Detailed Estimates of States Funded Bodies Chief Minister (as amended)

---







## Chief Minister

---

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

### 1. Chief Executive

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

### 2. Director of International Affairs

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

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

The appointment of an Assistant Chief Minister with responsibility for External Relations will foster increased recognition of Jersey's international identity and development of the Island's beneficial relations with other countries.

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

The Department critically reviewed its activities as part of the Comprehensive Spending Review (CSR). The review process identified the areas where money has been saved to meet the 10% CSR target. It also demonstrated that the Department's approved base budget has not been sufficient to undertake its core functions over the past five years. The budget has been supplemented each year by substantial non-recurring monies for specific purposes. These include activities which are or have become core functions such as staff training and responding to external threats and opportunities. Human Resources and External Relations in particular have demonstrated that they need increased recurring funding to continue basic operations and to meet the challenges which arise each year.

The Department's financial priorities for the MTFP are therefore:

- to deliver the final tranche of its overall 10% CSR savings target in 2013;
- to secure sufficient recurring resources for the Human Resources function to improve the operational support it provides to Departments and to make it ready to support the organisation through a programme of Public Sector Reform;



- to place External Relations on a sound financial footing following its development over the last 4 years from Fiscal Stimulus and other non-recurring funding. This will allow the Chief Minister and Assistant Chief Minister to plan ahead and build long term international relationships with secure funding for its programmed activities.

The bids submitted by the Department reflect these priorities. The majority of bids seek to establish recurring funding for existing costs which have been met from non-recurring sources in the past. The three growth items are:

- the creation of the London Representative Office – to attract new business and foster the environment needed to protect the economy;
- Corporate Health and Safety – a new post to support Departments with Health and Safety matters;
- HR Fit for Purpose – 8 new posts are required to strengthen the HR function in support of the future programme of Public Sector Reform.

The table below shows the growth funding proposed by the Department during this MTFP period to address these priorities, together with the proposed funding source:

#### CMD BIDS AND PROPOSED FUNDING SOLUTION

CMD BIDS AND PROPOSED FUNDING SOLUTION	FTEs	2013 £'000	2014 £'000	2015 £'000	Funding
Get People Into Work					
External Relations – Establish a London Representative Office	0	0	600	600	Contingency in 2014. Growth from 2015
Reform Health and Social Services					
HR HSS – 2 additional posts arising from Verita report	2	180	200	200	Growth from 2013
Other Growth					
IS: Data Security Officer	1	72	80	80	Growth from 2013
Corporate Health & Safety	1	54	60	60	Growth from 2013
External Relations: International Adviser to the Council of Ministers	1	0	50	50	Carry forwards or income in 2013. Growth from 2014
External Relations: Shortfall in Grant to Channel Islands Brussels Office	0	0	50	50	Carry forwards or income in 2013. Growth from 2014
External Relations: OECD Global Forum/Peer Review Group/ British Irish Council Secretariat annual contribution	0	0	60	60	Carry forwards or income in 2013. Growth from 2014
External Relations: International meetings, monitoring and visiting dignitaries	0	0	160	160	Carry forwards or income in 2013. Central Growth Allocation from 2014
External Relations: External specialist advice	0	0	100	100	Carry forwards or income in 2013. Central Growth Allocation from 2014
Law Draftsman: 1 additional permanent Law Draftsman	1	0	130	130	Carry forwards or income in 2013. Growth from 2014
HR – Learning and Development – MMP and other programmes	0	0	170	170	Carry forwards or income in 2013. Growth from 2014
HR Fit for Purpose – strengthening HR team for workforce planning/OD and Systems	8	522	580	580	Restructuring provision

CMD BIDS AND PROPOSED FUNDING SOLUTION	FTEs	2013 £'000	2014 £'000	2015 £'000	Funding
HR Base Budget Shortfall on Staff	2	0	230	200	Restructuring provision
CSR: Fund permanent members of the CSR delivery team	2	0	150	150	Central Growth Allocation from 2014
<b>TOTAL PROPOSED GROWTH BIDS FOR WHICH RESOURCES ARE IDENTIFIED</b>	<b>18</b>	<b>828</b>	<b>2,620</b>	<b>2,590</b>	

In 2013, the Department is planning to use under-spends carried forward from 2012 and additional income from fees arising from the Control of Housing and Work Law to fund £420,000 of existing commitments in External Relations plus £92,000 in respect of the 10% reduction in the first year of the MTFP which Ministers agreed to find from their existing resources.

CSR Restructuring funding has been allocated to fund resources required to be in place for the next three years to support the reform agenda, including continuing funding for 2 HR staff and 2 CSR staff. The additional HR team is needed to support the organisational development work associated with the reform agenda.

The Corporate Services Scrutiny Panel proposed an amendment to create a central growth allocation for 2014 and 2015 by removing growth that had been allocated directly to departments in the original proposals from the Council of Ministers. The impact is to remove a sum of £410,000 in 2014 and 2015 from Chief Minister's Department – originally earmarked for External Relations: International meetings, monitoring and visiting dignitaries, External Relations: External specialist advice and CSR: Fund permanent members of the CSR delivery team – and place it into a central growth allocation which will then be re-allocated on an annual basis, as part of the annual Budget debates for 2014 and 2015.

Looking forward, the core projects and issues for each area of the Department over the next three years are:

## 1. Chief Executive

### Policy

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

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

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



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

An important part of our work will be to improve the transparency of government decisions and continue to increase public engagement in the development of policy. This includes co-ordinating the development of an implementation plan for the Freedom of Information legislation approved by the States in 2011 subject to resources being made available.

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

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

### **Comprehensive Spending Review**

The Department will continue to lead the implementation of the Comprehensive Spending Review to deliver £65 million of savings by 2013. The overall scale of savings to be delivered will require complete commitment in achieving targets, with continuing consideration of the strategic options for reducing costs whilst maintaining high-quality core services.

The small CSR team will work closely with departments to support them to achieve their savings targets. In addition, a States-wide organisational development programme will support the drive for greater efficiency through the review of departmental structures and services to modernise the way in which the public sector delivers services to the public.

### **Law Drafting**

The Law Draftsman's department is a vital service providing the legislative framework within which the States operates and services are provided. In 2012 and 2013, the Law Draftsman's department has taken on temporary additional resource to address urgent legislation required to deliver the CSR and support initiatives to grow the economy and protect jobs. It proposes to make one of these additional draftsmen permanent from 2014 to be able to meet the underlying demand for law drafting.

### **Information Services**

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

The IS strategy for the period 2011 to 2013 is to streamline corporate service models in conjunction with third party suppliers. This will enable cost savings without reducing, and in some cases improving, the level of service provided. The priority for the MTFP period is to support the delivery of CSR savings and the new Strategic Plan objectives across the States where these are dependent on technology solutions.



Key activities in the MTFP period will be:

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

## Human Resources

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

In order to fulfil this accountability, the function has a number of key activities to deliver in the MTFP period:

- completion and implementation of the Terms and Conditions Review;
- provide Organisational Development and Performance Management improvements;
- upgrade or replace the Human Resources Information Systems (HRIS);
- reshape HR to support the future structure of the States organisation;
- provide a Workforce Plan and Talent management process focussing on supplying successful local candidates for key roles.

In financial terms, much of HR's funding for training and organisational development has come in previous years from non-recurring sources. This MTFP seeks to provide the appropriate balance of substantive and project funding for the function by 2015.

## 2. External Relations

During 2011, the importance of UK and international affairs was recognised by the appointment of an Assistant Chief Minister to take the lead for External Relations.

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

### Senator Ian Gorst

Chief Minister



## Chief Minister

---

### AIM:

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

## Chief Executive

---

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

---

#### Success criteria:

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

#### Strategic Plan References:

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

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

---

#### Success criteria:

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



**Strategic Plan References:**

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

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

---

**Success criteria:**

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

**Strategic Plan Reference(s):**

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

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

---

**Success criteria:**

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

**Strategic Plan Reference(s):**

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

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

---

**Success criteria:**

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





**Strategic Plan Reference(s):**

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

## External Relations

---

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

---

**Success criteria:**

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

**Strategic Plan Reference(s):**

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

## Chief Minister (as amended)

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease)	Net Revenue Expenditure £	Increase/ (Decrease)	Net Revenue Expenditure £	Increase/ (Decrease)
2,762,300	Policy Unit	2,771,500	9,200	2,175,500	(596,000)	2,179,500	4,000
940,800	External Relations	920,700	(20,100)	1,690,000	769,300	1,699,600	9,600
848,400	Law Drafting Department	843,000	(5,400)	976,500	133,500	980,000	3,500
10,194,500	Information Services	10,101,300	(93,200)	10,169,000	67,700	10,230,500	61,500
4,395,500	Human Resources	4,655,000	259,500	5,152,000	497,000	5,135,500	(16,500)
3,810,100	Pensions	–	(3,810,100)	–	–	–	–
–	CSR	78,900	78,900	78,900	–	78,900	–
<b>22,951,600</b>	<b>Net Revenue Expenditure</b>	<b>19,370,400</b>	<b>(3,581,200)</b>	<b>20,241,900</b>	<b>871,500</b>	<b>20,304,000</b>	<b>62,100</b>
(168,100)	Less: Depreciation	(514,900)		(485,300)		(455,400)	
22,783,500	Net Revenue Expenditure	18,855,500		19,756,600		19,848,600	

## Chief Minister (as amended)

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	Net Revenue Expenditure + Depreciation £	2013		2014		2015			
		Gross Revenue Expenditure DEL £	Income £	Gross Revenue Expenditure AME £	Income £	Gross Revenue Expenditure DEL £	Income £		
2,762,300	Policy Unit	3,178,700	(407,200)	3,192,000	(1,016,500)	3,206,700	(1,027,200)	2,179,500	39.0
940,800	External Relations	920,700		1,690,000		1,699,600		1,699,600	7.0
848,400	Law Drafting Department	843,000		976,500		980,000		980,000	8.0
10,194,500	Information Services	10,160,000	(573,600)	10,271,400	(587,700)	10,377,500	(602,400)	10,230,500	91.9
4,395,500	Human Resources	4,854,000	(199,000)	5,286,000	(134,000)	5,289,500	(134,000)	5,135,500	74.0
3,810,100	Pensions	–	–	–	–	–	–	–	0.0
–	CSR	78,900		78,900		78,900		78,900	1
<b>22,951,600</b>	<b>Net Revenue Expenditure</b>	<b>20,035,300</b>	<b>(1,179,800)</b>	<b>21,494,800</b>	<b>(1,738,200)</b>	<b>21,612,200</b>	<b>(1,763,600)</b>	<b>20,304,000</b>	<b>220.9</b>
(168,100)	Depreciation	0	(514,900)	0	(485,300)	0	(455,400)	(455,400)	
22,783,500	Net Revenue Expenditure	20,035,300	(1,179,800)	21,494,800	(1,738,200)	21,612,200	(1,763,600)	19,848,600	220.9

## Chief Minister (as amended)

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(211,900)	Duties, Fees, Fines & Penalties	(293,400)	(301,800)	(311,700)
(994,700)	Sales of Goods and Services	(886,400)	(1,436,400)	(1,451,900)
–	Investment Income	–	–	–
(5,400)	Other Income	–	–	–
<b>(1,212,000)</b>	<b>Total Income</b>	<b>(1,179,800)</b>	<b>(1,738,200)</b>	<b>(1,763,600)</b>
<b>Expenditure</b>				
–	Social Benefit Payments	–	–	–
13,088,500	Staff Costs	13,098,500	13,523,800	13,540,700
5,791,200	Supplies and Services	5,495,700	5,872,300	5,969,500
470,500	Administrative Expenses	507,400	511,000	509,300
393,200	Premises and Maintenance	541,000	545,900	550,900
–	Other Operating Expenses	700	800	800
442,000	Grants and Subsidies Payments	392,000	1,041,000	1,041,000
–	Impairment of Receivables	–	–	–
3,810,100	Finance Costs	–	–	–
–	Foreign Exchange (Gain)/Loss	–	–	–
–	Contingency Expenses	–	–	–
<b>23,995,500</b>	<b>Total Expenditure</b>	<b>20,035,300</b>	<b>21,494,800</b>	<b>21,612,200</b>
<b>22,783,500</b>	<b>Net Revenue Expenditure</b>	<b>18,855,500</b>	<b>19,756,600</b>	<b>19,848,600</b>
168,100	Depreciation	514,900	485,300	455,400
–	Impairment of Fixed Assets	–	–	–
–	Asset Disposal (Gain)/Loss	–	–	–
22,951,600	Net Revenue Expenditure	19,370,400	20,241,900	20,304,000

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.



## Chief Minister (as amended)

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>22,783,500</b>	<b>18,855,500</b>	<b>19,756,600</b>
Price Inflation – Dept Income	(30,300)	(31,600)	(32,400)
Price Inflation – Dept Expenditure	276,900	150,700	154,400
Price Inflation – Provision for Pay Award	–	–	–
<b>Commitments from Existing Policies</b>			
Department Savings	(776,000)	–	–
Department User Pays	(23,000)	–	–
<b>Departmental Transfers</b>			
Transfer of PECRS Pre 1987 Debt to Treasury	(4,436,900)	–	–
Regulation of Undertakings and Developments from Economic Development	368,800	–	–
Transfer of budget for Ceasar GST collection system maintenance from Treasury	13,300	–	–
<b>Capital to Revenue Transfers</b>			
<b>Proposed MTFP Growth</b>	<b>828,000</b>	<b>1,382,000</b>	<b>(30,000)</b>
<b>Proposed Procurement Savings</b>	<b>(148,800)</b>	<b>–</b>	<b>–</b>
<b>Proposed Other Budget Measures</b>			
Additional Fees as a Result of Housing and Work Law	–	(600,000)	–
<b>Net Revenue Expenditure</b>	<b>18,855,500</b>	<b>19,756,600</b>	<b>19,848,600</b>
Depreciation	514,900	485,300	455,400
Net Revenue Expenditure	19,370,400	20,241,900	20,304,000



# Jersey Overseas Aid Commission

---





## Jersey Overseas Aid Commission

---

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

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

### AIM

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

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

## SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

#### Success criteria

The Commission will pursue this by:

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





## Overseas Aid

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
8,880,700	Grant to Overseas Aid Commission	9,324,100	443,400	9,790,300	466,200	10,279,800	489,500
8,880,700	Net Revenue Expenditure	9,324,100	443,400	9,790,300	466,200	10,279,800	489,500
	– Less: Depreciation	–	–	–	–	–	–
8,880,700	Net Revenue Expenditure	9,324,100	443,400	9,790,300	466,200	10,279,800	489,500





## Overseas Aid

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
	– Duties, Fees, Fines & Penalties	–	–	–
	– Sales of Goods and Services	–	–	–
	– Investment Income	–	–	–
	– Other Income	–	–	–
	<b>– Total Income</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Expenditure</b>				
	– Social Benefit Payments	–	–	–
76,500	Staff Costs	74,700	74,700	74,700
18,500	Supplies and Services	13,040	13,040	13,040
22,000	Administrative Expenses	2,300	2,300	2,300
	– Premises and Maintenance	–	–	–
	– Other Operating Expenses	–	–	–
8,763,700	Grants and Subsidies Payments	9,234,060	9,700,260	10,189,760
	– Impairment of Receivables	–	–	–
	– Finance Costs	–	–	–
	– Foreign Exchange (Gain)/Loss	–	–	–
	– Contingency Expenses	–	–	–
<b>8,880,700</b>	<b>Total Expenditure</b>	<b>9,324,100</b>	<b>9,790,300</b>	<b>10,279,800</b>
<b>8,880,700</b>	<b>Net Revenue Expenditure</b>	<b>9,324,100</b>	<b>9,790,300</b>	<b>10,279,800</b>
	– Depreciation	–	–	–
	– Impairment of Fixed Assets	–	–	–
	– Asset Disposal (Gain)/Loss	–	–	–
8,880,700	Net Revenue Expenditure	9,324,100	9,790,300	10,279,800

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.

## Overseas Aid

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>8,880,700</b>	<b>9,324,100</b>	<b>9,790,300</b>
<b>Commitments from Existing Policies</b>			
5% p.a. increase in Overseas Aid Funding	444,000	466,200	489,500
<b>Departmental Transfers</b>	–	–	–
<b>Capital to Revenue Transfers</b>	–	–	–
<b>Proposed MTFP Growth</b>	–	–	–
<b>Proposed Procurement Savings</b>	(600)	–	–
<b>Proposed Other Budget Measures</b>	–	–	–
<b>Net Revenue Expenditure</b>	<b>9,324,100</b>	<b>9,790,300</b>	<b>10,279,800</b>
Depreciation	–	–	–
<b>Net Revenue Expenditure</b>	<b>9,324,100</b>	<b>9,790,300</b>	<b>10,279,800</b>





# Economic Development

---





# Economic Development

---

## Minister's Introduction

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

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

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

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

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

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





## Summary of Outline Business Cases for Growth

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

	2013 £000	2014 £000	2015 £000
<b>Potential Growth</b>			
JFL – increase grant to JFL	800	800	800
JFL additional	135	500	730
JFL – Saudi/GCC Financial Services	0	350	350
Finance Sector – Legislative Development	200	200	200
Inward Investment – Digital Jersey	500	500	500
Inward Investment – non-Financial Services	800	800	800
Jersey Business	200	200	200
Skills & Workforce Development	290	500	500
Tourism Development Fund	500	500	500
<b>TOTAL</b>	<b>3,425</b>	<b>4,350</b>	<b>4,580</b>

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

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

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

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



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

A further breakdown of how the growth bids will be spent is provided within this document. However, it is essential to recognise that although the individual elements of the bid are discrete, as demonstrated above they are complementary and must be implemented contemporaneously to address the strategy for jobs and a sustainable economic future.

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

### **Alternative Funding Measures**

In response to proposals to increase States total expenditure limits in relation to additional funding for the Band of Jersey, the Council of Ministers has agreed alternative funding measures. £60,000 of 2012 underspends will be earmarked to be carried forward to provide annual contributions to the Band of Jersey via Economic Development of £20,000 in each of the years 2013 to 2015.

### **Senator Alan Maclean**

Minister for Economic Development



## Economic Development

---

### AIM

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

##### Success criteria:

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

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

##### Strategic Plan References:

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

#### Key Objective 2: Grow the financial services sector capacity and profitability.

---

##### Success criteria:

- (i) Publish a new Financial Services policy framework that allows industry, Jersey Finance Ltd, Jersey Financial Services Commission and Government to align with a set of common objectives;
- (ii) Develop both existing (UK/EU) and new markets (BRIC);
- (iii) Contribute to the increasing the speed of legislative development alongside the Law Officers Department and Chief Ministers Department;
- (iv) Raise Jersey's international profile as a transparent and co-operative jurisdiction;
- (v) Work with the Treasury and Resources Department to improve Jersey's competitiveness in international market place through continued development of tax policy.

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

**Strategic Plan References:**

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

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

---

**Success criteria:**

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

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

**Strategic Plan References:**

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

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

---

**Success criteria:**

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

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



**Strategic Plan References:**

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

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

---

**Success criteria:**

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

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

**Strategic Plan References:**

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

## Economic Development

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
1,881,300	Economic Growth & Diversification	2,513,000	631,700	2,741,400	228,400	2,798,000	56,600
5,923,300	Tourism, Destination & Marketing	6,354,500	431,200	6,490,300	135,800	6,613,400	123,100
5,531,400	Policy and Regulation	6,845,900	1,314,500	7,727,600	881,700	8,080,600	353,000
2,144,900	Rural Support	1,957,000	(187,900)	1,725,900	(231,100)	1,701,100	(24,800)
421,100	Skills	588,600	167,500	777,300	188,700	784,900	7,600
<b>15,902,000</b>	<b>Net Revenue Expenditure</b>	<b>18,259,000</b>	<b>2,357,000</b>	<b>19,462,500</b>	<b>1,203,500</b>	<b>19,978,000</b>	<b>515,500</b>
(3,600)	Less: Depreciation	(3,200)	400	(3,200)	–	(3,200)	–
15,898,400	Net Revenue Expenditure	18,255,800	2,357,400	19,459,300	1,203,500	19,974,800	515,500

## Economic Development

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	Net Revenue Expenditure + Depreciation £	2013		2014		2015										
		Gross Revenue Expenditure DEL £	AME £	Income £	Net Revenue Expenditure £	FTE	Gross Revenue Expenditure DEL £	AME £	Income £	Net Revenue Expenditure £	FTE					
1,881,300	Economic Growth & Diversification	2,513,000	-	-	2,513,000	7.2	2,741,400	-	-	2,798,000	-	2,798,000	7.2			
5,923,300	Tourism, Destination & Marketing	7,122,000	-	(767,500)	6,354,500	24.3	7,257,800	-	(767,500)	6,490,300	24.3	7,380,900	-	(767,500)	6,613,400	24.3
5,531,400	Policy and Regulation	7,799,100	3,200	(956,400)	6,845,900	24.3	8,680,800	3,200	(956,400)	7,727,600	24.3	9,033,800	3,200	(956,400)	8,080,600	24.3
2,144,900	Rural Support	1,957,000	-	-	1,957,000	4.0	1,725,900	-	-	1,725,900	4.0	1,701,100	-	-	1,701,100	4.0
421,100	Skills	588,600	-	-	588,600	1.5	777,300	-	-	777,300	1.5	784,900	-	-	784,900	1.5
<b>15,902,000</b>	<b>Net Revenue Expenditure</b>	<b>19,979,700</b>	<b>3,200</b>	<b>(1,723,900)</b>	<b>18,259,000</b>	<b>61.3</b>	<b>21,183,200</b>	<b>3,200</b>	<b>(1,723,900)</b>	<b>19,462,500</b>	<b>61.3</b>	<b>21,698,700</b>	<b>3,200</b>	<b>(1,723,900)</b>	<b>19,978,000</b>	<b>61.3</b>
(3,600)	Less: Depreciation	(3,200)			(3,200)		(3,200)			(3,200)		(3,200)			(3,200)	
15,898,400	<b>Net Revenue Expenditure</b>	19,979,700	-	(1,723,900)	18,255,800		21,183,200	-	(1,723,900)	19,459,300		21,698,700	-	(1,723,900)	19,974,800	

## Economic Development

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(685,200)	Duties, Fees, Fines & Penalties	(667,800)	(667,800)	(667,800)
(925,800)	Sales of Goods and Services	(981,100)	(981,100)	(981,100)
–	Investment Income	–	–	–
(147,000)	Other Income	(75,000)	(75,000)	(75,000)
<b>(1,758,000)</b>	<b>Total Income</b>	<b>(1,723,900)</b>	<b>(1,723,900)</b>	<b>(1,723,900)</b>
<b>Expenditure</b>				
–	Social Benefit Payments	–	–	–
4,119,600	Staff Costs	3,852,400	3,896,800	3,896,800
6,190,600	Supplies and Services	6,288,300	6,451,500	6,491,500
314,400	Administrative Expenses	251,500	251,500	251,500
606,000	Premises and Maintenance	389,700	389,700	389,700
177,000	Other Operating Expenses	60,700	390,000	700,500
6,246,400	Grants and Subsidies Payments	9,137,100	9,803,700	9,968,700
–	Impairment of Receivables	–	–	–
2,400	Finance Costs	–	–	–
–	Foreign Exchange (Gain)/Loss	–	–	–
–	Contingency Expenses	–	–	–
<b>17,656,400</b>	<b>Total Expenditure</b>	<b>19,979,700</b>	<b>21,183,200</b>	<b>21,698,700</b>
<b>15,898,400</b>	<b>Net Revenue Expenditure</b>	<b>18,255,800</b>	<b>19,459,300</b>	<b>19,974,800</b>
3,600	Depreciation	3,200	3,200	3,200
–	Impairment of Fixed Assets	–	–	–
–	Asset Disposal (Gain)/Loss	–	–	–
15,902,000	Net Revenue Expenditure	18,259,000	19,462,500	19,978,000

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.





## Economic Development

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>15,898,400</b>	<b>18,255,800</b>	<b>19,459,300</b>
Price Inflation – Dept Income	(44,000)	(47,900)	(49,100)
Price Inflation – Dept Expenditure	339,800	326,400	334,600
Price Inflation – Provision for Pay Award	–	–	–
<b>Commitments from Existing Policies</b>			
Department Savings	(834,000)	–	–
Department User Pays	(116,000)	–	–
<b>Departmental Transfers</b>			
Regulation of Undertakings and Developments to CMD	(368,800)	–	–
<b>Capital to Revenue Transfers</b>			
<b>Proposed MTFP Growth</b>	<b>3,425,000</b>	<b>925,000</b>	<b>230,000</b>
<b>Proposed Procurement Savings</b>	<b>(44,600)</b>	<b>–</b>	<b>–</b>
<b>Proposed Other Budget Measures</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Net Revenue Expenditure</b>	<b>18,255,800</b>	<b>19,459,300</b>	<b>19,974,800</b>
Depreciation	3,200	3,200	3,200
<b>Net Revenue Expenditure</b>	<b>18,259,000</b>	<b>19,462,500</b>	<b>19,978,000</b>



# Education, Sport and Culture

---





# Education, Sport and Culture

---

## Minister's Introduction

Jersey's education service is currently facing two considerable and relatively recent pressures that will continue over the three year period of this plan.

The first, and most immediate, is the rise in unemployment, which has had a particular impact on young job seekers. The increase in numbers out of work has resulted in more people staying on in education and training. Alongside this there has been a renewed focus on skills and employability. ESC has been at the forefront of attempts to tackle the problem and this will continue. Getting people back to work is the first strategic priority of the current Council of Ministers and several important initiatives have been developed to achieve this.

The second factor that will continue to affect ESC operations in the medium term is the changing demographics, especially the increasing numbers in the early years age range. A steadily rising birth rate combined with an apparent increase in net migration, means there will be more children seeking to access the 20 hours of free nursery education and more needing places in Jersey primary schools. It has already been necessary to open two new reception classes for September 2012 to accommodate the extra pupils. Current figures indicate this upward trend is continuing.

The pressure from increasing student numbers inevitably feeds through to other sections of the department, notably the Youth Service but also sports facilities that will be used by the same growing pool of school children and their families. The challenge for ESC will be the maintenance and improvement of existing standards despite demographic and financial pressures. In addition, the service will be supporting major forthcoming events, including the Island Games, which will be hosted by Jersey in 2015.

There is also a third pressure that lies beyond Jersey's direct control. A radical overhaul of university funding in the UK will have an impact on the financial support the Island provides to its own young people when they wish to study on the mainland. At any one time there are approximately 1,400 Jersey students away on degree courses. Initially the increased tuition fees will only apply to the new intake, leaving the second and third years unaffected. However, as new cohorts go to university over the next three years, the Island will feel the full financial impact.

The Minister recognises that Jersey graduates are vital for the future prosperity of the island and wishes to support continued equality of access for all. Additional funding will be required simply to retain the current level of support and current student numbers. Looking ahead, ESC will be issuing a White Paper later in 2012 to address some aspects of the funding, including the apparent inequality created by relying on parental rather than household income to calculate the level of grant support paid by the States.

Change to higher education funding is one issue to be tackled as a result of the recent broad-ranging consultation entitled 'Learning for Tomorrow's World – The Future of Education in Jersey'. Additional green or white papers on specific aspects of the education system will follow. Alongside this we will



launch a new apprenticeship scheme and an expansion in 14–16 vocational education, both of which were supported by the public responses to the consultation.

## Summary of Outline Business Cases for Growth

### Education, Skills and Training Initiatives

A commitment was made in the 2012 Annual Business Plan that the initiatives started through Fiscal Stimulus – for Advance to Work, Advance Plus and Careers Strengthening – would continue beyond 2012. The provision also includes the continued funding of 150 extra places at Highlands College beyond 2012 bringing them up to 890 funded spaces. As a result of the downturn in the economy, Highlands has experienced a significant increase in student numbers and expects this to continue for the foreseeable future. A further bid is therefore proposed to meet the projected demand for 1,000 student places from 2013.

### Apprenticeships Schemes and Training Allowances

The new States Apprenticeship Scheme will provide 120 places plus training allowances to be paid to the apprentices and also provide for the training of up to 85 health care assistants.

### Apprenticeships Schemes and Training Allowances

A pilot project with the States secondary schools has indicated that the provision of vocational courses provides a number of benefits for students in this age range. In particular, it enables easier progression to higher level vocational courses and engagement with the curriculum. The current model will cost approx £500,000 to roll out to the schools and Highlands College, which is delivering some of the programmes.

### Primary Demographics

For the past three to four years the birth rate has been considerably higher than predicted by the States Statistics Unit – on average an additional 100 births per annum. Demographic projections for the primary school population over the next three years currently indicate that numbers will increase by 200 by 2015. A decision has been made to open two new reception classes in September 2012 to cope with the increased demand. Current assumed predictions indicate that an additional two forms will be required each year bringing the total to six by 2015. However, the most recent (but unconfirmed) figures from Health and Social Services suggest that the birth rate for 2012 will be considerably higher than any previous predictions and this will have a significant impact on the education service, especially if the trend is maintained.

### Nursery Education Fund

The effects of the rising birth rate is starting to filter through the education system and has had an impact on the Nursery Education Fund, which funds 20 hours of free nursery education in the private sector. New estimates are based on an overall requirement for 500 places per annum, whilst the original predictions in P113/2008 (Amd. 4) were based on 440.



## Higher Education: UK Government Fee Proposals

At present the department is finalising the tuition fees to be charged by UK universities for the 2012/13 academic year. The total cost to the States will depend on which university and course a student chooses, parental income and the number of Jersey students attending university. Using predictions based upon current student and parent data – and taking into account the new fee levels – it is estimated that if no change is made to the arrangements for grant aid the total grants budget will have to rise by £2.6m by 2015.

## Jersey Heritage Trust: Lottery Funding

In 2012 a one-off sum of £315,000 was added to the ESC budget pending receipt of an amount expected from the Channel Islands Lottery to fund heritage assets. This funding is expected to be met from lottery funding. The Jersey Heritage Trust will still need to refresh and replace its amenities so the full amount is identified here to ensure that the JHT can progress a rolling programme to develop and maintain its assets.

## Language Assistants

In response to a proposal to increase the States total expenditure limit to provide additional funding for Language Assistants the Council of Ministers has agreed that the Education, Sport and Culture department will provide the necessary funding of £25,000 per annum from within its original spending limit from 2013.

## Deputy Patrick Ryan

Minister for Education, Sport and Culture



## Education Sport and Culture

---

### AIM:

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

##### Success criteria:

- (i) The current vocational pilots offered across schools and Highlands College are extended and co-ordinated to provide a broader range of choice for up to 25% of 14–16 year olds in the non fee-paying schools;
- (ii) New skills strategy developed by the Skills Board and accepted by Skills Executive and Council of Ministers;
- (iii) Review the school curriculum for Information Technology to take account of changes to the UK curriculum and the needs of individuals and industry;
- (iv) Increase in the number of Higher Education programmes on offer locally through increased activity in the University Centre and greater partnership with private sector providers;
- (v) Development of the 4th ICT Strategy (2013–2015) to support proposed new curriculum, E-learning, E-safety, and administrative objectives;
- (vi) Governance arrangements in schools further improved to ensure adherence to agreed standards, e.g. health and safety, data security;
- (vii) Training, development and succession planning in place to ensure the sustainability of the Professional Partnering Scheme;
- (viii) A comprehensive programme for leadership and management development at all levels complements school self-evaluation, increases effectiveness and allows for succession planning;
- (ix) Early Years and Day Care Registration amalgamated to promote comprehensive support to Early years providers;
- (x) The recommendations arising from the reviews of the curriculum, structure and funding of primary and secondary education assessed and implemented where appropriate;
- (xi) A new apprenticeship scheme for young people between 16 and 19 years old is introduced in partnership with employers.

##### Strategic Plan References:

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



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

---

### Success criteria:

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

### Strategic Plan References:

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

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

---

### Success criteria:

- (i) A new strategy for sport is developed;
- (ii) Increased collaboration between cultural organisations leads to sustained levels of participation and activity;
- (iii) Youth Service reorganisation completed and partnerships with Parishes sustained;
- (iv) Community sport programmes increased in targeted areas;
- (v) 2015 Organising Committee develops plans with Sport Governing Bodies to host NatWest Island Games in 2015;
- (vi) Individuals and teams continue to compete in Regional, National and International competitions;
- (vii) All sport centres continue to achieve Quest accreditation ensuring the operation of high quality facilities and good customer care;
- (viii) Schools supported to review their Travel Plans as part of the Safer Routes to School initiative;
- (ix) Exercise referral continues to develop programmes with Health and Social Services targeted at those in need;
- (x) Smoking reduction program targeted at Year 8 pupils developed and delivered with Health Promotion.

### Strategic Plan References:

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





## Key Objective 4: Plan effectively for the future.

---

### Success criteria:

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

### Strategic Plan References:

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

## Education, Sport & Culture

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
<b>Schools and Colleges</b>							
60,341,600	Non Fee Paying Provided Schools	61,195,600	854,000	61,174,400	(21,200)	61,087,100	(87,300)
5,785,700	Fee Paying Provided Schools	5,706,700	(79,000)	5,486,400	(220,300)	5,233,100	(253,300)
4,871,900	Non Provided Schools	4,686,900	(185,000)	4,673,700	(13,200)	4,598,900	(74,800)
<b>70,999,200</b>	<b>Subtotal</b>	<b>71,589,200</b>	<b>590,000</b>	<b>71,334,500</b>	<b>(254,700)</b>	<b>70,919,100</b>	<b>(415,400)</b>
<b>Culture and Lifelong Learning</b>							
18,324,700	Further and Higher Education	20,263,500	1,938,800	21,768,400	1,504,900	22,751,600	983,200
2,594,400	Youth, Careers and Child Care Support	2,672,500	78,100	2,673,500	1,000	2,667,300	(6,200)
6,408,700	Culture, Heritage and Libraries	6,041,000	(367,700)	6,136,600	95,600	6,230,900	94,300
<b>27,327,800</b>	<b>Subtotal</b>	<b>28,977,000</b>	<b>1,649,200</b>	<b>30,578,500</b>	<b>1,601,500</b>	<b>31,649,800</b>	<b>1,071,300</b>
<b>4,306,000</b>	<b>Sports Division</b>	<b>3,984,700</b>	<b>(321,300)</b>	<b>4,540,400</b>	<b>555,700</b>	<b>4,485,400</b>	<b>(55,000)</b>
<b>(802,000)</b>	<b>Savings to be Identified following major reviews</b>	<b>–</b>	<b>802,000</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>101,831,000</b>	<b>Net Revenue Expenditure</b>	<b>104,550,900</b>	<b>2,719,900</b>	<b>106,453,400</b>	<b>1,902,500</b>	<b>107,054,300</b>	<b>600,900</b>
(176,300)	Less: Depreciation	(216,900)	(40,600)	(275,500)	(58,600)	(293,200)	(17,700)
101,654,700	Net Revenue Expenditure	104,334,000	2,679,300	106,177,900	1,843,900	106,761,100	583,200

## Education, Sport & Culture

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	2013			2014			2015								
	Net Revenue Expenditure + Depreciation £	Gross Revenue Expenditure DEL £	AME £	Income £	Net Revenue Expenditure £	FTE	Gross Revenue Expenditure DEL £	AME £	Income £	Net Revenue Expenditure £	FTE				
<b>Schools and Colleges</b>															
60,341,600	62,327,400	93,000	(1,224,800)	61,195,600	1,049.7	62,453,200	126,700	(1,405,500)	61,174,400	1,048.9	62,388,700	139,100	(1,440,700)	61,087,100	1,048.1
	Non Fee Paying Provided Schools														
5,785,700	14,757,100	34,900	(9,085,300)	5,706,700	209.5	14,752,600	46,200	(9,312,400)	5,486,400	209.5	14,733,600	44,700	(9,545,200)	5,233,100	209.5
	Fee Paying Provided Schools														
4,871,900	4,686,900	-	-	4,686,900	-	4,673,700	-	-	4,673,700	-	4,598,900	-	-	4,598,900	-
	Non Provided Schools														
70,999,200	81,771,400	127,900	(10,310,100)	71,589,200	1,259.2	81,879,500	172,900	(10,717,900)	71,334,500	1,258.4	81,721,200	183,800	(10,985,900)	70,919,100	1,257.6
	Subtotal														
<b>Culture and Lifelong Learning</b>															
18,324,700	22,820,400	7,400	(2,564,300)	20,283,500	216.4	24,387,300	9,500	(2,628,400)	21,768,400	218.4	25,435,300	10,500	(2,694,200)	22,751,600	220.4
	Further and Higher Education														
2,594,400	3,433,600	20,900	(782,000)	2,672,500	67.2	3,448,800	26,200	(801,500)	2,673,500	67.2	3,462,200	26,700	(821,600)	2,667,300	67.2
	Youth, Careers and Child Care Support														
6,408,700	6,097,600	1,800	(58,400)	6,041,000	31.6	6,194,600	1,800	(59,800)	6,136,600	31.6	6,290,400	1,800	(61,300)	6,230,900	31.6
	Culture, Heritage and Libraries														
27,327,800	32,351,600	30,100	(3,404,700)	28,977,000	315.2	34,030,700	37,500	(3,489,700)	30,578,500	317.2	35,187,900	39,000	(3,577,100)	31,549,800	319.2
	Subtotal														
4,306,000	8,242,300	58,900	(4,316,500)	3,984,700	96.6	8,929,800	65,100	(4,454,500)	4,540,400	97.0	9,010,700	70,400	(4,595,700)	4,485,400	97.4
	Sports Division														
(802,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Savings to be Identified following major reviews														
101,831,000	122,365,300	216,900	(18,031,300)	104,550,900	1,671.0	124,840,000	275,500	(18,682,100)	106,453,400	1,672.6	125,919,800	293,200	(19,158,700)	107,054,300	1,674.2
	Net Revenue Expenditure														
(176,300)	-	(216,900)	-	(216,900)	-	(275,500)	-	(275,500)	(275,500)	-	(293,200)	-	(293,200)	(293,200)	-
	Less: Depreciation														
101,654,700	122,365,300	-	(18,031,300)	104,334,000	1,671.0	124,840,000	-	(18,682,100)	106,177,900	1,672.6	125,919,800	-	(19,158,700)	106,761,100	1,674.2
	Net Revenue Expenditure														

## Education, Sport & Culture

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(23,100)	Duties, Fees, Fines & Penalties	(20,600)	(21,100)	(21,600)
(17,803,200)	Sales of Goods and Services	(17,685,400)	(18,307,500)	(18,795,300)
–	Investment Income	–	–	–
(308,700)	Other Income	(325,300)	(333,500)	(341,800)
<b>(18,135,000)</b>	<b>Total Income</b>	<b>(18,031,300)</b>	<b>(18,662,100)</b>	<b>(19,158,700)</b>
<b>Expenditure</b>				
8,766,200	Social Benefit Payments	8,926,100	10,194,600	11,168,500
82,561,800	Staff Costs	84,051,400	83,922,200	83,653,100
8,806,000	Supplies and Services	9,698,800	10,238,300	10,470,700
756,400	Administrative Expenses	883,700	901,400	919,400
6,958,000	Premises and Maintenance	6,845,600	6,882,600	6,920,300
94,300	Other Operating Expenses	25,000	25,500	26,000
11,831,000	Grants and Subsidies Payments	11,911,300	12,651,500	12,737,500
–	Impairment of Receivables	–	–	–
16,000	Finance Costs	23,400	23,900	24,300
–	Foreign Exchange (Gain)/Loss	–	–	–
–	Contingency Expenses	–	–	–
<b>119,789,700</b>	<b>Total Expenditure</b>	<b>122,365,300</b>	<b>124,840,000</b>	<b>125,919,800</b>
<b>101,654,700</b>	<b>Net Revenue Expenditure</b>	<b>104,334,000</b>	<b>106,177,900</b>	<b>106,761,100</b>
176,300	Depreciation	216,900	275,500	293,200
–	Impairment of Fixed Assets	–	–	–
–	Asset Disposal (Gain)/Loss	–	–	–
101,831,000	Net Revenue Expenditure	104,550,900	106,453,400	107,054,300

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.



## Education, Sport & Culture

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>101,654,700</b>	<b>104,334,000</b>	<b>106,177,900</b>
Price Inflation – Dept Income	(453,400)	(468,300)	(480,000)
Price Inflation – Dept Expenditure	765,800	828,700	859,200
Price Inflation – Provision for Pay Award	–	–	–
<b>Commitments from Existing Policies</b>			
CSR Growth and Other Growth	2,387,000	600,000	–
Ongoing Savings Shortfall	(5,568,000)	158,000	158,000
CSR Savings shortfall Agreed May 2012	6,303,000	(1,088,000)	(597,000)
Department Savings	(909,000)	(158,000)	(158,000)
Department User Pays	(144,000)	–	–
<b>Departmental Transfers</b>			
Service Transfer of Avance to work and Advance Plus to Social Security	(950,000)	–	–
<b>Capital to Revenue Transfers</b>			
<b>Proposed MTFP Growth</b>	<b>1,948,500</b>	<b>1,971,500</b>	<b>801,000</b>
<b>Proposed Procurement Savings</b>	<b>(700,600)</b>	<b>–</b>	<b>–</b>
<b>Proposed Other Budget Measures</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Net Revenue Expenditure</b>	<b>104,334,000</b>	<b>106,177,900</b>	<b>106,761,100</b>
Depreciation	216,900	275,500	293,200
<b>Net Revenue Expenditure</b>	<b>104,550,900</b>	<b>106,453,400</b>	<b>107,054,300</b>



# Department of the Environment

---





# Department of the Environment

---

## Minister's Introduction

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

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

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

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

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

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

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

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





## Summary of Outline Business Cases for Growth

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

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

### SUMMARY OF GROWTH REQUESTS 2013–2015

		2013 £000	2014 £000	2015 £000
Potential Growth	Note			
Succession planning	1 & 2	36	75	100
Strengthening the protection of the Island's environment	3	–	150	150
Masterplanning	4	–	100	100
Countryside infrastructure	5	–	50	100
Island plan	4	–	–	150
<b>TOTAL</b>		<b>36</b>	<b>375</b>	<b>600</b>

Funding position:

1. To be funded from Central Contingencies in 2013 and 2014
2. To be funded from Growth Allocation in 2015
3. To be funded from 2012 Underspends
4. To be funded from Central Planning Vote
5. To be funded from the proposed Back to Work Employment Projects, 2012 Underspends, DoE capital bids and from within existing DoE resources

## Get People into Work

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

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

## Sustainable Long Term Planning

### Strengthening the protection of the Island's environment – £150,000 per annum

The existing financial and manpower resource of Environmental Protection is increasingly stretched to effectively meet the demands of regulating and enforcing compliance with the Island's environmental



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

#### **Masterplanning – £100,000 per annum**

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

#### **Countryside infrastructure – £50,000 to £100,000**

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

### **Other Growth**

#### **Island plan – ideally £150,000 annually but could be phased**

There is a legal requirement to update the Island Plan every 10 years. As the plan has been recently approved, the next plan is required in 2020 and work will need to commence by 2016. In the past this has been funded through one-off capital allocations. However, the plan is not a capital asset and should be funded from revenue. However, the more efficient and effective method would be to undertake a continuous review which would require an ongoing annual amount of approximately £150,000.

### **Alternative measures proposed by the Council of Ministers**

In response to a proposal to increase States total expenditure limits to provide three schemes for the Environment department that had not been prioritised for growth funding the Council of Ministers has proposed alternative funding measures. These alternative funding measures are:

- £200,000 from 2012 underspends to fund research into marine environment initiatives
- £50,000 from 2012 underspends to provide materials for countryside infrastructure in addition to the resources to be made available from the Social Security Back to Work employment initiatives in 2013
- a commitment to support requests to the Central Planning Vote in respect of Masterplanning and updating of the Island Plan.

**Deputy R.C. Duhamel**

Minister for Planning and Environment



## Department of the Environment

---

### AIM:

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

##### Success criteria:

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

##### Strategic Plan References:

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

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

---

##### Success criteria:

- (i) Deliver the new Island Plan and a range of new and revised supplementary planning guidance to support and complement the new Plan;
- (ii) Develop the approved Island Plan Policy H3: Affordable Housing;
- (iii) Develop an energy policy in order to achieve a secure, affordable and sustainable energy supply;
- (iv) Develop an Air Quality Action Plan (with the Department of Health and Social Services);
- (v) Develop a Contaminated Land Strategy;
- (vi) Develop a Climate Change Adaptation Plan (to follow Energy Policy);
- (vii) Develop further the potential of sustainable energy resources such as tidal power and off-shore wind power;
- (viii) Deliver a new historic environment protection regime;
- (ix) Review the Wildlife Law;
- (x) Update Animal Health legislation;
- (xi) Develop a Landscape Strategy and Environmental Action Plan and Coastal National Park Management plan;
- (xii) Deliver the Rural Economy Strategy (2011–2015);
- (xiii) Carry out a review of the Countryside and Rural Economy;
- (xiv) Deliver regulation under the Convention on International Trade in Endangered Species (CITES) Law;



- (xv) Deliver and implement the Fisheries and Marine Resources Strategy;
- (xvi) Develop and implement an Integrated Coastal Management Strategy and Ramsar management plan;
- (xvii) Review and amend the Planning and Building Law and subordinate legislation.

**Strategic Plan References:**

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

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

---

**Success criteria:**

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

**Strategic Plan References:**

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

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

---

**Success criteria:**

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

**Strategic Plan References:**

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



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

---

### Success criteria:

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

### Strategic Plan References:

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

## Department of the Environment

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
1,319,700	Planning and Building	765,800	(709,994)	722,300	(43,500)	671,700	(50,600)
5,266,100	Environment	4,960,600	(149,406)	5,267,200	306,600	5,306,700	39,500
<b>6,585,800</b>	<b>Net Revenue Expenditure</b>	<b>5,726,400</b>	<b>(859,400)</b>	<b>5,989,500</b>	<b>263,100</b>	<b>5,978,400</b>	<b>(11,100)</b>
(147,100)	Less: Depreciation	(124,500)	22,600	(383,800)	(259,300)	(383,800)	–
6,438,700	Net Revenue Expenditure	5,601,900	(836,800)	5,605,700	3,800	5,594,600	(11,100)

## Department of the Environment

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	Net Revenue + Depreciation £	2013		2014		2015										
		Gross Revenue Expenditure DEL £	AME £	Income £	Net Revenue Expenditure £	FTE	Gross Revenue Expenditure DEL £	AME £	Income £	Net Revenue Expenditure £	FTE					
1,319,700	Planning and Building	3,931,800	45,100	(3,211,100)	765,800	52.9	4,001,400	45,100	(3,324,200)	722,300	52.9	4,062,100	45,100	(3,435,500)	671,700	52.9
5,266,100	Environment	5,946,700	79,400	(1,065,500)	4,960,600	59.6	6,050,500	338,700	(1,122,000)	5,267,200	59.6	6,110,300	338,700	(1,142,300)	5,306,700	59.6
6,585,800	Net Revenue Expenditure	9,878,500	124,500	(4,276,600)	5,726,400	112.5	10,051,900	383,800	(4,446,200)	5,989,500	112.5	10,172,400	383,800	(4,577,800)	5,978,400	112.5
(147,100)	Less: Depreciation	-	(124,500)	-	(124,500)	-	(383,800)	-	(383,800)	-	(383,800)	-	(383,800)	-	(383,800)	-
6,438,700	Net Revenue Expenditure	9,878,500	-	(4,276,600)	5,601,900	-	10,051,900	-	(4,446,200)	5,605,700	-	10,172,400	-	(4,577,800)	5,594,600	-

## Department of the Environment

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(2,845,700)	Duties, Fees, Fines & Penalties	(3,315,000)	(3,442,100)	(3,558,800)
(754,700)	Sales of Goods and Services	(794,000)	(832,900)	(844,100)
–	Investment Income	–	–	–
(170,200)	Other Income	(167,600)	(171,200)	(174,900)
<b>(3,770,600)</b>	<b>Total Income</b>	<b>(4,276,600)</b>	<b>(4,446,200)</b>	<b>(4,577,800)</b>
<b>Expenditure</b>				
–	Social Benefit Payments	–	–	–
7,036,700	Staff Costs	6,943,300	7,075,400	7,128,700
1,625,800	Supplies and Services	1,522,000	1,518,600	1,549,300
126,600	Administrative Expenses	105,300	104,400	107,100
386,500	Premises and Maintenance	349,700	357,100	365,900
–	Other Operating Expenses	–	–	–
1,033,400	Grants and Subsidies Payments	958,200	996,400	1,021,400
–	Impairment of Receivables	–	–	–
300	Finance Costs	–	–	–
–	Foreign Exchange (Gain)/Loss	–	–	–
–	Contingency Expenses	–	–	–
<b>10,209,300</b>	<b>Total Expenditure</b>	<b>9,878,500</b>	<b>10,051,900</b>	<b>10,172,400</b>
<b>6,438,700</b>	<b>Net Revenue Expenditure</b>	<b>5,601,900</b>	<b>5,605,700</b>	<b>5,594,600</b>
147,100	Depreciation	124,500	383,800	383,800
–	Impairment of Fixed Assets	–	–	–
–	Asset Disposal (Gain)/Loss	–	–	–
<b>6,585,800</b>	<b>Net Revenue Expenditure</b>	<b>5,726,400</b>	<b>5,989,500</b>	<b>5,978,400</b>

1. The States Financial Report and Accounts will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.







# Health and Social Services

---





# Health and Social Services

---

## Minister's Introduction

In 2011 my Department published "*Caring for each other, Caring for ourselves*", a public consultation paper that set out the challenges to our Island's health and social care services including: growing demand; a rapidly aging population; spiraling costs; out of date facilities and difficulties associated with the recruitment and retention of appropriately skilled staff.

The results of that consultation clearly show that Islanders recognise that changes are urgently required. These changes were then set out in a White Paper which was subject to a second round of public consultation, prior to the development of a detailed Proposition for debate by States Members – a debate that will have taken place in the weeks immediately prior to the States debating this Medium Term Financial Plan.

The changes set out in that Proposition, alongside ongoing service provision and improvement, will be the main focus of my Department's work in the short, medium and long term. These changes, which are planned in distinct 3 year phases in accordance with the States financial planning cycle, focus a number of 10 year priorities including:

- services for children,
- services to encourage healthy lifestyles,
- services for adults with mental health issues, and
- services for older adults.

Within those 10 year priorities, a number of services have been identified for immediate redesign over the next 3 years including:

## Children's services: a focus on early intervention

Services for children from pre-birth to five years of age have been prioritised with the aim of improving 'readiness for school', which is a fundamental developmental stage indicative of overall child health.

A number of initiatives will be introduced including more proactive intensive pre-natal support; early support of mothers, who are potentially at risk, by a multi agency team; improved choice and availability of children's respite needs; increased support for foster carers; a therapeutic parenting programme for vulnerable parents and increased access to primary care for under-fives.

## Healthy lifestyles: a focus on alcohol

Jersey consumes significantly more alcohol than its near neighbours and has the second highest rate of alcohol-related hospital admissions when compared to other English regions. Reduction in alcohol consumption is therefore one of our highest priorities. A new alcohol pathway will support a consistent approach to addressing alcohol misuse in the community and will include: access to rapid support; improved liaison with the Emergency Department and development of multi disciplinary non-hospital detox and relapse management services.



## Services for adults with mental health issues: improving access to psychological therapies (IAPT)

The total economic cost of mental health in Jersey is significant. Almost 50% of all Social Security claims are related mental health problems at an estimated annual cost of £7.9m.

It is known that people who receive psychological treatment within 18 months of diagnosis are twice as likely to recover as people not receiving treatment, therefore by 2013 it is intended that over-18 year olds will have quick, easy and equitable access to services. These services will be delivered in a wide range of community settings and graded dependant on individual patients needs.

## Services for older adults: dementia care, long term conditions, intermediate care and end of life care

Jersey's rapidly ageing society poses one of the greatest challenges to our health and social services, both in terms of capacity and demand plus in relation to society's changing expectations – increasingly more people want themselves and their loved ones to be supported to live productive and independent lives in their own homes for as long as possible.

Work in this area will include:

- a focus on early diagnosis and treatment of dementia including: improved training for professionals; an enhanced Memory Assessment Service; an expanded liaison service to identify those who may have dementia and arrange for on going support,
- a focus on long term conditions, in particular chronic obstructive pulmonary disease (COPD), coronary heart disease and diabetes. This will include: earlier identification of patients in order to reduce the risk of their condition worsening; enhanced community services to allow patients to remain at homes and reduce hospital and care home admissions,
- development of intermediate care services to support patients who do not need to be in hospital but are not well enough to be at home, or those who ready to be discharged from hospital but are unable to return home. A dedicated team will provide 6 to 8 week "step up, step down" care for these patients, and
- development of an "End of Life pathway" for patients of all ages, enabling patients to have more choice about where their care is provided. This will include: respite services; telecare; a 24 hour specialist palliative care team.

In addition, there will be an expansion of community based services, delivered through Third Sector organisations, Parishes and other service providers, plus an "Active Ageing and Wellbeing Centre" to provide a single point of access for information, support and advice.

## Cross cutting work streams

In order to support these service improvements a number of essential cross cutting work streams or 'enablers' will be developed in relation to:

- workforce
- facilities and estates



- primary care
- technology
- data and informatics
- commissioning
- funding
- legislation and policy

This will include:

- undertaking much needed refurbishment of our existing hospital, to ensure it is fit-for-purpose in the short and medium term AND scoping provision of a new hospital within a 10 year period. A pre-feasibility study for a new hospital will be completed by September 2012, with an options paper available by the end of 2013,
- commissioning services and establishing new strategic partnerships that will help ensure patients benefit through improved links with non-Jersey service providers, focusing on oncology and renal services in the first instance,
- developing the policy and legislation required to enhance primary care governance and improve regulation within both the hospital and community settings. This will include development of a Regulation of Care Law that will render all care services subject to inspection and regulation.

In addition to undertaking the first stages of a radical programme of service redesign – which will boost community capacity thereby relieving pressure on the hospital – my Department will be driving forward other key initiatives aimed at improving provision for Islanders, these include:

## Nurses: improving terms and conditions

It has been recognised for a number of years that the recruitment of registered nurses and midwives presents a real challenge for a multitude of well documented reasons such as cost of living and childcare; the difficulty that spouses/partners have in finding employment; the working environment and outdated terms and conditions.

Failure to recruit and retain nurses has a direct impact on our capacity to care for patients and presents some risk in relation to patient safety. Regardless of any plans to redesign services it is essential that HSSD is able to deliver improvement to terms and conditions. This funding will enable a continuation of schemes commenced in 2012 that will support HSSD to tackle systemic problems with recruitment and retention.

## Nurses: growing the establishment

In 2008 HSSD undertook a major nurse staffing review which clearly indicated that our nursing establishment was too low. Whilst progress has been made since then in increasing our overall headcount, our total nursing establishment is still below the required level. These monies, coupled with those outlined above, will help us to grow our total number of nurses and midwives whilst also incentivising those who are already on the Island to remain active in their profession.



## Medical Sub-Specialisation

Medical training has undergone very significant changes over the past few decades. The focus is no longer on training generalists who practice across a number of disciplines but instead on sub-specialisation. As a result, when HSSD generalist medical consultants retire, we are unable to replace them on like-for-like basis. Instead we increasingly require a number of consultants to cover the caseload previously managed by one. This has very real consequences both in terms of service delivery and patient safety – financial investment is imperative if we are to develop new ways of working with off-island specialists in order to ensure Islanders' health needs are met. Our initial focus over the next 3 years will be the development of new strategic partnerships with non-jersey providers who can support us to deliver improved patient care in renal and oncology services.

## Managing growth in business as usual (equivalent to 2% Growth)

Regardless of plans for service redesign, HSSD requires additional monies if it is to deliver much needed service improvements and manage areas of spiralling costs – many of which HSSD has little control over – without squeezing other essential services. Growth will support HSSD:

- to address capacity issues in key services, including delivering improvements in children's respite services,
- to better manage increased costs for drugs, medical equipment and medical insurance, and
- to fund, often at the direction of the Court, long-term specialist UK placements for children and people with mental health problems.

## CSR savings

Growth will be balanced by savings and during 2012, my Department will be working to deliver a CSR saving of over £2 million in 2013. This is in addition to those savings already achieved in 2011 and 2012. This is an ambitious target which requires us to take a critical look across all areas of operation, hence the delivery of a major LEAN training programme, providing our staff with the skills necessary to review work processes in order to ensure they are effective, streamlined and deliver excellence whilst also minimising use of resources (people, time and money).

2013 – 2015 will be a very challenging time for my Department. We will be working to tackle the systemic problems outlined above whilst commencing a major programme of service redesign. We will do this against a backdrop of ongoing service delivery and continuous improvement.

The monies needed are significant but I know that the investment will pale in comparison to the sheer commitment and determination of my staff, and those of our partner organisations, as we work together to deliver real, sustainable change for Islanders.

**Deputy Anne Pryke**

Minister for Health and Social Services



## Health and Social Services

---

### AIM

Improve the health and well being of the population of Jersey.

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

##### Success criteria

- (i) Commence implementation of a 10 year transition plan based on the White Paper to be debated in the States in quarter 4 2012;
- (ii) In conjunction with the Social Security Department, implementation of mechanisms for the funding of long term care;
- (iii) Have an approved plan for the future development of HSSD Estate requirements including hospital, mental health and community based children and adult facilities;
- (iv) Working in tandem with Social Security colleagues, advance Primary Care governance, local regulation and the quality agenda according to commitments in P36/2010;
- (v) Build robust commissioning of services for both hospital and community needs, which supports a vibrant provider market, including the Third Sector and the Parishes;
- (vi) Joint working with Education Sports and Culture and Home Affairs on implementing the Children's and Young People's Strategic framework, and with Social Security and the Housing Department in relation to the older adults' agenda;
- (vii) Joint working with the Treasury and Resources Department to identify sustainable funding for 2016 and onwards.

##### Strategic Plan References:

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

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

---

##### Success criteria

- (i) Improved support for individuals to take control of their own health encouraging people to live healthy lives to maximise their health and well being;
- (ii) Develop services which promote early intervention commencing with psychological therapies, support for those suffering from alcohol dependency and those services aimed at promoting 'school readiness'.





**Strategic Plan References:**

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

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

---

**Success criteria:**

- (i) Develop services which support personalised care in a variety of settings, giving choice to individuals and providing support for their carers;
- (ii) Improved consumer experience of health and social services as measured by independently validated surveys;
- (iii) In order to further improve the experience of service users and support our staff, implement the “Jersey Lean System” commencing with a study of workflow in the emergency department and a review of the social work assessment process.

**Strategic Plan References:**

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

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

---

**Success criteria**

- (i) Continued development of an organisational culture which promotes a positive and open environment in which staff are empowered to make challenges to achieve improvements in services and patient care;
- (ii) Availability of the necessary staffing levels with appropriate performance management in place to support safe and effective care whilst providing for the required succession planning;
- (iii) The development of a safeguarding board to oversee the needs of the most vulnerable adults.

**Strategic Plan References:**

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



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

---

### Success criteria:

- (i) Sustainable, efficient and cost effective services delivered within approved cash limits;
- (ii) Effective resource and workforce planning, development, deployment and productivity with a particular emphasis on nursing and medical staff in both hospital and community settings;
- (iii) Agreed savings schemes achieved.

### Strategic Plan References:

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



## Health and Social Services

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012 Net Revenue Expenditure + Depreciation £		2013		2014		2015	
		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
3,659,600	Public Health Services	3,900,200	240,600	3,821,700	(78,500)	3,948,000	126,300
	Hospital Services						
26,768,500	Hospital Inpatient Services	26,112,800	(655,700)	27,003,300	890,500	27,777,400	774,100
15,236,200	Theatres	15,276,500	40,300	15,772,200	495,700	16,197,900	425,700
10,188,400	Women & Children	10,744,500	556,100	10,509,800	(234,700)	10,808,300	298,500
6,505,100	Unscheduled and Emergency Care	6,845,200	340,100	7,006,900	161,700	7,144,600	137,700
15,390,500	Day Stay and Outpatient Services	16,531,200	1,140,700	17,280,500	749,300	18,032,800	752,300
8,265,400	Tertiary Care	10,808,600	2,543,200	11,940,600	1,132,000	13,135,100	1,194,500
21,249,700	Clinical Support	21,228,400	(21,300)	21,319,200	90,800	21,589,000	269,800
4,486,400	Ambulance Emergency Services	4,844,400	358,000	4,879,500	35,100	4,959,600	80,100
<b>108,090,200</b>	<b>Subtotal</b>	<b>112,391,600</b>	<b>4,301,400</b>	<b>115,712,000</b>	<b>3,320,400</b>	<b>119,644,700</b>	<b>3,932,700</b>
	Community & Social Services						
16,348,700	Older Peoples Services	22,414,900	6,066,200	24,284,100	1,869,200	26,266,000	1,981,900
24,521,800	Adults Services	26,350,700	1,828,900	26,775,200	424,500	27,440,800	665,600
14,455,900	Children's Services	15,510,300	1,054,400	15,970,400	460,100	16,429,200	458,800
6,723,200	Therapy Services	6,924,400	201,200	7,347,600	423,200	7,803,200	455,600
<b>62,049,600</b>	<b>Subtotal</b>	<b>71,200,300</b>	<b>9,150,700</b>	<b>74,377,300</b>	<b>3,177,000</b>	<b>77,939,200</b>	<b>3,561,900</b>
<b>173,799,400</b>	<b>Net Revenue Expenditure</b>	<b>187,492,100</b>	<b>13,692,700</b>	<b>193,911,000</b>	<b>6,418,900</b>	<b>201,531,900</b>	<b>7,620,900</b>
(2,587,600)	Less: Depreciation	(3,229,700)	(642,100)	(3,289,600)	(59,900)	(3,550,500)	(260,900)
171,211,800	Net Revenue Expenditure	184,262,400	13,050,600	190,621,400	6,359,000	197,981,400	7,360,000





## Health and Social Services

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(3,800)	Duties, Fees, Fines & Penalties	(3,900)	(4,000)	(4,100)
(15,450,000)	Sales of Goods and Services	(15,694,300)	(16,052,400)	(16,419,600)
–	Investment Income	–	–	–
(6,518,200)	Other Income	(4,780,200)	(8,843,600)	(8,908,600)
<b>(21,972,000)</b>	<b>Total Income</b>	<b>(20,478,400)</b>	<b>(24,900,000)</b>	<b>(25,332,300)</b>
<b>Expenditure</b>				
1,099,100	Social Benefit Payments	986,600	1,007,300	1,028,100
126,933,900	Staff Costs	131,171,800	136,376,800	139,154,300
54,182,500	Supplies and Services	61,878,400	66,996,100	71,641,900
1,078,900	Administrative Expenses	1,087,400	1,133,300	1,167,500
7,159,200	Premises and Maintenance	7,459,400	7,773,800	8,008,600
11,900	Other Operating Expenses	11,800	12,300	12,700
2,686,100	Grants and Subsidies Payments	2,112,800	2,188,500	2,266,600
–	Impairment of Receivables	–	–	–
32,200	Finance Costs	32,600	33,300	34,000
–	Foreign Exchange (Gain)/Loss	–	–	–
–	Contingency Expenses	–	–	–
<b>193,183,800</b>	<b>Total Expenditure</b>	<b>204,740,800</b>	<b>215,521,400</b>	<b>223,313,700</b>
<b>171,211,800</b>	<b>Net Revenue Expenditure</b>	<b>184,262,400</b>	<b>190,621,400</b>	<b>197,981,400</b>
2,587,600	Depreciation	3,229,700	3,289,600	3,550,500
–	Impairment of Fixed Assets	–	–	–
–	Asset Disposal (Gain)/Loss	–	–	–
173,799,400	Net Revenue Expenditure	187,492,100	193,911,000	201,531,900

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.

## Health and Social Services

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>171,211,800</b>	<b>184,262,400</b>	<b>190,621,400</b>
Price Inflation – Dept Income	(549,300)	(578,800)	(593,300)
Price Inflation – Dept Expenditure	1,499,100	1,548,000	1,635,000
Price Inflation – Provision for Pay Award	–	–	–
<b>Commitments from Existing Policies</b>			
CSR Growth and Other Growth	1,900,000	1,300,000	300,000
2% Growth Allocation	3,469,000	3,450,700	3,627,200
Replacement of Original HIF funding	6,283,200	157,100	161,100
Replacement of HIF funding	(2,000,000)	(4,000,000)	–
Department Savings	(1,490,000)	–	–
Department User Pays	(555,000)	–	–
<b>Departmental Transfers</b>			
Transfer of Staff Budget from Treasury	88,900	–	–
<b>Capital to Revenue Transfers</b>			
<b>Proposed MTFP Growth</b>	<b>4,608,000</b>	<b>4,482,000</b>	<b>2,230,000</b>
<b>Proposed Procurement Savings</b>	<b>(203,300)</b>	<b>–</b>	<b>–</b>
<b>Proposed Other Budget Measures</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Net Revenue Expenditure</b>	<b>184,262,400</b>	<b>190,621,400</b>	<b>197,981,400</b>
Depreciation	3,229,700	3,289,600	3,550,500
<b>Net Revenue Expenditure</b>	<b>187,492,100</b>	<b>193,911,000</b>	<b>201,531,900</b>





## Home Affairs (as amended)

---





## Home Affairs Department (as amended)

---

### Minister's Introduction

The Home Affairs Department performs a key role in ensuring the overall safety of the Island community. Although not specifically listed as one of the seven key priorities that constitute the core of the 2012 Strategic Plan, it must be noted that the Department's role forms a significant and critical element of the States of Jersey 'business as usual'.

The 2012 Strategic Plan reinforces the value of 'business as usual' by stating that *'in addition to the priorities identified for particular focus over the next three years, we will continue to implement agreed policies and provide the wide range of public services that Islanders need..... Our emergency services, harbours and airport will operate as usual and public order will be maintained through our criminal justice system.'*

The Strategic Plan Vision is *'Inspiring Confidence in Jersey's future through.....A safe and caring community.....'*. Islanders should all be able to enjoy a safe, just and thriving community. People have a right to expect that the fundamentals are in place, such as protection from harm, effective law enforcement and security, a fair and functioning criminal justice system, secure borders and clear rights and responsibilities for individuals.

A safe and caring community lies at the core of the Home Affairs Department's 'business as usual' and is reflected in our aim to provide for a safe, just and equitable society, thus improving people's quality of life.

Home Affairs' core function is that of helping to ensure the safety of our community. Whether that entails catching and prosecuting criminals, intercepting illegal goods, preventing deaths and injuries from fire or managing prisoners, the public can feel confident that our uniformed front-line officers are providing first-rate services. It is essential that front-line officers have the assistance necessary to enable them to do their jobs – to this end, Home Affairs has a quality team of support officers in human resources, finance, information services, business planning, project management and administration.

It is essential that the services and departments that fall under the Home Affairs umbrella are able to develop in order to meet the ever-changing needs of the community. The Home Affairs Department will continue to perform its important role to support the 2012 Strategic Plan key priorities.

The financial cost of public services is forever in focus, with the Comprehensive Spending Review providing the opportunity for all States Departments to re-evaluate their purpose and core functions. The Home Affairs Department has been at the forefront of this process, having made significant savings within the current programme, and will continue to review what we do and how we do it in order to derive best value from a limited budget. This will continue to test our ability to maintain safe and effective services at current levels, hence the importance of the Home Affairs' growth requirements within the MTFP.



## Summary of Outline Business Cases for Growth

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

### Uniformed Personnel – Increments

Incremental pressures from 2013 to 2015 following those included in the 2012 Annual Business Plan for the uniformed services – Police, Fire and Rescue and Prison. A new Prison Officer grade has been implemented as part of the Department's 2012 CSR savings.

### Prison Me No Way!

The Minister has reviewed this growth request following agreement of a revised Partnership Agreement with PMNW! The annual amount required by PMNW! is £60,000; £30,000 will be met from within the Home Affairs budget (£15,000 from BaSS and £15,000 transferred from ESC following an amendment to the 2012 ABP) and £30,000 is required as a growth bid.

### Equipment/Vehicle replacement

Reinstatement of funding for specialist equipment (minor capital items) and funding for the revenue consequences of the new vehicle acquisition arrangements managed by Jersey Fleet Management from 2012.

### Maritime Incident Response Group (MIRG)

To maintain offshore ship fire-fighting capability. Carry forward funding has been utilised for 2012 but permanent funding is required if the UK Department for Transport doesn't reinstate savings from 2013.

The Corporate Services Scrutiny Panel proposed an amendment to create a central growth allocation for 2014 and 2015 by removing growth that had been allocated directly to departments in the original proposals from the Council of Ministers. The impact is to remove a sum of £50,000 in 2014 and 2015 from Home Affairs – originally earmarked for MIRG – and place it into a central growth allocation which will then be re-allocated on an annual basis, as part of the annual Budget debates for 2014 and 2015.

### Cadet and Military Support Officer

In response to proposals to increase States total expenditure limits in relation to additional funding for the post of Military Liaison Officer, the Council of Ministers has agreed alternative funding measures of £126,000. 2012 underspends will be earmarked to be carried forward to provide annual contributions of £42,000 to the new post of Cadet and Military Support Officer within the Lieutenant Governor's staff for each of the years 2013 to 2015. This post will also be supported by existing funding of £8,000 to be permanently transferred from the Home Affairs Department.

### Senator B Le Marquand

Minister for Home Affairs



## Home Affairs

---

### AIM

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

**Key Objective 1: Secure the capacity and capability required to deliver and sustain effective services for the purpose of protecting the public and keeping our community safe.**

---

#### Success criteria:

- (i) The maintenance of an adequate and efficient Police Force for the Island as prescribed by the Police Force (Jersey) Law 1974, as amended, (to be replaced by the States of Jersey Police Force Law, 201-);
- (ii) The maintenance of an adequate and efficient Fire and Rescue Service for the Island as prescribed by the Fire and Rescue Service (Jersey) Law 2011;
- (iii) The maintenance of an adequate and efficient Customs and Immigration Service for the Island as prescribed by the Customs and Excise (Jersey) Law 1999 and the Immigration (Jersey) Order, 1993;
- (iv) The maintenance of an adequate and efficient Prison Service for the Island as prescribed by the Prison (Jersey) Law 1957.

#### Strategic Plan References:

- **Vision:** *A safe and caring community*
- **Priorities:** *Promote family and community values, Reform government and the public service*

**Key Objective 2: Protect the public and keep our community safe by providing:**

---

#### (a) Police Service which will work in partnership to:

- provide visible, responsive community policing
- protect our community from harm
- bring offenders to justice
- help reduce fear of crime and secure public confidence

#### (b) Fire Service which will work in partnership to:

- eliminate preventable fire casualties
- reduce the effect of fire
- respond effectively to emergency calls
- assist in safeguarding property and the environment



**(c) Customs and Immigration Service which will work in partnership to:**

- protect Jersey from the threat of illegal immigration and the import/export of prohibited or restricted goods
- collect Customs and Excise duties, including import GST, while preventing loss of government revenue from fraud or evasion
- honour the Island's external Customs, Immigration, Passport and Nationality obligations

**(d) Prison Service which will work in partnership to:**

- keep in custody those persons committed to the Prison by the Courts in a safe, decent and healthy environment
- reduce re-offending by providing constructive regimes for prison inmates, which address offending behaviour and improve educational and work skills
- contribute to Multi Agency Risk Assessment forums to help manage those persons that are considered to be a risk to the general public

**Success criteria:**

- (i) Delivery of the performance targets set out in the States of Jersey Police Annual Policing Plan for 2012;
- (ii) Delivery of performance targets set out in the States of Jersey Fire and Rescue Service Integrated Risk Management Plan (IRMP);
- (iii) Delivery of the performance targets set out in the States of Jersey Customs and immigration Annual Action Plan for 2012;
- (iv) Delivery of the performance targets set out in the States of Jersey Prison Service Annual Business Plan for 2012.

**Strategic Plan References:**

- **Vision:** *A safe and caring community*
- **Priorities:** *Promote family and community values, Reform government and the public service*

**Key Objective 3: Effective development and delivery of partnership arrangements to:**

---

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

**Success criteria:**

- (i) Delivery of the performance targets set out in the Annual Policing Plans and the Customs and Immigration Service's Business Plans;
- (ii) Delivery of the performance targets set out in the Building a Safer Society strategy;
- (iii) Achieving the key actions set out in the States of Jersey Strategic Plan.



**Strategic Plan References:**

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

**Key Objective 4: Jersey's Defence contribution to the United Kingdom supported.**

---

**Success criteria:**

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

**Strategic Plan References:**

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

**Key Objective 5: All births, marriages, adoptions and deaths in Jersey are registered.**

---

**Success criteria:**

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

**Strategic Plan References:**

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

**Key Objective 6: Staff and resources managed so as to deliver high standards of performance and provide value for money.**

---

**Success criteria:**

- (i) Financial balance achieved and total budget and spend profile consistent with forecast;
- (ii) Costs of each defined service area and relevant overheads identified, so that meaningful comparisons can be made year to year and with other jurisdictions;
- (iii) Management costs minimised to ensure maximum resources are directed to front line services whilst ensuring that our public services are delivered in a way which is effective, fair and in keeping with the States' environmental and social objectives;
- (iv) Explicit link between budget prioritisation process and Strategic Plan Objectives demonstrated;
- (v) Staff developed to help them achieve their full potential;
- (vi) All identified Comprehensive Spending Review savings are met.

**Strategic Plan References:**

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



## Home Affairs (as amended)

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
954,400	Home Affairs	857,000	(97,400)	869,800	12,800	872,200	2,400
24,071,100	Police	23,585,900	(485,200)	23,860,600	274,700	24,008,500	147,900
5,199,300	Fire and Rescue	5,043,500	(155,800)	5,086,400	42,900	5,127,700	41,300
5,853,300	Customs and Immigration	5,664,500	(188,800)	5,702,000	37,500	5,705,900	3,900
10,981,000	HM Prison	10,664,800	(316,200)	10,940,700	275,900	11,039,700	99,000
1,091,700	Jersey Field Squadron	1,056,500	(35,200)	1,077,700	21,200	1,092,300	14,600
433,800	Building a Safer Society	470,900	37,100	493,700	22,800	503,300	9,600
<b>48,584,600</b>	<b>Net Revenue Expenditure</b>	<b>47,343,100</b>	<b>(1,241,500)</b>	<b>48,030,900</b>	<b>687,800</b>	<b>48,349,600</b>	<b>318,700</b>
(593,400)	Less: Depreciation	(612,600)	(19,200)	(591,900)	20,700	(556,100)	35,800
47,991,200	Net Revenue Expenditure	46,730,500	(1,260,700)	47,439,000	708,500	47,793,500	354,500

## Home Affairs (as amended)

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	2013					2014					2015					
	Net Revenue Expenditure + Depreciation £	Gross Revenue Expenditure		Income £	Net Revenue Expenditure £	FTE	Gross Revenue Expenditure		Income £	Net Revenue Expenditure £	FTE	Gross Revenue Expenditure		Income £	Net Revenue Expenditure £	FTE
		DEL £	AME £				DEL £	AME £				DEL £	AME £			
954,400	954,400	–	(97,400)	857,000	8.7	969,800	–	(100,000)	869,800	8.7	974,800	–	(102,600)	872,200	8.7	
24,071,100	23,577,300	168,500	(159,900)	23,585,900	349.7	23,854,000	170,700	(164,100)	23,860,600	349.7	24,019,600	157,300	(168,400)	24,008,500	349.7	
5,199,300	4,997,300	181,900	(135,700)	5,043,500	78.5	5,058,700	163,800	(136,100)	5,086,400	78.5	5,114,600	149,600	(136,500)	5,127,700	78.5	
5,853,300	6,755,400	143,100	(1,234,000)	5,664,500	82.5	6,823,700	141,700	(1,263,400)	5,702,000	82.5	6,866,000	133,500	(1,293,600)	5,705,900	82.5	
10,981,000	10,955,300	114,300	(404,800)	10,664,800	166.1	11,241,800	114,300	(415,400)	10,940,700	166.1	11,351,600	114,300	(426,200)	11,039,700	166.1	
1,091,700	1,051,700	4,800	–	1,056,500	6.0	1,076,300	1,400	–	1,077,700	6.0	1,090,900	1,400	–	1,092,300	6.0	
433,800	470,900	–	–	470,900	1.0	493,700	–	–	493,700	1.0	503,300	–	–	503,300	1.0	
<b>48,584,600</b>	<b>48,762,300</b>	<b>612,600</b>	<b>(2,031,800)</b>	<b>47,343,100</b>	<b>692.5</b>	<b>49,518,000</b>	<b>591,900</b>	<b>(2,079,000)</b>	<b>48,030,900</b>	<b>692.5</b>	<b>49,920,800</b>	<b>556,100</b>	<b>(2,127,300)</b>	<b>48,349,600</b>	<b>692.5</b>	
(693,400)	–	(612,600)	–	(612,600)	–	–	(691,900)	–	(591,900)	–	–	(556,100)	–	(556,100)	–	
47,991,200	48,762,300	–	(2,031,800)	46,730,500	–	49,518,000	–	(2,079,000)	47,439,000	–	49,920,800	–	(2,127,300)	47,793,500	–	





## Home Affairs (as amended)

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(1,102,600)	Duties, Fees, Fines & Penalties	(1,317,200)	(1,346,600)	(1,376,800)
(661,300)	Sales of Goods and Services	(687,600)	(705,400)	(723,500)
–	Investment Income	–	–	–
(32,000)	Other Income	(27,000)	(27,000)	(27,000)
<b>(1,795,900)</b>	<b>Total Income</b>	<b>(2,031,800)</b>	<b>(2,079,000)</b>	<b>(2,127,300)</b>
<b>Expenditure</b>				
–	Social Benefit Payments	–	–	–
39,934,700	Staff Costs	39,427,900	39,742,500	39,875,500
5,168,600	Supplies and Services	5,012,400	5,235,600	5,276,300
1,353,500	Administrative Expenses	1,260,700	1,407,200	1,560,000
2,888,800	Premises and Maintenance	2,575,500	2,643,900	2,720,200
299,000	Other Operating Expenses	308,800	308,800	308,800
132,500	Grants and Subsidies Payments	165,000	168,000	168,000
–	Impairment of Receivables	–	–	–
10,000	Finance Costs	12,000	12,000	12,000
–	Foreign Exchange (Gain)/Loss	–	–	–
–	Contingency Expenses	–	–	–
<b>49,787,100</b>	<b>Total Expenditure</b>	<b>48,762,300</b>	<b>49,518,000</b>	<b>49,920,800</b>
<b>47,991,200</b>	<b>Net Revenue Expenditure</b>	<b>46,730,500</b>	<b>47,439,000</b>	<b>47,793,500</b>
593,400	Depreciation	612,600	591,900	556,100
–	Impairment of Fixed Assets	–	–	–
–	Asset Disposal (Gain)/Loss	–	–	–
48,584,600	Net Revenue Expenditure	47,343,100	48,030,900	48,349,600

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.

## Home Affairs (as amended)

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>47,991,200</b>	<b>46,730,500</b>	<b>47,439,000</b>
Price Inflation – Dept Income	(44,900)	(48,200)	(49,400)
Price Inflation – Dept Expenditure	246,300	247,700	253,900
Price Inflation – Provision for Pay Award	–	–	–
<b>Commitments from Existing Policies</b>			
CSR Growth and Other Growth	186,000	–	–
Department Savings	(1,467,000)	–	–
Department User Pays	(87,000)	–	–
<b>Departmental Transfers</b>			
Transfer Accounts Payable Staff from Treasury	10,700	–	–
<b>Capital to Revenue Transfers</b>			
<b>Proposed MTFP Growth</b>	<b>171,000</b>	<b>509,000</b>	<b>150,000</b>
<b>Proposed Procurement Savings</b>	<b>(275,800)</b>	<b>–</b>	<b>–</b>
<b>Proposed Other Budget Measures</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Net Revenue Expenditure</b>	<b>46,730,500</b>	<b>47,439,000</b>	<b>47,793,500</b>
Depreciation	612,600	591,900	556,100
<b>Net Revenue Expenditure</b>	<b>47,343,100</b>	<b>48,030,900</b>	<b>48,349,600</b>





# Housing

---





# Housing Department

---

## Minister's Introduction

The aim of the Housing Department is to ensure that long-term, sustainable and affordable housing is provided to meet the needs of all residents.

The White Paper setting out my proposals for changing the manner in which social housing is provided was published and widely consulted upon in 2012. A Report & Proposition will be debated by the States early in 2013.

That Report & Proposition will set out a number of new policy directions, amongst them:

- the creation of a new regulatory framework for the social housing sector,
- the return to the previous fair rent policy, re-establishing rents in the social rented sector at 90% of their market equivalent,
- proposals to put the financing of social housing on a sustainable footing in the long term, and
- separating the management of the States owned social rented stock from the strategic housing functions through the creation of a new wholly States owned housing association and a Strategic Housing Unit to remain within the States.

That separation of functions has already been achieved to some degree by the appointment of a dedicated staff resource to the new Strategic Housing Unit within the Chief Ministers' Corporate Policy Unit.

The Strategic Housing Unit will develop an Island Housing Strategy as one of its core objectives in 2013. A key source of information in developing that strategy will be the data on housing needs produced by the Affordable Housing Gateway which was established in January 2012 and which has already improved our understanding of housing need. What is clear is that those needs are changing as our population ages; we need new supply to realign our social housing stock and to allow the eligibility criteria to be relaxed so that a wider range of people can be housed. Resolving the long term funding of the social sector will help to provide some of that new supply as providers find that they can access funding for new developments and for the intensification of existing sites. The use of existing States owned land will also be key in delivering new homes, however, there is still a role for new homes to be delivered through the normal planning process and I am keen to support the Planning and Environment Minister in his endeavours to deliver homes for all tenures, concentrating development on States owned land and existing brown field sites. My mantra for the foreseeable future will be Supply, Supply, and Supply.

Splitting the strategic housing and operational landlord functions will allow the Housing Department to become even more focussed on its core objectives of housing those in need. What is perhaps not widely understood is the role that the Department already plays in closely supporting some of our most vulnerable residents both through the provision of assisted living support for vulnerable tenants who are not being supported by other agencies and through extensive partnership working with the third sector. The Department also manages the Supported Housing Group which seeks to co-ordinate



the provision of housing solutions for applicants who may not normally meet the eligibility criteria for social rented housing but who are being supported by a statutory or voluntary agency, in order to live independently. The group can be proud of the positive impact that it has had on a proportion of our population whose housing needs would otherwise have been ignored.

Jersey has achieved notable success in its management of offenders through the fully consultative risk assessment based approach apparent in the Jersey Multi-Agency Public Protection Arrangements (JMAPP). My department plays an important part in ensuring that individuals passing through the JMAPP process are provided with appropriate accommodation.

The department continues to make improvements to the existing States owned social rented stock. I have been extremely grateful for the support of the Minister for Treasury and Resources and his department for their assistance with finding funding to allow the continuation of the refurbishment programme, despite the fact that asset sales, our principal source of capital funding since 2007, have been difficult due to the lack of available mortgage finance for those in the affordable housing sector. As grateful as I am for that assistance, the lack of long term financial sustainability for the social housing sector remains a concern for me and is something which the Minister for Treasury and Resources and I are determined to resolve together. Full details of the proposed arrangements will be set out in the Report and Proposition which the States will debate in 2013.

As I continue to set out my specific proposals for the incorporation of the current Housing Department, I am committed that customers and staff will continue to be fully engaged in the process. Tenants will be involved in the management of the new Housing Association at board level ensuring that they have a significant say in how the Association delivers its services. Staff must be comfortable with their proposed transfer to the Association and not be concerned that their employment or terms and conditions of service are in anyway in jeopardy. They are not. The success of the transformation will be significantly influenced by the commitment and dedication of the 44 staff at the Department.

**Deputy Andrew Green MBE**

Minister for Housing



# Housing

---

**AIM:**

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

**SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA**

---

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

---

**Success criteria:**

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

**Strategic Plan References:**

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

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

---

**Success criteria:**

- (i) Subject to the approval of the States:
  - a. The proposed Strategic Housing Unit with responsibility for housing strategy & policy and the Affordable Housing Gateway has been established;
  - b. A new social housing regulator is established together with a new statute;
  - c. The existing Housing Department is incorporated as a wholly States owned Housing Association with existing assets and staff transferred;
- (ii) Mechanisms are introduced in partnership with the Treasury & Resources Department to allow borrowing to aid the development of new affordable homes.





**Strategic Plan References:**

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

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

---

**Success criteria:**

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

**Strategic Plan References:**

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

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

---

**Success criteria:**

- (i) Deliver allocated savings to contribute to achieving the £65 million Comprehensive Spending Review;
- (ii) Business Plan delivered within agreed cash limits;
- (iii) Value for money pursued, driving efficiency through setting individual and team targets, together with personal development plans, all of which will be reviewed regularly by the continuation of the appraisal process;
- (iv) Continuous improvement achieved through business process and Key Line of Enquiry (KLOE) review, to ensure efficiency and value for money and allow for benchmarking performance against other equitable social housing providers;
- (v) Further develop the departmental risk management strategy demonstrating the link between high level strategic and operational risks;
- (vi) The health, safety and welfare of staff, contractors, tenants and the public protected by the management of good health & safety standards and procedures.

**Strategic Plan References:**

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

## Housing

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
13,800	<b>Strategic Housing Unit</b>	<b>211,100</b>	197,300	<b>182,100</b>	(29,000)	<b>182,100</b>	–
13,300	<b>Regulatory Functions</b>	–	(13,300)	–	–	–	–
	<b>Landlord Services</b>						
22,484,800	Estate Services	<b>21,007,900</b>	(1,476,900)	<b>21,358,800</b>	350,900	<b>21,513,100</b>	154,300
1,345,600	Tenant Services	<b>1,037,000</b>	(308,600)	<b>1,066,700</b>	29,700	<b>1,075,600</b>	8,900
(37,769,400)	Finance Services	<b>(39,373,500)</b>	(1,604,100)	<b>(40,807,100)</b>	(1,433,600)	<b>(42,277,400)</b>	(1,470,300)
<b>(13,939,000)</b>	<b>Subtotal</b>	<b>(17,328,600)</b>	<b>(3,389,600)</b>	<b>(18,381,600)</b>	<b>(1,053,000)</b>	<b>(19,688,700)</b>	<b>(1,307,100)</b>
<b>(13,911,900)</b>	<b>Net Revenue Expenditure</b>	<b>(17,117,500)</b>	<b>(3,205,600)</b>	<b>(18,199,500)</b>	<b>(1,082,000)</b>	<b>(19,506,600)</b>	<b>(1,307,100)</b>
(10,645,600)	Less: Depreciation	(9,681,000)	964,600	(9,772,000)	(91,000)	(9,831,900)	(59,900)
<b>(24,557,500)</b>	<b>Net Revenue Expenditure</b>	<b>(26,798,500)</b>	<b>(2,241,000)</b>	<b>(27,971,500)</b>	<b>(1,173,000)</b>	<b>(29,338,500)</b>	<b>(1,367,000)</b>

## Housing

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	2013		2014		2015						
	Net Revenue Expenditure + Depreciation £	Gross Revenue Expenditure DEL £	AME £	Income £	Net Revenue Expenditure £	FTE	Gross Revenue Expenditure DEL £	AME £	Income £	Net Revenue Expenditure £	FTE
13,800	Strategic Housing Unit	211,100	–	–	211,100	3.0	182,100	–	–	182,100	3.0
13,300	Regulatory Functions	–	–	–	–	0.0	–	–	–	–	0.0
	Landlord Services										
22,484,800	Estate Services	13,320,700	9,681,000	(1,993,800)	21,007,900	20.0	13,565,500	9,772,000	(1,978,700)	21,558,800	19.9
1,345,600	Tenant Services	1,039,000	–	(2,000)	1,037,000	13.8	1,068,700	–	(2,000)	1,066,700	15.0
(3,769,400)	Finance Services	880,500	–	(40,254,000)	(39,373,500)	10.8	875,500	–	(41,682,600)	(40,807,100)	10.7
(13,939,000)	Subtotal	15,240,200	9,681,000	(42,249,800)	(17,328,600)	44.6	15,509,700	9,772,000	(43,663,300)	(18,381,600)	45.6
(13,911,900)	Net Revenue Expenditure	15,451,300	9,681,000	(42,249,800)	(17,117,500)	47.6	15,691,800	9,772,000	(43,663,300)	(18,199,500)	48.6
(10,645,600)	Less: Depreciation	–	(9,681,000)	–	(9,681,000)	–	–	(9,772,000)	–	(9,772,000)	–
(24,557,500)	Net Revenue Expenditure	15,451,300	–	(42,249,800)	(26,798,500)	–	15,691,800	–	(43,663,300)	(27,971,500)	–
							15,601,700	–	(44,940,200)	(29,338,500)	

## Housing

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
	– Duties, Fees, Fines & Penalties	–	–	–
(40,814,800)	Sales of Goods and Services	(42,199,100)	(43,612,600)	(44,889,500)
	– Investment Income	–	–	–
(55,000)	Other Income	(50,700)	(50,700)	(50,700)
<b>(40,869,800)</b>	<b>Total Income</b>	<b>(42,249,800)</b>	<b>(43,663,300)</b>	<b>(44,940,200)</b>
<b>Expenditure</b>				
	– Social Benefit Payments	–	–	–
2,644,900	Staff Costs	2,845,100	2,842,300	2,862,000
628,100	Supplies and Services	608,200	547,300	623,100
62,100	Administrative Expenses	52,000	52,000	52,000
12,831,200	Premises and Maintenance	11,869,600	12,173,800	11,988,200
61,900	Other Operating Expenses	60,600	60,600	60,600
14,700	Grants and Subsidies Payments	14,700	14,700	14,700
	– Impairment of Receivables	–	–	–
69,400	Finance Costs	1,100	1,100	1,100
	– Foreign Exchange (Gain)/Loss	–	–	–
	– Contingency Expenses	–	–	–
<b>16,312,300</b>	<b>Total Expenditure</b>	<b>15,451,300</b>	<b>15,691,800</b>	<b>15,601,700</b>
<b>(24,557,500)</b>	<b>Net Revenue Expenditure</b>	<b>(26,798,500)</b>	<b>(27,971,500)</b>	<b>(29,338,500)</b>
10,645,600	Depreciation	9,681,000	9,772,000	9,831,900
	– Impairment of Fixed Assets	–	–	–
	– Asset Disposal (Gain)/Loss	–	–	–
(13,911,900)	Net Revenue Expenditure	(17,117,500)	(18,199,500)	(19,506,600)

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.



## Housing

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>(24,557,500)</b>	<b>(26,798,500)</b>	<b>(27,971,500)</b>
Price Inflation – Dept Income	(44,300)	(47,400)	(48,600)
Price Inflation – Dept Expenditure	338,500	334,200	342,500
Price Inflation – Provision for Pay Award	–	–	–
Price Inflation – Rent Increase	(1,364,300)	(1,459,800)	(1,660,900)
<b>Commitments from Existing Policies</b>			
Department Savings	(599,000)	–	–
Department User Pays	(80,000)	–	–
<b>Departmental Transfers</b>	–	–	–
<b>Capital to Revenue Transfers</b>	–	–	–
<b>Proposed MTFP Growth</b>	–	–	–
<b>Proposed Procurement Savings</b>	<b>(491,900)</b>	–	–
<b>Proposed Other Budget Measures</b>	–	–	–
<b>Net Revenue Expenditure</b>	<b>(26,798,500)</b>	<b>(27,971,500)</b>	<b>(29,338,500)</b>
Depreciation	9,681,000	9,772,000	9,831,900
<b>Net Revenue Expenditure</b>	<b>(17,117,500)</b>	<b>(18,199,500)</b>	<b>(19,506,600)</b>



## Social Security (as amended)

---





## Social Security (as amended)

---

### Minister's Introduction

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

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

### Summary of Outline Business Cases for Growth

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

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

### Summary of Growth requests 2013–2015

#### **Back to Work Projects – £2.16m by 2015; and Employment Schemes and Incentives – £4.66m by 2015**

Due to predicted economic conditions over the next 3 years, unemployment is assumed to increase further, beyond current record levels, before stabilising. Therefore the Strategic Plan's most urgent priority is to 'Get People into Work'. Government will, over the 3 year period, aim to implement a 'Back to Work' policy leading to lower unemployment

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





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

- Workzone
- Advance to Work
- Advance Plus
- WorkWise

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

Additionally we will invest in schemes to improve the employability of those groups furthest away from unemployment (e.g. Long Term unemployed) and to encourage employers to take on those who are locally unemployed and reduce reliance on migrant labour (Job Substitution). Starting in 2012 investment will be made in the following initiatives:

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

### **Anti-Discrimination Legislation – £200k by 2015**

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

Development of the new law is on track and it is planned to lodge the primary legislation before the end of 2012 and to develop regulations during 2013. The growth bid assumes that the law will be operational early in 2014 and provides for a gradual increase in the number of cases to be heard by the Tribunal. The full cost of administration is provided for in 2015.

### **Private Sector Rental Support (SSD) £1m by 2015**

The Housing Transformation Programme proposes to increase rent levels in States-owned housing accommodation to 90% of the market value. Income support rates for these tenants will be automatically adjusted in line with the new rental values. This increase in Income Support costs is estimated at £7.5 million pa and will be provided through the Housing Transformation Programme directly.



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

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

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

## Summary of Business Cases for Base Estimate Changes

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

Employment Tribunal

Staff Costs – Impact of FSR Implementation

### Employment Tribunal – £50k by 2015

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

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

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

## Summary of Business Cases for Other Growth/Base Budget Changes

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

### Income Support – Staff Costs – £460k by 2015

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

It is anticipated that the number of claims will rise from the current level of 6,500 to a maximum of 7,200 before slowly reducing to 7,000 by the end of 2015. The current economic conditions have and will continue to increase the activity of changes to claims also. Additional staff will be required to maintain service levels against this volume of activity.



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

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

Senator F. du H. Le Gresley M.B.E.  
Minister for Social Security



## Social Security

---

### AIM

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

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

##### Success criteria:

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

##### Strategic Plan References:

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

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

---

##### Success criteria:

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



**Strategic Plan References:**

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

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

---

**Success criteria:**

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

**Strategic Plan References:**

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

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

---

**Success criteria:**

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

**Strategic Plan References:**

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



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

---

### Success criteria:

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

### Strategic Plan References:

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



## Social Security

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
61,150,000	States Contribution to Social Security Fund	62,200,000	1,050,000	63,700,000	1,500,000	65,300,000	1,600,000
92,825,000	Income Support	103,465,200	10,640,200	102,937,800	(527,400)	105,019,900	2,082,100
539,800	Health and Safety at Work	547,200	7,400	556,400	9,200	564,500	8,100
3,095,300	Employment Services	9,547,100	6,451,800	11,165,700	1,618,600	11,155,900	(9,800)
5,055,500	Other Benefits	2,973,800	(2,081,700)	3,082,300	108,500	3,235,300	153,000
6,696,600	Staff Costs and Administration	7,333,500	636,900	7,573,100	239,600	7,636,400	63,300
1,128,800	Contingency	1,035,000	(93,800)	1,033,200	(1,800)	1,061,500	28,300
(3,656,400)	Social Security and Health Funds Payroll	(3,747,800)	(91,400)	(3,841,500)	(93,700)	(3,937,500)	(96,000)
<b>166,834,600</b>	<b>Net Revenue Expenditure</b>	<b>183,354,000</b>	<b>16,519,400</b>	<b>186,207,000</b>	<b>2,853,000</b>	<b>190,036,000</b>	<b>3,829,000</b>
–	Less: Depreciation	–	–	–	–	–	–
166,834,600	Net Revenue Expenditure	183,354,000	16,519,400	186,207,000	2,853,000	190,036,000	3,829,000







## Social Security

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
	– Duties, Fees, Fines & Penalties	–	–	–
(3,656,400)	Sales of Goods and Services	(3,747,800)	(3,841,500)	(3,937,500)
	– Investment Income	–	–	–
	– Other Income	–	–	–
<b>(3,656,400)</b>	<b>Total Income</b>	<b>(3,747,800)</b>	<b>(3,841,500)</b>	<b>(3,937,500)</b>
<b>Expenditure</b>				
159,030,400	Social Benefit Payments	168,639,000	169,720,000	173,555,200
6,695,000	Staff Costs	11,199,100	11,593,200	11,534,200
776,500	Supplies and Services	1,552,800	1,734,800	1,750,700
183,200	Administrative Expenses	183,200	187,200	190,800
136,800	Premises and Maintenance	119,300	122,100	124,700
199,900	Other Operating Expenses	214,700	214,700	214,700
2,330,100	Grants and Subsidies Payments	4,148,800	5,433,300	5,531,500
	– Impairment of Receivables	–	–	–
10,300	Finance Costs	9,900	10,000	10,200
	– Foreign Exchange (Gain)/Loss	–	–	–
1,128,800	Contingency Expenses	1,035,000	1,033,200	1,061,500
<b>170,491,000</b>	<b>Total Expenditure</b>	<b>187,101,800</b>	<b>190,048,500</b>	<b>193,973,500</b>
<b>166,834,600</b>	<b>Net Revenue Expenditure</b>	<b>183,354,000</b>	<b>186,207,000</b>	<b>190,036,000</b>
	– Depreciation	–	–	–
	– Impairment of Fixed Assets	–	–	–
	– Asset Disposal (Gain)/Loss	–	–	–
166,834,600	Net Revenue Expenditure	183,354,000	186,207,000	190,036,000

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.

## Social Security

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>166,834,600</b>	<b>183,354,000</b>	<b>186,207,000</b>
Price Inflation – Dept Income	(91,400)	(93,700)	(96,000)
Price Inflation – Dept Expenditure	119,100	117,900	120,800
Price Inflation – Provision for Pay Award	–	–	–
Net provision for Income Support, Benefits and Supplementation	14,509,100	6,479,300	5,063,200
<b>Commitments from Existing Policies</b>			
Income Support:			
Final Profile Adjustment for Transitional Relief Protection for Claimants	(900,000)	–	–
Final Profile Adjustment for Automatic Stabiliser Fund for Income Support Benefits	(3,500,000)	–	–
Adjustment to Starting Point – Add back 2012 one off savings	2,205,900	–	–
Department Savings	(2,500,000)	–	–
Department User Pays	–	–	–
<b>Departmental Transfers</b>			
Transfer of Advance to Work and Advance Plus Schemes from Education, Sport and Culture	950,000	–	–
<b>Capital to Revenue Transfers</b>			
<b>Proposed MTFP Growth</b>			
– DEL	666,000	974,000	300,000
– AME	5,404,500	775,500	(359,000)
<b>Proposed Procurement Savings</b>	(43,800)	–	–
<b>Proposed Other Budget Measures</b>			
Over Achievement of CSR Savings Targets	(300,000)	–	–
Savings to be Delivered by New Measures in Addition to CSR Targets	–	(3,000,000)	–
Extend Supplementation Certainty Calculation for Period of MTFP	–	(1,800,000)	(1,200,000)
Remove Supplementation Contingency	–	(600,000)	–
<b>Net Revenue Expenditure</b>	<b>183,354,000</b>	<b>186,207,000</b>	<b>190,036,000</b>
Depreciation	–	–	–
<b>Net Revenue Expenditure</b>	<b>183,354,000</b>	<b>186,957,000</b>	<b>191,036,000</b>





# Transport and Technical Services (as amended)

---





# Transport and Technical Services (as amended)

---

## Minister's Introduction

The main areas of operation for Transport and Technical Services (TTS) are:

- Operational Services
  - Waste management
  - Municipal services
- Engineering and Infrastructure
  - Highways
  - Coastal defences
  - Capital projects
- Transport

TTS continually strives to ensure that Jersey's waste is managed in ways that are sustainable and minimise any adverse environmental impact. This can require a lot of research into best practice and liaison with the Waste Regulator. As technology is continually advancing this can be a lengthy process when considering options for change.

Over the next three years TTS will be deciding the best way forward to deal with the ash coming from the Energy from Waste process and will be implementing the chosen strategy. It has also taken some time to arrive at the preferred way to manage Jersey's liquid waste, it is expected that this will be determined at the end of 2012 and implementation will continue through to 2015.

TTS has a team of project management specialists who will be overseeing these projects as well as other infrastructure projects, including the decommissioning of the old Bellozanne Energy from Waste Plant which has not been in operation since the end of 2010. The landmark chimney will be taken down in 2013.

TTS will be benefitting from increased capital budgets in the next few years which will enable infrastructure repair and replacement, allowing the Department to tackle the backlog of works that has been building up. Jersey will see the benefit in improved roads and sewerage infrastructure, in particular.

Long term, sustainable funding for liquid waste management is an issue. TTS is continually working on reducing operating costs but major investment is required for replacement of key assets and a funding route will have to be identified to ensure the required standards of waste processing are reached.

The main target of the Sustainable Transport Policy (STP) was to reduce traffic levels by 15%. As well as encouraging people to make the change, the department recognises that it has to enable people to make different travel choices. One of the key actions is to improve the bus service and increase capacity. The new contract starts in 2013 and the chosen bus operator will be working to the targets set in the STP. Work has already started on improving cycle routes and this will continue over the next years supporting the Active Travel Strategy and the Road Safety Strategy both of which will be implemented over the next three years.



TTS is a department that is continually evolving. Improvement is actively sought and reviews of service areas are undertaken to bring about positive change and better customer service and value for money. Resources are limited and it is always a challenge to provide the appropriate levels of service within the budget provided, particularly when some of that budget comes from income which is subject to fluctuation that is out of the Department's control.

## Summary of Outline Business Cases for Growth

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

- Parish centre Improvements
- Sustainable Transport Policy
- Bus services
- School bus service
- Treatment and disposal of incinerator ash

### SUMMARY OF GROWTH REQUESTS 2013–2015

		2013 £000	2014 £000	2015 £000
Potential Growth	Note			
Parish centre improvements	1 & 2	450	500	500
Sustainable Transport Policy	3	360	100	100
Bus services	3	600	600	600
School bus services	3	60	60	60
Treatment and disposal of incinerator ash	4	–	1,000	2,000
<b>TOTAL</b>		<b>1,470</b>	<b>2,260</b>	<b>3,260</b>

#### Funding position:

1. To be funded from Growth Allocation in 2013 and 2015
2. To be funded from Central Contingencies in 2014
3. Low Priority and presently not funded
4. To be funded from Central Growth Allocation in 2014 and Growth Allocation in 2015

## Get People into Work

### Parish centre Improvements – £450,000 to £500,000

The proposal is to implement schemes to address longstanding traffic issues and enhance the village environments at the centre of each Parish. It would involve working with the Construction Council to provide training opportunities for unemployed locals and allow continuity of work for local companies. The trainees would undertake a number of roles and develop local skills to minimise the need to buy in these skills off island in the future. This proposal supports the strategic priority to Get People into Work and also TTS' Sustainable Transport Policy.



## Sustainable Long Term Planning

### **Sustainable Transport Policy – £360,000 reducing to £100,000 per annum**

The pressures arise from unfunded amendments to the Sustainable Transport Policy (STP) brought by the Connetable of St Helier and additional commitments proposed by Deputy Southern without a clear funding route. Specifically the pressures are Midvale Road (£200,000), feasibility study into Snow Hill Multi-Storey Car Park (£30,000) and five other safety schemes (£30,000) which may require a further £100,000 per annum if required.

## Other Growth

### **Bus services: Town Hoppa service and increase in concessionary costs – £600,000**

This relates to Deputy Southern's unfunded Proposal P156/2011 to provide a Town Hoppa service from 2013 (at a cost of circa £500,000). This is likely to be most utilised by concessionary passengers and therefore the income potential of the service, if charged, is minimal. In addition, there will be an increase in bus OAP concessionaires pass costs as overall bus ridership increases in line with STP commuter growth targets (circa £100,000 per annum).

### **School bus service capacity – £60,000**

At present the school buses are overcrowded. There is a growing need to implement service capacity improvements to reduce / eliminate standing of students. Currently, the school bus service is heavily subsidised so the cost of additional services will not be covered but will require subsidy.

### **Treatment and disposal of incinerator ash – £1,000,000 to £2,000,000**

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

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

The Corporate Services Scrutiny Panel proposed an amendment to create a central growth allocation for 2014 and 2015 by removing growth that had been allocated directly to departments in the original proposals from the Council of Ministers. The impact is to remove a sum of £1,000,000 in 2014 from TTS – originally earmarked for Treatment and disposal of incinerator ash – and place it into a central growth allocation which will then be re-allocated on an annual basis, as part of the annual Budget debate for 2014.

## Deputy Kevin Lewis

Minister for Transport and Technical Services





## Transport and Technical Services

---

### AIM:

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

##### Success criteria:

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

##### Strategic Plan Reference:

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

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

---

##### Success criteria:

- Implementation of the Liquid Waste Strategy according to the agreed timetable;
- Improvement of asset utilisation and reduce operating costs, implementing energy saving projects;



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

**Strategic Plan Reference:**

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

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

---

**Success criteria:**

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

**Strategic Plan Reference:**

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

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

---

**Success criteria:**

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

**Strategic Plan Reference:**

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



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

---

### Success criteria:

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

### Strategic Plan Reference:

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

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

---

### Success criteria:

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

### Strategic Plan Reference:

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

## Key Objective 7: Well maintained public places and amenities.

---

### Success criteria:

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

### Strategic Plan Reference:

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

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

---

### Success criteria:

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



**Strategic Plan Reference:**

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

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

---

**Success criteria:**

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

**Strategic Plan Reference:**

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

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

---

**Success criteria:**

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

**Strategic Plan Reference:**

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



## Transport and Technical Services (as amended)

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
22,656,000	Operational Services: Waste	22,291,700	(304,200)	24,421,600	2,129,900	26,483,200	2,061,600
4,242,000	Operational Services: Municipals	3,735,300	(566,800)	3,645,700	(89,600)	3,555,200	(90,500)
8,421,000	Engineering and Highways	9,986,500	1,565,500	9,852,900	(133,600)	9,832,900	(20,000)
5,346,200	Transport	5,575,000	228,800	5,466,300	(108,700)	5,559,800	93,500
<b>40,665,200</b>	<b>Net Revenue Expenditure</b>	<b>41,588,500</b>	<b>923,300</b>	<b>43,386,500</b>	<b>1,798,000</b>	<b>45,431,100</b>	<b>2,044,600</b>
(13,727,400)	Less: Depreciation	(15,989,700)	(2,262,300)	(17,594,200)	(1,604,500)	(18,991,700)	(1,397,500)
26,937,800	Net Revenue Expenditure	25,598,800	(1,339,000)	25,792,300	193,500	26,439,400	647,100

## Transport and Technical Services (as amended)

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	2013						2014						2015					
	Net Revenue Expenditure Depreciation £	Gross Revenue Expenditure			Net Revenue Expenditure £	FTE	Gross Revenue Expenditure			Net Revenue Expenditure £	FTE	Gross Revenue Expenditure			Net Revenue Expenditure £	Income £	FTE	
		DEL £	AME £	FTE			DEL £	AME £	FTE			DEL £	AME £	FTE				DEL £
22,656,000	20,162,700	10,226,100	188.6	22,291,700	188.6	20,559,600	12,007,000	188.6	24,421,600	188.6	22,738,700	13,468,300	188.6	(9,723,800)	188.6	26,483,200		
4,242,000	9,930,500	30,800	219.5	3,735,300	219.5	9,974,100	30,800	3,645,700	219.5	10,023,500	30,800	30,800	219.5	(6,499,100)	219.5	3,555,200		
8,421,000	4,702,800	5,858,200	66.1	9,986,500	66.1	4,751,500	5,481,800	9,852,900	66.1	4,799,300	5,418,000	5,418,000	66.1	(384,400)	66.1	9,832,900		
5,346,200	6,651,800	74,600	23.9	5,575,000	23.9	6,571,500	74,600	5,466,300	23.9	6,694,300	74,600	74,600	23.9	(1,209,100)	23.9	5,559,800		
<b>40,665,200</b>	<b>41,447,800</b>	<b>15,989,700</b>	<b>498.1</b>	<b>41,588,500</b>	<b>498.1</b>	<b>41,856,700</b>	<b>17,594,200</b>	<b>43,386,500</b>	<b>498.1</b>	<b>44,255,800</b>	<b>18,991,700</b>	<b>18,991,700</b>	<b>498.1</b>	<b>(17,816,400)</b>	<b>498.1</b>	<b>45,431,100</b>		
(13,727,400)	-	(15,989,700)	-	(15,989,700)	-	(17,594,200)	-	(17,594,200)	-	(18,991,700)	-	(18,991,700)	-	-	-	(18,991,700)		
26,937,800	41,447,800	-	25,598,800	25,598,800	41,856,700	41,856,700	-	25,792,300	25,792,300	44,255,800	44,255,800	44,255,800	26,439,400	(17,816,400)	26,439,400	26,439,400		



## Transport and Technical Services (as amended)

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(851,800)	Duties, Fees, Fines & Penalties	(862,000)	(881,800)	(902,100)
(17,663,900)	Sales of Goods and Services	(14,830,000)	(15,021,400)	(16,749,900)
(1,000)	Investment Income	(1,000)	(1,000)	(1,000)
(345,900)	Other Income	(156,000)	(160,200)	(163,400)
<b>(18,862,600)</b>	<b>Total Income</b>	<b>(15,849,000)</b>	<b>(16,064,400)</b>	<b>(17,816,400)</b>
<b>Expenditure</b>				
–	Social Benefit Payments	–	–	–
19,583,900	Staff Costs	19,489,000	19,537,100	19,543,700
17,665,000	Supplies and Services	13,396,100	13,600,900	15,913,300
275,200	Administrative Expenses	258,800	262,800	266,500
8,149,700	Premises and Maintenance	8,218,600	8,367,100	8,443,700
77,780	Other Operating Expenses	40,100	42,800	41,900
32,400	Grants and Subsidies Payments	–	–	–
1,020	Impairment of Receivables	1,000	1,100	1,100
15,400	Finance Costs	44,200	44,900	45,600
–	Foreign Exchange (Gain)/Loss	–	–	–
–	Contingency Expenses	–	–	–
<b>45,800,400</b>	<b>Total Expenditure</b>	<b>41,447,800</b>	<b>41,856,700</b>	<b>44,255,800</b>
<b>26,937,800</b>	<b>Net Revenue Expenditure</b>	<b>25,598,800</b>	<b>25,792,300</b>	<b>26,439,400</b>
13,727,400	Depreciation	15,989,700	17,594,200	18,991,700
–	Impairment of Fixed Assets	–	–	–
–	Asset Disposal (Gain)/Loss	–	–	–
40,665,200	Net Revenue Expenditure	41,588,500	43,386,500	45,431,100

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.



## Transport and Technical Services (as amended)

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>26,937,800</b>	<b>25,598,800</b>	<b>25,792,300</b>
Price Inflation – Dept Income	(471,600)	(485,900)	(498,000)
Price Inflation – Dept Expenditure	655,400	621,000	636,500
Price Inflation – Provision for Pay Award	–	–	–
<b>Commitments from Existing Policies</b>			
Department Savings	(2,033,000)	–	–
Department User Pays	(100,000)	–	–
<b>Departmental Transfers</b>	–	–	–
<b>Revenue to Capital Transfers</b>	–	–	–
<b>Proposed MTFP Growth</b>	<b>450,000</b>	<b>50,000</b>	<b>2,000,000</b>
<b>Proposed Procurement Savings</b>	<b>(175,800)</b>	<b>–</b>	<b>–</b>
<b>Proposed Other Budget Measures</b>			
Removal of Impôts Fuel Duty Rebate from Bus Contract	336,000	8,400	8,600
Net Income from Guernsey Waste Disposal	–	–	(1,500,000)
<b>Net Revenue Expenditure</b>	<b>25,598,800</b>	<b>25,792,300</b>	<b>26,439,400</b>
Depreciation	15,989,700	17,594,200	18,991,700
<b>Net Revenue Expenditure</b>	<b>41,588,500</b>	<b>43,386,500</b>	<b>45,431,100</b>







# Treasury and Resources

---





# Treasury and Resources

---

## Minister's Introduction

The Treasury and Resources Department consists of the following sections:

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

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

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

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

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

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

- effectively manage insurance risks and make use of the improved contract terms to exceed its CSR savings target;
- provide professional procurement advice to departments to help them to secure savings and achieve better value for money;
- manage the balance sheet as well as the budget through continued improvements in the management of its property portfolio and returns on investments and strategic shareholdings;
- support Departments in achieving their strategic aims and delivering their infrastructure projects through funding advice;
- continue to improve financial performance reporting;
- support Departments in the move to longer term financial planning and the delivery of the MTFP;
- implement the Taxes Transformation Programme to improve the efficiency of tax administration and maximise the receipt of income due;
- Deliver a fair and affordable public sector pension scheme; and
- Keep tax policy under review in order to protect and grow island's economy.



The sections below expand on a selection of the more substantial projects which will be undertaken by the Department in the next three years in support of the States strategic priorities.

## Taxes

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

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

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

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

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

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

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

The key deliverables of the TTP are:

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

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

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



## Property

Jersey Property Holding's (JPH) Property Plan and the Capital Programme are described in detail in the main MTFP report.

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

JPH will deliver CSR savings of £750,000 in 2013, by increasing rental incomes to reflect market rates.

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

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

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

## Procurement

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

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

## Pensions

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

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



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

The Technical Working Group is aiming to bring forward options for changes to PECRS that would be implemented on 1st January 2015.

**Senator Philip Ozouf**

Treasury and Resources Minister



## Treasury and Resources

---

### AIM

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

##### Success criteria:

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

##### Strategic Plan Reference:

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

#### Key Objective 2: Improved monitoring and reporting of Financial Performance.

---

##### Success criteria:

- (i) Improved internal in-year financial performance reporting, forecasting, budgeting and analysis of both net revenue expenditure and capital expenditure;
- (ii) Financial assessment of major policy developments;





- (iii) Provision of information and advice to enable informed decision-making, thereby ensuring demonstrable value for money;
- (iv) Development of clear KPIs and other financial performance reports by which departmental performance can be monitored, reviewed and improved;
- (v) Development of an active shareholder role in respect of States owned companies, delivering improved accountability and financial performance from companies, subject to funding;
- (vi) Production of Annual Accounts in accordance with International Financial Reporting Standards (IFRS).

**Strategic Plan Reference:**

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

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

---

**Success criteria:**

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

**Strategic Plan Reference:**

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

**Key Objective 4: Efficient and effective Treasury services.**

---

**Success criteria:**

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

**Strategic Plan Reference:**

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



## Key Objective 5: Efficient and Effective Financial Management and Financial Processing Services.

---

### Success criteria:

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

### Strategic Plan Reference:

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

## Key Objective 6: Long-term Tax Policy and Efficient and Effective Tax Administration and Collection.

---

### Success criteria:

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

### Strategic Plan Reference:

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

## Key Objective 7: Effective audit and risk management.

---

### Success criteria:

- (i) Agreed audit plan delivered in accordance with IIA Standards;
- (ii) Regular reports provided to the Audit Committee and C&AG;
- (iii) Risk management promoted and reviewed throughout the organisation to achieve "managed" status;
- (iv) Contribution to development and implementation of an effective Assurance Framework;
- (v) Review and appraise the soundness, adequacy, and application of accounting, financial and other operating controls, and promoting effective control at reasonable cost;
- (vi) Ascertain the extent of compliance with established policies, plans, procedures, laws, and regulations;
- (vii) Determine the extent of which the States assets are accounted for and safeguarded from losses of all kinds.



**Strategic Plan Reference:**

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

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

---

**Success criteria:**

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

**Strategic Plan Reference:**

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

## Jersey Property Holdings

---

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

---

**Success criteria:**

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

**Strategic Plan Reference:**

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

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

---

**Success criteria:**

- (i) A significant reduction in "backlog" maintenance which has resulted from structural under-funding of property maintenance over a number of years, through the progression of remedial works in a phased and prioritised programme plan;



- (ii) The delivery of capital projects to replace assets which have deteriorated beyond reasonable repair, funded from proceeds generated by the disposal of property over and above that required to meet agreed capital proceeds targets;
- (iii) Capital projects commenced and completed on time and within budget.

**Strategic Plan Reference:**

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

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

---

**Success criteria:**

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

**Strategic Plan Reference:**

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

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

---

**Success criteria:**

- (i) The introduction of new financial directions, policies and procedures to clarify all internal and external operating procedures for property transactions and utilisation;
- (ii) The completion of Health and Safety and supplier management training for all appropriate personnel;
- (iii) The development of service level agreements for all property users in conjunction with lease agreements, including customer satisfaction indices;
- (iv) Co-location of all Jersey Property Holdings staff.

**Strategic Plan Reference:**

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

**Procurement**

---

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

---

**Success criteria:**

- (i) The implementation of a procurement strategy;
- (ii) A procurement plan to deliver cash and efficiency savings across the States focussing on



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

**Strategic Plan Reference:**

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

## Treasury and Resources

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
5,998,400	States Treasury	5,737,300	(261,100)	6,129,300	392,000	5,848,300	(281,000)
7,349,200	Taxes Office	7,074,100	(275,100)	7,432,800	358,700	7,038,200	(394,600)
20,115,800	Jersey Property Holdings	19,959,300	(156,500)	19,831,100	(128,200)	18,760,100	(1,071,000)
489,900	Corporate Procurement	464,400	(25,500)	464,300	(100)	464,300	–
2,709,100	Insurance	2,334,500	(374,600)	2,396,400	61,900	2,460,100	63,700
–	Pensions	5,571,900	5,571,900	6,747,800	1,175,900	7,931,700	1,183,900
<b>36,662,400</b>	<b>Net Revenue Expenditure</b>	<b>41,141,500</b>	<b>4,479,100</b>	<b>43,001,700</b>	<b>1,860,200</b>	<b>42,502,700</b>	<b>(499,000)</b>
(11,889,800)	Less: Depreciation	(11,140,300)	749,500	(11,589,300)	(449,000)	(11,919,100)	(329,800)
24,772,600	Net Revenue Expenditure	30,001,200	5,228,600	31,412,400	1,411,200	30,583,600	(828,800)

## Treasury and Resources

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	2013				2014				2015							
	Net Revenue Expenditure + Depreciation £	Gross Revenue Expenditure DEL £	Gross Revenue Expenditure AME £	Income £	Net Revenue Expenditure £	FTE	Gross Revenue Expenditure DEL £	Gross Revenue Expenditure AME £	Income £	Net Revenue Expenditure £	FTE	Gross Revenue Expenditure DEL £	Gross Revenue Expenditure AME £	Income £	Net Revenue Expenditure £	FTE
5,998,400	States Treasury	7,006,400	-	(1,269,100)	5,737,300	103.0	7,432,300	-	(1,303,000)	6,129,300	103.0	7,275,000	-	(1,426,700)	5,848,300	103.0
7,349,200	Taxes Office	6,317,400	931,500	(174,800)	7,074,100	95.1	6,351,000	1,261,000	(179,200)	7,432,800	95.1	6,386,400	836,400	(184,600)	7,038,200	95.1
20,115,800	Jersey Property Holdings	15,325,600	10,208,800	(5,575,100)	19,959,300	40.0	15,232,600	10,328,300	(5,729,800)	19,831,100	40.0	13,565,700	11,082,700	(5,868,300)	18,760,100	40.0
489,900	Corporate Procurement	507,900	-	(43,500)	464,400	8.0	507,800	-	(43,500)	464,300	8.0	507,800	-	(43,500)	464,300	8.0
2,709,100	Insurance	2,334,500	-	-	2,334,500	-	2,396,400	-	-	2,396,400	-	2,460,100	-	-	2,460,100	-
-	Pensions	5,571,900	-	-	5,571,900	-	6,747,800	-	-	6,747,800	-	7,931,700	-	-	7,931,700	-
<b>36,662,400</b>	<b>Net Revenue Expenditure</b>	<b>37,063,700</b>	<b>11,140,300</b>	<b>(7,062,500)</b>	<b>41,141,500</b>	<b>246.1</b>	<b>38,667,900</b>	<b>11,589,300</b>	<b>(7,255,500)</b>	<b>43,001,700</b>	<b>246.1</b>	<b>38,126,700</b>	<b>11,919,100</b>	<b>(7,543,100)</b>	<b>42,502,700</b>	<b>246.1</b>
(11,889,800)	Less: Depreciation	-	(11,140,300)	-	(11,140,300)	-	(11,589,300)	-	(11,589,300)	(11,589,300)	-	(11,919,100)	-	(11,919,100)	-	-
24,772,600	Net Revenue Expenditure	37,063,700	-	(7,062,500)	30,001,200	-	38,667,900	-	(7,255,500)	31,412,400	-	38,126,700	-	(7,543,100)	30,583,600	-

## Treasury and Resources

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
	– Duties, Fees, Fines & Penalties	–	–	–
(6,609,300)	Sales of Goods and Services	(6,849,000)	(7,036,500)	(7,317,400)
	– Investment Income	–	–	–
(139,900)	Other Income	(213,500)	(219,000)	(225,700)
<b>(6,749,200)</b>	<b>Total Income</b>	<b>(7,062,500)</b>	<b>(7,255,500)</b>	<b>(7,543,100)</b>
<b>Expenditure</b>				
	– Social Benefit Payments	–	–	–
13,994,500	Staff Costs	14,551,900	14,662,800	14,864,900
3,225,700	Supplies and Services	3,009,000	3,469,300	3,258,700
374,200	Administrative Expenses	437,300	437,300	443,000
13,779,800	Premises and Maintenance	13,751,400	13,673,800	12,020,900
117,100	Other Operating Expenses	179,800	182,300	184,900
	– Grants and Subsidies Payments	–	–	–
	– Impairment of Receivables	112,500	115,000	117,800
30,400	Finance Costs	5,021,800	6,127,400	7,236,500
	– Foreign Exchange (Gain)/Loss	–	–	–
	– Contingency Expenses	–	–	–
<b>31,521,700</b>	<b>Total Expenditure</b>	<b>37,063,700</b>	<b>38,667,900</b>	<b>38,126,700</b>
<b>24,772,500</b>	<b>Net Revenue Expenditure</b>	<b>30,001,200</b>	<b>31,412,400</b>	<b>30,583,600</b>
11,889,800	Depreciation	11,140,300	11,589,300	11,919,100
	– Impairment of Fixed Assets	–	–	–
100	Asset Disposal (Gain)/Loss	–	–	–
36,662,400	Net Revenue Expenditure	41,141,500	43,001,700	42,502,700

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.





## Treasury and Resources

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>24,772,600</b>	<b>30,001,200</b>	<b>31,412,400</b>
Price Inflation – Dept Income	(168,700)	(191,700)	(196,500)
Price Inflation – Dept Expenditure	437,100	574,700	577,700
Price Inflation – Provision for Pay Award	60,000	70,000	75,000
<b>Commitments from Existing Policies</b>			
CSR Growth and Other Growth	(322,200)	(2,800)	(34,000)
Unallocated Growth Provision	59,000	391,000	(251,000)
Department Savings	(700,000)	–	–
Department User Pays	(750,000)	–	–
<b>Departmental Transfers</b>			
Transfer of Staff Budget to Health	(88,900)	–	–
Transfer of Accounts Payable Staff to Home Affairs	(10,700)	–	–
Transfer of PECRS Pre 1987 Debt from Chief Ministers	4,436,900	–	–
Transfer of Caesar GST collection system maintenance to Chief Ministers	(13,300)	–	–
<b>Capital to Revenue Transfers</b>			
Property Holdings: Backlog Maintenance Programme	1,500,000	(500,000)	–
<b>Proposed MTFP Growth</b>	<b>630,000</b>	<b>70,000</b>	<b>–</b>
<b>Proposed Procurement Savings</b>	<b>(840,600)</b>	<b>–</b>	<b>–</b>
<b>Proposed Other Budget Measures</b>			
Reduce PECRS Pre 1987 Repayment Term to Reduce	1,000,000	1,000,000	1,000,000
Reduce Property Backlog Repairs and Maintenance (JPH)			(2,000,000)
<b>Net Revenue Expenditure</b>	<b>30,001,200</b>	<b>31,412,400</b>	<b>30,583,600</b>
Depreciation	11,140,300	11,589,300	11,919,100
<b>Net Revenue Expenditure</b>	<b>41,141,500</b>	<b>43,001,700</b>	<b>42,502,700</b>



## Non-Ministerial States Funded Bodies

---





## Non Ministerial States Funded Bodies

---

### Introduction

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

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

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

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

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

### Cadet and Military Support Officer

In response to proposals to increase States total expenditure limits in relation to additional funding for the post of Military Liaison Officer, the Council of Ministers has agreed alternative funding measures of £126,000. 2012 underspends will be earmarked to be carried forward to provide annual contributions of £42,000 to the new post of Cadet and Military Support Officer within the Lieutenant Governor's staff for each of the years 2013 to 2015. This post will also be supported by existing funding of £8,000 to be permanently transferred from the Home Affairs Department.



## Non-Ministerial Departments

---

### Bailiff's Chamber

---

#### AIM

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

#### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

#### Success criteria:

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

#### Strategic Plan References:

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

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

---

#### Success criteria:

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

#### Strategic Plan References:

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



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

---

#### Success criteria:

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

#### Strategic Plan References:

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

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

---

#### Success criteria:

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

#### Strategic Plan References:

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



## Data Protection Commission

---

### AIM

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

##### Success criteria:

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

##### Strategic Plan References:

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

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

---

##### Success criteria:

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

##### Strategic Plan References:

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

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

---

##### Success criteria:

- (i) Maintained continuity of the effective day to day operation of both offices;
- (ii) Establishment and publication of consistent and common guidance for both Islands;



- (iii) Development of a common platform for IT/Notification systems.

**Strategic Plan References:**

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

**Key Objective 4: Purposeful regulatory action.**

---

**Success criteria:**

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

**Strategic Plan References:**

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

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

---

**Success criteria:**

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

**Strategic Plan References:**

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

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

---

**Success criteria:**

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





**Strategic Plan References:**

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

## Judicial Greffe and Viscount

---

**AIM**

An efficient and effective Court Service.

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

**Success criteria:**

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

**Strategic Plan References:**

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

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

---

**Success criteria:**

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

**Strategic Plan References:**

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



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

---

**Success criteria:**

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

**Strategic Plan References:**

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

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

---

**Success criteria:**

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

**Strategic Plan References:**

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

### Key Objective 5: Efficient and effective Désastre proceedings.

---

**Success criteria:**

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

**Strategic Plan References:**

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



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

---

### Success criteria:

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

### Strategic Plan References:

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

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

---

### Success criteria:

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

### Strategic Plan References:

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

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

---

### Success criteria:

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

### Strategic Plan References:

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



## Law Officers' Department

---

### AIM

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

#### Strategic Plan References:

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

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

---

#### Strategic Plan References:

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

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

---

#### Strategic Plan References:

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

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

---

#### Strategic Plan References:

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

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

---

#### Strategic Plan References:

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



---

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

---

**Strategic Plan References:**

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

---

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

---

**Strategic Plan References:**

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

---

## **Official Analyst**

---

**AIM**

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

---

### **SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA**

---

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

---

**Success criteria:**

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

**Strategic Plan References:**

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

---

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

---

**Success criteria:**

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

**Strategic Plan References:**

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



## Probation and After Care Service

---

### AIM

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

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

---

#### Success criteria:

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

#### Strategic Plan References:

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

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

---

#### Success criteria:

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

#### Strategic Plan References:

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



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

---

#### Success criteria:

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

#### Strategic Plan References:

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

## Comptroller and Auditor General

---

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

## Office of the Dean of Jersey

---

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

## Office of the Lieutenant Governor

---

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

## Non-Ministerial States Funded Bodies

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012 Net Revenue Expenditure + Depreciation £		2013		2014		2015	
		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
<b>Bailiff's Chambers</b>							
1,196,400	Bailiff's Chambers General	1,293,300	96,900	1,301,400	8,100	1,309,700	8,300
392,500	Court and Case Costs	301,900	(90,600)	309,100	7,200	317,600	8,500
<b>1,588,900</b>	<b>Subtotal</b>	<b>1,595,200</b>	<b>6,300</b>	<b>1,610,500</b>	<b>15,300</b>	<b>1,627,300</b>	<b>16,800</b>
<b>Law Officers' Department</b>							
5,577,100	Law Officers' General	5,593,900	16,800	5,639,000	45,100	5,707,300	68,300
2,247,900	Court and Case Costs	2,065,700	(182,200)	2,091,500	25,800	2,096,700	5,200
<b>7,825,000</b>	<b>Subtotal</b>	<b>7,659,600</b>	<b>(165,400)</b>	<b>7,730,500</b>	<b>70,900</b>	<b>7,804,000</b>	<b>73,500</b>
<b>Judicial Greffe</b>							
2,882,900	Judicial Greffe – General	2,564,300	(318,600)	2,634,100	69,800	2,677,800	43,700
3,924,800	Court and Case Costs	4,095,000	170,200	4,123,600	28,600	4,179,000	55,400
<b>6,807,700</b>	<b>Subtotal</b>	<b>6,659,300</b>	<b>(148,400)</b>	<b>6,757,700</b>	<b>98,400</b>	<b>6,856,800</b>	<b>99,100</b>
<b>Viscount's Department</b>							
937,900	Duties of the Viscount	1,124,200	186,300	1,150,300	26,100	1,158,500	8,200
536,800	Court and Case Costs	273,500	(263,300)	257,900	(15,600)	254,900	(3,000)
<b>1,474,700</b>	<b>Subtotal</b>	<b>1,397,700</b>	<b>(77,000)</b>	<b>1,408,200</b>	<b>10,500</b>	<b>1,413,400</b>	<b>5,200</b>
651,700	<b>Official Analyst</b>	655,400	3,700	660,900	5,500	666,100	5,200
691,200	<b>Office of the Lieutenant Governor</b>	692,400	1,200	695,200	2,800	698,000	2,800
25,700	<b>Office of the Dean of Jersey</b>	25,900	200	26,100	200	26,300	200
223,300	<b>Data Protection Commission</b>	223,300	–	223,900	600	224,400	500
<b>Probation</b>							
1,985,900	Probation and Aftercare Service	1,920,500	(65,400)	1,918,700	(1,800)	1,916,900	(1,800)
–	Court and Case Costs	230,600	230,600	236,400	5,800	242,300	5,900
<b>1,985,900</b>	<b>Subtotal</b>	<b>2,151,100</b>	<b>165,200</b>	<b>2,155,100</b>	<b>4,000</b>	<b>2,159,200</b>	<b>4,100</b>
753,600	<b>Comptroller and Auditor General</b>	751,400	(2,200)	768,700	17,300	786,500	17,800
<b>22,027,700</b>	<b>Net Revenue Expenditure</b>	<b>21,811,300</b>	<b>(216,400)</b>	<b>22,036,800</b>	<b>225,500</b>	<b>22,262,000</b>	<b>225,200</b>
(120,000)	Less: Depreciation	(134,600)	(14,600)	(141,100)	(6,500)	(141,600)	(500)
<b>21,907,700</b>	<b>Net Revenue Expenditure</b>	<b>21,676,700</b>	<b>(231,000)</b>	<b>21,895,700</b>	<b>219,000</b>	<b>22,120,400</b>	<b>224,700</b>





## Non-Ministerial States Funded Bodies

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012 Net Revenue Expenditure + Depreciation £	2013		2013 Net Revenue Expenditure £	FTE	2014		2014 Net Revenue Expenditure £	FTE	2015		2015 Net Revenue Expenditure £	FTE				
	Gross Revenue Expenditure DEL £	AME £			Income £	Gross Revenue Expenditure DEL £			AME £	Income £			Gross Revenue Expenditure DEL £	AME £	Income £	
<b>Bailiffs Chambers</b>																
1,196,400	Bailiffs Chambers General	1,375,000	–	(81,700)	1,293,300	10.0	1,384,200	–	(82,800)	1,301,400	10.0	1,396,500	–	(86,800)	1,309,700	10.0
392,500	Court and Case Costs	406,900	–	(105,000)	301,900	–	417,100	–	(108,000)	309,100	–	427,700	–	(110,100)	317,600	–
<b>1,588,900</b>	<b>Subtotal</b>	<b>1,781,900</b>	<b>–</b>	<b>(186,700)</b>	<b>1,595,200</b>	<b>10.0</b>	<b>1,801,300</b>	<b>–</b>	<b>(190,800)</b>	<b>1,610,500</b>	<b>10.0</b>	<b>1,824,200</b>	<b>–</b>	<b>(196,900)</b>	<b>1,627,300</b>	<b>10.0</b>
<b>Law Officers' Department</b>																
5,577,100	Law Officers' General	5,770,400	–	(176,500)	5,593,900	68.0	5,815,500	–	(176,500)	5,639,000	68.0	5,883,800	–	(176,500)	5,707,300	68.0
2,247,900	Court and Case Costs	3,632,800	9,000	(1,576,100)	2,065,700	–	3,697,600	9,000	(1,615,100)	2,091,500	–	3,743,800	9,000	(1,656,100)	2,096,700	–
<b>7,825,000</b>	<b>Subtotal</b>	<b>9,403,200</b>	<b>9,000</b>	<b>(1,752,600)</b>	<b>7,659,600</b>	<b>68.0</b>	<b>9,513,100</b>	<b>9,000</b>	<b>(1,791,600)</b>	<b>7,730,500</b>	<b>68.0</b>	<b>9,627,600</b>	<b>9,000</b>	<b>(1,832,600)</b>	<b>7,804,000</b>	<b>68.0</b>
<b>Judicial Greffe</b>																
2,882,900	Judicial Greffe – General	3,491,700	19,400	(946,800)	2,564,300	44.4	3,563,000	19,400	(948,300)	2,634,100	44.4	3,606,700	19,400	(948,300)	2,677,800	44.4
3,924,800	Court and Case Costs	4,515,000	–	(420,000)	4,095,000	–	4,553,600	–	(430,000)	4,123,600	–	4,621,000	–	(442,000)	4,179,000	–
<b>6,807,700</b>	<b>Subtotal</b>	<b>8,006,700</b>	<b>19,400</b>	<b>(1,366,800)</b>	<b>6,659,300</b>	<b>44.4</b>	<b>8,116,600</b>	<b>19,400</b>	<b>(1,378,300)</b>	<b>6,757,700</b>	<b>44.4</b>	<b>8,227,700</b>	<b>19,400</b>	<b>(1,390,300)</b>	<b>6,856,800</b>	<b>44.4</b>
<b>Viscount's Department</b>																
937,900	Duties of the Viscount	1,680,900	29,500	(686,200)	1,124,200	23.9	1,709,500	35,000	(594,200)	1,150,300	23.9	1,724,700	35,000	(601,200)	1,158,500	23.9
536,800	Court and Case Costs	273,500	–	–	273,500	–	257,900	–	–	257,900	–	254,900	–	–	254,900	–
<b>1,474,700</b>	<b>Subtotal</b>	<b>1,954,400</b>	<b>29,500</b>	<b>(686,200)</b>	<b>1,397,700</b>	<b>23.9</b>	<b>1,967,400</b>	<b>35,000</b>	<b>(594,200)</b>	<b>1,408,200</b>	<b>23.9</b>	<b>1,979,600</b>	<b>35,000</b>	<b>(601,200)</b>	<b>1,413,400</b>	<b>23.9</b>
651,700	Official Analyst	669,400	46,000	(60,000)	655,400	9.6	675,400	47,000	(61,500)	660,900	9.6	681,600	47,500	(63,000)	666,100	9.6
691,200	Office of the Lieutenant Governor	785,000	3,500	(96,100)	692,400	13.4	788,500	3,500	(96,800)	695,200	13.4	792,500	3,500	(96,000)	698,000	13.4
25,700	Office of the Dean of Jersey	25,900	–	–	25,900	–	26,100	–	–	26,100	–	26,300	–	–	26,300	–
223,300	Data Protection Commission	374,800	–	(151,500)	223,300	4.0	377,900	–	(154,000)	223,900	4.0	381,000	–	(156,600)	224,400	4.0
<b>Probation</b>																
1,985,900	Probation and Aftercare Service	2,338,300	27,200	(445,000)	1,920,500	32.3	2,336,500	27,200	(445,000)	1,918,700	32.3	2,334,700	27,200	(445,000)	1,916,900	32.3
–	Court and Case Costs	230,600	–	–	230,600	–	236,400	–	–	236,400	–	242,300	–	–	242,300	–
<b>1,985,900</b>	<b>Subtotal</b>	<b>2,568,900</b>	<b>27,200</b>	<b>(445,000)</b>	<b>2,151,100</b>	<b>32.3</b>	<b>2,572,900</b>	<b>27,200</b>	<b>(445,000)</b>	<b>2,155,100</b>	<b>32.3</b>	<b>2,577,000</b>	<b>27,200</b>	<b>(445,000)</b>	<b>2,159,200</b>	<b>32.3</b>
753,600	Comptroller and Auditor General	751,400	–	–	751,400	1.5	768,700	–	–	768,700	1.5	786,500	–	–	786,500	1.5
<b>22,027,700</b>	<b>Net Revenue Expenditure</b>	<b>26,321,600</b>	<b>134,600</b>	<b>(4,644,900)</b>	<b>21,811,300</b>	<b>207.1</b>	<b>26,607,900</b>	<b>141,100</b>	<b>(4,712,200)</b>	<b>22,036,800</b>	<b>207.1</b>	<b>26,904,000</b>	<b>141,600</b>	<b>(4,783,600)</b>	<b>22,262,000</b>	<b>207.1</b>
(120,000)	Less: Depreciation	–	(134,600)	–	(134,600)	–	–	(141,100)	–	(141,100)	–	(141,600)	–	(141,600)	–	(141,600)
21,907,700	Net Revenue Expenditure	26,321,600	–	(4,644,900)	21,676,700	–	26,607,900	–	(4,712,200)	21,895,700	–	26,904,000	–	(4,783,600)	22,120,400	–

## Non-Ministerial States Funded Bodies

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(675,000)	Duties, Fees, Fines & Penalties	(687,600)	(700,100)	(713,900)
(630,300)	Sales of Goods and Services	(900,200)	(901,700)	(904,200)
(1,000)	Investment Income	(1,000)	(1,000)	(1,000)
(2,715,700)	Other Income	(3,056,100)	(3,109,400)	(3,164,500)
<b>(4,022,000)</b>	<b>Total Income</b>	<b>(4,644,900)</b>	<b>(4,712,200)</b>	<b>(4,783,600)</b>
<b>Expenditure</b>				
–	Social Benefit Payments	–	–	–
12,963,200	Staff Costs	13,077,500	13,114,700	13,159,300
10,779,300	Supplies and Services	10,933,100	11,103,100	11,289,000
410,200	Administrative Expenses	426,700	451,200	474,100
1,662,900	Premises and Maintenance	1,683,700	1,737,700	1,780,400
85,500	Other Operating Expenses	92,500	92,700	92,700
17,600	Grants and Subsidies Payments	100,000	100,000	100,000
–	Impairment of Receivables	–	–	–
11,000	Finance Costs	8,100	8,500	8,500
–	Foreign Exchange (Gain)/Loss	–	–	–
–	Contingency Expenses	–	–	–
<b>25,929,700</b>	<b>Total Expenditure</b>	<b>26,321,600</b>	<b>26,607,900</b>	<b>26,904,000</b>
<b>21,907,700</b>	<b>Net Revenue Expenditure</b>	<b>21,676,700</b>	<b>21,895,700</b>	<b>22,120,400</b>
120,000	Depreciation	134,600	141,100	141,600
–	Impairment of Fixed Assets	–	–	–
–	Asset Disposal (Gain)/Loss	–	–	–
22,027,700	Net Revenue Expenditure	21,811,300	22,036,800	22,262,000

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.



## Non-Ministerial States Funded Bodies

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>21,907,700</b>	<b>21,676,700</b>	<b>21,895,700</b>
Price Inflation – Dept Income	(100,600)	(103,000)	(105,500)
Price Inflation – Dept Expenditure	324,200	322,000	330,200
Price Inflation – Provision for Pay Award	–	–	–
<b>Commitments from Existing Policies</b>			
Department Savings	(405,000)	–	–
Department User Pays	–	–	–
<b>Departmental Transfers</b>			
Transfer of Legal Guardianship from Judicial Greffe to Probation	(230,600)	–	–
Transfer of Legal Guardianship from Judicial Greffe to Probation	230,600	–	–
<b>Capital to Revenue Transfers</b>	–	–	–
<b>Proposed MTFP Growth</b>	–	–	–
<b>Proposed Procurement Savings</b>	(49,600)	–	–
<b>Proposed Other Budget Measures</b>	–	–	–
<b>Net Revenue Expenditure</b>	<b>21,676,700</b>	<b>21,895,700</b>	<b>22,120,400</b>
Depreciation	134,600	141,100	141,600
<b>Net Revenue Expenditure</b>	<b>21,811,300</b>	<b>22,036,800</b>	<b>22,262,000</b>



## States Assembly and its Services

---





# States Assembly

---

## Introduction

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

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

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

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



## States Assembly

---

### AIM

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

### SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA

---

#### Objective 1: States Assembly able to operate effectively.

---

##### Success criteria:

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

#### Objective 2: Effective and efficient scrutiny function.

---

##### Success criteria:

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

#### Objective 3: Government and electoral reform progressed.

---

##### Success criteria:

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



**Strategic Plan References:**

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

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

---

**Success criteria:**

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

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

---

**Success criteria:**

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



## States Assembly

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012 Net Revenue Expenditure + Depreciation £		2013 Net Revenue Expenditure £	Increase/ (Decrease) £	2014 Net Revenue Expenditure £	Increase/ (Decrease) £	2015 Net Revenue Expenditure £	Increase/ (Decrease) £
1,532,400	<b>States Assembly General</b>	<b>1,412,000</b>	(120,400)	1,445,600	33,600	<b>1,450,400</b>	4,800
1,358,100	<b>Scrutiny</b>	<b>1,219,400</b>	(138,700)	1,274,100	54,700	<b>1,359,400</b>	85,300
2,405,600	<b>Members Remuneration</b>	<b>2,405,600</b>	–	2,405,600	–	<b>2,405,600</b>	–
<b>5,296,100</b>	<b>Net Revenue Expenditure</b>	<b>5,037,000</b>	<b>(259,100)</b>	<b>5,125,300</b>	<b>88,300</b>	<b>5,215,400</b>	<b>90,100</b>
(16,100)	Less: Depreciation	(9,600)	6,500	(11,000)	(1,400)	(12,000)	(1,000)
5,280,000	Net Revenue Expenditure	5,027,400	(252,600)	5,114,300	86,900	5,203,400	89,100

## States Assembly

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012 Net Revenue Expenditure Depreciation £	2013				2014				2015						
	DEL £	AME £	Income £	Net Revenue Expenditure £	FTE	DEL £	AME £	Income £	Net Revenue Expenditure £	FTE	DEL £	AME £	Income £	Net Revenue Expenditure £	FTE
1,532,400	1,492,800	9,600	(90,400)	1,412,000	19.8	1,525,000	11,000	(90,400)	1,445,600	19.8	1,533,100	12,000	(94,700)	1,450,400	19.8
1,358,100	1,219,400	–	–	1,219,400	14.0	1,274,100	–	–	1,274,100	14.0	1,359,400	–	–	1,359,400	14.0
2,405,600	2,405,600	–	–	2,405,600	–	2,405,600	–	–	2,405,600	–	2,405,600	–	–	2,405,600	–
<b>5,296,100</b>	<b>5,117,800</b>	<b>9,600</b>	<b>(90,400)</b>	<b>5,037,000</b>	<b>33.8</b>	<b>5,204,700</b>	<b>11,000</b>	<b>(90,400)</b>	<b>5,125,300</b>	<b>33.8</b>	<b>5,298,100</b>	<b>12,000</b>	<b>(94,700)</b>	<b>5,215,400</b>	<b>33.8</b>
(16,100)	–	(9,600)	–	(9,600)	–	–	(11,000)	–	(11,000)	–	–	(12,000)	–	(12,000)	–
5,280,000	5,117,800	–	(90,400)	5,027,400	–	5,204,700	–	(90,400)	5,114,300	–	5,298,100	–	(94,700)	5,203,400	–



## States Assembly

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
	– Duties, Fees, Fines & Penalties	–	–	–
(87,500)	Sales of Goods and Services	(90,400)	(90,400)	(94,700)
	– Investment Income	–	–	–
	– Other Income	–	–	–
<b>(87,500)</b>	<b>Total Income</b>	<b>(90,400)</b>	<b>(90,400)</b>	<b>(94,700)</b>
<b>Expenditure</b>				
	– Social Benefit Payments	–	–	–
3,968,100	Staff Costs	3,915,500	3,915,700	3,915,700
473,900	Supplies and Services	426,300	489,100	574,100
344,200	Administrative Expenses	134,500	157,400	187,700
581,300	Premises and Maintenance	641,500	642,500	620,600
	– Other Operating Expenses	–	–	–
	– Grants and Subsidies Payments	–	–	–
	– Impairment of Receivables	–	–	–
	– Finance Costs	–	–	–
	– Foreign Exchange (Gain)/Loss	–	–	–
	– Contingency Expenses	–	–	–
<b>5,367,500</b>	<b>Total Expenditure</b>	<b>5,117,800</b>	<b>5,204,700</b>	<b>5,298,100</b>
<b>5,280,000</b>	<b>Net Revenue Expenditure</b>	<b>5,027,400</b>	<b>5,114,300</b>	<b>5,203,400</b>
16,100	Depreciation	9,600	11,000	12,000
	– Impairment of Fixed Assets	–	–	–
	– Asset Disposal (Gain)/Loss	–	–	–
5,296,100	Net Revenue Expenditure	5,037,000	5,125,300	5,215,400

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.

## States Assembly

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Base Department Budget</b>	<b>5,280,000</b>	<b>5,027,400</b>	<b>5,114,300</b>
Price Inflation – Dept Income	(2,200)	(2,200)	(2,300)
Price Inflation – Dept Expenditure	90,100	89,100	91,400
Price Inflation – Provision for Pay Award	–	–	–
<b>Commitments from Existing Policies</b>			
CSR Growth and Other Growth	(200,000)	–	–
Department Savings	(130,000)	–	–
Department User Pays	–	–	–
<b>Departmental Transfers</b>	–	–	–
<b>Capital to Revenue Transfers</b>	–	–	–
<b>Proposed MTFP Growth</b>	–	–	–
<b>Proposed Procurement Savings</b>	(10,500)	–	–
<b>Proposed Other Budget Measures</b>	–	–	–
<b>Net Revenue Expenditure</b>	<b>5,027,400</b>	<b>5,114,300</b>	<b>5,203,400</b>
Depreciation	9,600	11,000	12,000
<b>Net Revenue Expenditure</b>	<b>5,037,000</b>	<b>5,125,300</b>	<b>5,215,400</b>





# Central Contingency Allocations

---



## Central Contingency Allocations

### Introduction

The 2012 Business Plan provided the base assumptions from which the Medium Term Financial Plan proposals have been developed and the central budget allocations were initially set aside as shown in Figure 32 in the main report. As was explained earlier in this Plan, some contingencies have been reduced in order to fund growth and balance the budget overall. The revised position is shown below.

### Central Pay Provision

An allocation for increases in the wage bill of departments is generally included in a department's cash limit. However, with the requirement to deliver significant CSR savings from terms and conditions savings of £14 million by 2013 the pay allocation has been held centrally until such time as these savings have been delivered.

The Medium Term Financial Plan provides for the July 12th 2012 offer. These proposals are detailed below:

	2012 £000	2013 £000	2014 £000	2015 £000
Existing Base Provision	7,326	14,372	23,059	32,351
Corporate Terms and Condition Savings	(7,000)	(14,000)	(14,000)	(14,000)
Net Existing Pay Provision	326	372	9,059	18,351
2012 Non Consolidated on Basic Pay (1%)	2,600	–	–	–
2013 Non Consolidated on Basic Pay (1%)	–	2,600	–	–
2013 Consolidated (1%)	–	3,300	3,300	3,300
2014 Consolidated (4%)	–	–	13,300	13,300
2015 Consolidated (2.5%)	–	–	–	8,700
<b>Total July 2012 Pay Offer</b>	<b>2,600</b>	<b>5,900</b>	<b>16,600</b>	<b>25,300</b>
Other Groups – Pay Awards			400	400
<b>Revised Pay Provision required</b>	<b>2,600</b>	<b>5,900</b>	<b>17,000</b>	<b>25,700</b>
Less: Existing Base Pay Provision	326	372	9,059	18,351
<b>Additional Pay Provision Required</b>	<b>2,274</b>	<b>5,528</b>	<b>7,941</b>	<b>7,349</b>





## Central Restructuring Provision

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

As part of the 2012 Business Plan a commitment was made to continue the successful Fiscal Stimulus Programme for various skills and training initiatives and £1.9 million from the Restructuring Provision has been transferred to departments for this purpose. The provision also provides an offset for centrally held procurement savings until these can be defined and transferred to departments. During 2012, the Procurement team have identified just over £3 million of savings which have been allocated to departments from 2013. In 2013 the remaining procurement savings will be identified and transfers agreed with departments. This will allow the Restructuring Provision to be available for the public sector reform programme over the period of the plan.

As part of the Medium Term Financial Plan proposals the Restructuring Provision has also been reduced by about £1 million each year to provide for growth proposals from Human Resources as detailed in Section 8 of this report. In 2013, a proportion of the required Restructuring Provision will be funded by Contingencies that are uncommitted and have been earmarked to be carried forward from 2012.

In 2013, £3.1 million will be provided for a Restructuring Provision from earmarked funds to be carried forward from 2012.

## Central Contingencies

The base assumptions from the 2012 Business Plan provided for £13 million for Central Contingencies for each year of the Medium Term Financial Plan period. Provision was made for certain one off items in 2014 and 2015.

In order to fund the level of growth proposed by the Council of Ministers and balance the budget the level of Central Contingencies has been reduced. The remaining level of Central Contingencies amounts to £6 million for 2013 and 2014, increasing to £7 million in 2015. In 2013, the funding of £6 million will be provided from uncommitted Central Contingencies in 2012 which have been earmarked to be carried forward to 2013.

The available Contingencies will provide for:

- **Annually Managed Expenditure:** this represents the more volatile areas of expenditure which are difficult to forecast and which are influenced by factors outside of the control of the department. In 2013 to 2015 this will only represent Income Support and Social security benefits as the level of Supplementation will be known if the States approve the new certainty formula which will be proposed alongside the Medium Term Financial Plan by the Social Security Minister.
- **Emerging Items:** this provision was established in the 2012 Business Plan for a number of emerging items for which a future significant cost was likely but where the exact cost and the timing were both uncertain. These emerging items included Freedom of Information, HCAE Inquiry and Legal Aid. The costs of these items remain uncertain and could not at this stage be allocated to departments so the contingency is maintained until such time as this can be allocated.



- **One-Off Contingency:** in 2015 a provision of £1 million will provide some flexibility to manage any unexpected one-off items.

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

In 2012 additional funding was provided to the Court departments to fund the significant increases in Court and Case costs that were forecast. In addition a “Smoothing Reserve” was established and in 2012 this amounts to almost £3 million. Current forecasts suggests that at least this sum should be available to carry forward into 2013 and together with the current balance on the Criminal Offences Confiscation Fund of around £14 million will provide for any unforeseen court and case costs over the Medium Term Financial Plan. Furthermore, consideration is being given by the Attorney General to the use of this fund to cover the costs of a possible Enquiry into historic child abuse and the funding of claims made under the States’ compensation scheme.



## Central Contingency Allocations

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
12,485,000	Central Contingencies <sup>1</sup>	–	(12,485,000)	6,000,000	6,000,000	7,000,000	1,000,000
10,000,000	Restructuring Provision <sup>1</sup>	5,098,000	(4,902,000)	6,540,000	1,442,000	7,170,000	630,000
(3,000,000)	Corporate Procurement Savings	(3,451,300)	(451,300)	(3,451,300)	–	(3,451,300)	–
7,325,800	Central Pay Provision	19,900,300	12,574,500	31,000,300	11,100,000	39,700,300	8,700,000
(7,000,000)	Corporate Terms and Conditions Savings	(14,000,000)	(7,000,000)	(14,000,000)	–	(14,000,000)	–
<b>19,810,800</b>	<b>Net Revenue Expenditure</b>	<b>7,547,000</b>	<b>(12,263,800)</b>	<b>26,089,000</b>	<b>18,542,000</b>	<b>36,419,000</b>	<b>10,330,000</b>
–	Less: Depreciation	–	–	–	–	–	–
19,810,800	Net Revenue Expenditure	7,547,000	(12,263,800)	26,089,000	18,542,000	36,419,000	10,330,000

1. Carry forward of £9.1 million from 2012 to 2013 earmarked to provide £6.0 million of contingency and a further £3.1 million of Restructuring Provision.

## Central Contingency Allocations

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	2013				2014				2015			
	Gross Revenue Expenditure		Income £	FTE	Gross Revenue Expenditure		Income £	FTE	Gross Revenue Expenditure		Income £	FTE
	DEL £	AME £			DEL £	AME £			DEL £	AME £		
12,485,000	-	-	-	-	4,000,000	2,000,000	-	-	5,000,000	2,000,000	-	-
10,000,000	5,098,000	-	-	6,540,000	-	-	-	6,540,000	7,170,000	-	-	-
(3,000,000)	(3,451,300)	-	-	(3,451,300)	-	-	-	(3,451,300)	(3,451,300)	-	-	-
7,325,800	19,900,300	-	-	31,000,300	-	-	-	31,000,300	39,700,300	-	-	-
(7,000,000)	(14,000,000)	-	-	(14,000,000)	-	-	-	(14,000,000)	(14,000,000)	-	-	-
<b>19,810,800</b>	<b>7,547,000</b>	-	-	<b>24,089,000</b>	<b>2,000,000</b>	-	-	<b>26,089,000</b>	<b>34,419,000</b>	<b>2,000,000</b>	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
19,810,800	7,547,000	-	-	24,089,000	2,000,000	-	-	26,089,000	34,419,000	2,000,000	-	-

1. Carry forward of £9.1 million from 2012 to 2013 earmarked to provide £6.0 million of contingency and a further £3.1 million of Restructuring Provision.



## Central Contingency Allocations

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
	– Duties, Fees, Fines & Penalties	–	–	–
	– Sales of Goods and Services	–	–	–
	– Investment Income	–	–	–
	– Other Income	–	–	–
	<b>– Total Income</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Expenditure</b>				
	– Social Benefit Payments	–	–	–
	– Staff Costs	–	–	–
	– Supplies and Services	–	–	–
	– Administrative Expenses	–	–	–
	– Premises and Maintenance	–	–	–
	– Other Operating Expenses	–	–	–
	– Grants and Subsidies Payments	–	–	–
	– Impairment of Receivables	–	–	–
	– Finance Costs	–	–	–
	– Pension Finance Costs	–	–	–
	– Foreign Exchange (Gain)/Loss	–	–	–
19,810,800	Contingency Expenses	7,547,000	26,089,000	36,419,000
<b>19,810,800</b>	<b>Total Expenditure</b>	<b>7,547,000</b>	<b>26,089,000</b>	<b>36,419,000</b>
<b>19,810,800</b>	<b>Net Revenue Expenditure</b>	<b>7,547,000</b>	<b>26,089,000</b>	<b>36,419,000</b>
	– Depreciation	–	–	–
	– Impairment of Fixed Assets	–	–	–
	– Asset Disposal (Gain)/Loss	–	–	–
19,810,800	Net Revenue Expenditure	7,547,000	26,089,000	36,419,000

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.



## Central Growth Allocation (as amended)

---



## Central Growth Allocation (as amended)

### Introduction

#### Ninth Amendment (as amended by the Chief Minister)

The Corporate Services Scrutiny Panel proposed an amendment to create a central growth allocation for 2014 and 2015 by removing growth that had been allocated directly to departments in the original proposals from the Council of Ministers.

The Council of Ministers asked Ministers to review the proposed amendment and comment on the impact to their department and identify any growth schemes that could be managed in this way. As a result of this review and the feedback from departments the Chief Minister lodged an amendment to the Corporate Services Scrutiny Panel amendment to provide an alternative central growth allocation for 2014 and 2015. This was agreed by the States.

The impact is to remove the following growth amounts from department budgets in 2014 and 2015 and create a central growth allocation of £2.210 million in 2014 and £1.460 million in 2015 which will be allocated in the annual Budgets for 2014 and 2015.

#### GROWTH BIDS TRANSFERRED TO CENTRAL GROWTH ALLOCATION

		Dept	2013 £'000	2014 £'000	2015 £'000
33 *	External Relations: International meetings, monitoring and visitors dignitaries	CMD	–	160	160
34 *	External Relations: External specialist advice	CMD	–	100	100
52 *	CSR: Fund permanent members of the CSR delivery team	CMD	–	150	150
			–	410	410
43 *	Maritime Incident Response Group	HA	–	50	50
18 *	Private Sector Rental Support	SSD	–	750	1,000
49 *	Treatment and disposal of ash	TTS	–	1,000	–
	<b>Total</b>		–	<b>2,210</b>	<b>1,460</b>





## Central Growth Allocation (as amended)

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
-	Central Growth Allocation	-	-	2,210,000	2,210,000	1,460,000	(750,000)
-	Net Revenue Expenditure	-	-	2,210,000	2,210,000	1,460,000	(750,000)
-	Less: Depreciation	-	-	-	-	-	-
-	Net Revenue Expenditure	-	-	2,210,000	2,210,000	1,460,000	(750,000)

## Central Growth Allocation (as amended)

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012 Net Revenue Expenditure + Depreciation £	2013					2014					2015				
	Gross Revenue Expenditure		Income £	Net Revenue Expenditure £	FTE	Gross Revenue Expenditure		Income £	Net Revenue Expenditure £	FTE	Gross Revenue Expenditure		Income £	Net Revenue Expenditure £	FTE
	DEL £	AME £				DEL £	AME £				DEL £	AME £			
-	-	-	-	-	-	-	2,210,000	-	2,210,000	-	-	-	1,460,000	-	-
-	-	-	-	-	-	2,210,000	-	2,210,000	-	-	-	-	1,460,000	-	1,460,000
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	2,210,000	-	2,210,000	-	-	-	-	1,460,000	-	1,460,000
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



## Central Growth Allocation (as amended)

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £	2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>			
– Duties, Fees, Fines & Penalties	–	–	–
– Sales of Goods and Services	–	–	–
– Investment Income	–	–	–
– Other Income	–	–	–
<b>– Total Income</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Expenditure</b>			
– Social Benefit Payments	–	–	–
– Staff Costs	–	–	–
– Supplies and Services	–	–	–
– Administrative Expenses	–	–	–
– Premises and Maintenance	–	–	–
– Other Operating Expenses	–	–	–
– Grants and Subsidies Payments	–	–	–
– Impairment of Receivables	–	–	–
– Finance Costs	–	–	–
– Pension Finance Costs	–	–	–
– Foreign Exchange (Gain)/Loss	–	–	–
– Contingency Expenses	–	–	–
– Central Growth Allocation	–	2,210,000	1,460,000
<b>– Total Expenditure</b>	<b>–</b>	<b>2,210,000</b>	<b>1,460,000</b>
<b>– Net Revenue Expenditure</b>	<b>–</b>	<b>2,210,000</b>	<b>1,460,000</b>
– Depreciation	–	–	–
– Impairment of Fixed Assets	–	–	–
– Asset Disposal (Gain)/Loss	–	–	–
<b>– Net Revenue Expenditure</b>	<b>–</b>	<b>2,210,000</b>	<b>1,460,000</b>

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.



## 2013–2015 Capital Programme

---



## Summary Table D (*Main Report p. 148*)

### PROPOSED CAPITAL PROGRAMME FOR 2013–2015

	2013 £'000	2014 £'000	2015 £'000
<b>Departmental Capital Programme</b>	<b>37,326</b>	<b>57,502</b>	<b>31,468</b>
<b>Funding Sources</b>			
Consolidated Fund	(12,566)	(4,559)	(20,043)
JPH Asset Disposals Receipts from Business Plan	(3,300)	–	–
Additional Limes Funding – Charitable Funds	(1,000)	–	–
JPH receipts	(2,632)	(4,480)	(9,140)
Additional Funding from Consolidated Fund – Housing Repayment	–	(26,472)	(528)
Repayment of Le Squez and Pomme D'Or Farm	–	(11,250)	–
Use of Jersey Post Dividend	(1,528)	(698)	–
Repayment of JT Preference Shares	(8,500)	(4,743)	(1,757)
Use of Carry Forwards 2012 to 2013	(7,000)	–	–
Use of Carry Forwards 2013 to 2014	–	(3,300)	–
Funded from the Central Planning Vote	(800)	(2,000)	–
<b>Funding Available</b>	<b>(37,326)</b>	<b>(57,502)</b>	<b>(31,468)</b>
Social Housing Programme	18,801	31,390	45,873
Housing Funding Sources	(18,801)	(31,390)	(45,873)
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>56,127</b>	<b>88,892</b>	<b>77,341</b>
<b>Funding from Consolidated Fund (Main allocation)</b>	<b>12,566</b>	<b>4,559</b>	<b>20,043</b>
<b>Funding from Other Sources (Repayments to Consolidated Fund etc)</b>	<b>24,760</b>	<b>52,943</b>	<b>11,425</b>
<b>Housing Funding</b>	<b>18,801</b>	<b>31,390</b>	<b>45,873</b>
<b>TOTAL FUNDING</b>	<b>56,127</b>	<b>88,892</b>	<b>77,341</b>

#### Notes

1. This position excludes an estimated £300 million for hospital works and £32 million for hospital ward extensions – future funding options are being actively pursued.
2. This shows the amount of Consolidated Fund available to fund projects from forecast funds (revised forecast).
3. No account has been taken currently of additional funding sources from policy changes.
4. This position excludes estimates for Liquid Waste Strategy – future funding options are being considered.
5. In response to proposals to increase States total expenditure limits in relation to additional funding for a new Sea Cadets Headquarters, the Council of Ministers has agreed alternative funding measures. There is the potential to deliver facilities for the Sea Cadets without the need for further funds to be drawn from the Consolidated Fund. Jersey Property Holdings has held preliminary discussions with a third party about the possibility of a joint venture at the Le Galots site to provide Sea Cadet facilities as well as some community facilities and commercial development. Should this approach not be successful, the Council of Ministers will support the inclusion of the £800,000 in the 2014 capital programme as part of the 2014 annual Budget process.



## Summary Table E (Main Report p. 149)

### PROPOSED CAPITAL PROGRAMME FOR 2013–2015

	2013 £'000	2014 £'000	2015 £'000
<b>Chief Minister</b>			
1 Web Development	100	170	–
2 Microsoft Upgrade	663	–	–
3 JDE Development & Upgrade	–	370	450
4 Application remediation Windows 8	–	500	–
5 HRIS Replacement	740	–	–
<b>Chief Minister's total</b>	<b>1,503</b>	<b>1,040</b>	<b>450</b>
<b>Education, Sport and Culture</b>			
6 School ICT	1,000	1,000	1,000
7 St Martin School	7,732	–	–
8 Autism Support Unit	–	1,066	–
9 FB Fields Running Track	–	810	–
10 Les Quennevais Artificial Pitch	–	650	–
11 St James Centre	–	2,500	–
12 Replacement School	–	15,000	–
<b>Education, Sport and Culture total</b>	<b>8,732</b>	<b>21,026</b>	<b>1,000</b>
<b>Department of the Environment</b>			
13 Fisheries Vessels	–	100	–
14 Met Radar Refurbishment/ Upgrade	–	350	–
15 Countryside Infrastructure	–	200	200
<b>Department of the Environment total</b>	<b>–</b>	<b>650</b>	<b>200</b>
<b>Health &amp; Social Services</b>			
16 Upgrade of Main Theatres	2,100	1,837	–
17 The Limes Refurbishment	1,700	–	–
18 Replacement General Hospital – feasibility	350	–	–
18 Replacement General Hospital – planning	–	2,000	–
19 Mental Health Facility at Overdale – feasibility	350	–	–
20 Intermediate Care	–	500	–
21 Relocation of Ambulance and Fire Station – feasibility	100	–	–
22 Adult Care Homes	4,000	–	–
23 Children's Homes	2,000	–	–
24 Refurbishment of Sandybrook	–	1,700	–
25 Replacement MRI Scanner	–	–	2,277
26 Replacement RIS / PACS IT assets	–	–	1,567
<b>Health &amp; Social Services total</b>	<b>10,600</b>	<b>6,037</b>	<b>3,844</b>

## Summary Table E (continued)

### PROPOSED CAPITAL PROGRAMME FOR 2013–2015

		2013 £'000	2014 £'000	2015 £'000
<b>Home Affairs</b>				
27	Police Station Relocation – Tranche 4	1,000	1,000	–
28	Prison Improvement Works – Gatehouse and Admin Block	–	–	7,532
<b>Home Affairs total</b>		<b>1,000</b>	<b>1,000</b>	<b>7,532</b>
<b>Transport and Technical Services</b>				
29	Infrastructure Rolling Vote	9,981	10,657	11,097
30	Refurbishment of Clinical Waste Incinerator	700	300	–
31	Sewage Treatment Works	–	3,100	–
32	Ash Cells & La Collette Headland	1,025	1,051	1,077
33	New Public Recycling Centre	–	2,050	–
34	Bottom Ash Recycling	–	1,538	–
35	Scrap yard Capital Basic Infrastructure	–	1,025	–
36	EFW Plant La Collette Replacement Assets	–	1,586	681
37	Pedestrian / Cycle Track Improvements	–	–	635
38	Sea Defence Backlog	–	–	425
<b>Transport and Technical Services total</b>		<b>11,706</b>	<b>21,307</b>	<b>13,915</b>
<b>Treasury &amp; Resources (inc. JPH)</b>				
39	Tax Transformation Programme & IT systems	–	500	–
40	Demolition of Fort Regent Pool	–	750	–
<b>Treasury &amp; Resources (inc. JPH) total</b>		<b>–</b>	<b>1,250</b>	<b>–</b>
<b>Vehicle replacement (additional from consolidated fund)</b>		<b>1,000</b>	<b>1,500</b>	<b>1,500</b>
<b>Replacement assets</b>		<b>2,785</b>	<b>3,692</b>	<b>3,027</b>
<b>Total Projects – Capital Allocation</b>		<b>37,326</b>	<b>57,502</b>	<b>31,468</b>
<b>Housing</b>				
<b>Social Housing Programme</b>		<b>18,801</b>	<b>31,390</b>	<b>45,873</b>
<b>Total Programme</b>		<b>56,127</b>	<b>88,892</b>	<b>77,341</b>

#### Notes

1. In response to proposals to increase States total expenditure limits in relation to additional funding for a new Sea Cadets Headquarters, the Council of Ministers has agreed alternative funding measures. There is the potential to deliver facilities for the Sea Cadets without the need for further funds to be drawn from the Consolidated Fund. Jersey Property Holdings has held preliminary discussions with a third party about the possibility of a joint venture at the Le Galots site to provide Sea Cadet facilities as well as some community facilities and commercial development. Should this approach not be successful, the Council of Ministers will support the inclusion of the £800,000 in the 2014 capital programme as part of the 2014 annual Budget process.





## Capital Programme 2013–2015

---

### Chief Ministers Department

1. **Web Development (£270,000 + £100,000 approved in 2012).** The new gov.je website was launched in February 2010. Further development and enhancements are planned for 2012 and 2013. People will be able to do more online, from filling in forms to paying bills.
2. **Microsoft Update (£663,000 + £752,000 approved in 2012).** The current standard States of Jersey desktop software is now nearing 10 years of age. The desktop software will no longer be supported by Microsoft after July 2011 with the operating system being retired in July 2014. The availability of third party support will reduce from 2012 as new systems are only tested on later versions of the software. It is therefore proposed to replace the existing desktop software with the latest Microsoft products.
3. **JD Edwards Upgrade (£820,000).** The States Enterprise Resource Planning (ERP) system, JD Edwards, will be ten years old in 2012. If the States are to renew this asset (purchased in 2000, implemented in 2002), then an upgrade programme will need to be initiated between 2014 and 2016. It is anticipated that this reimplementation of ERP will take a number of years to complete.
4. **Application remediation Windows 8 (£500,000).** Over the next few years the States of Jersey needs to continually invest in ensuring that the corporate desktop infrastructure is up-to-date if it is to achieve its departmental and States strategic objectives in providing an efficient government. This provision is dependent on the applications being able to function correctly.
5. **HRIS Replacement (£740,000).** HRIS is five years old, and has not been fit for purpose during its lifetime. A replacement is needed.

### Education, Sport and Culture

6. **School ICT (£3,000,000).** There is a requirement for the introduction of an ICT broad strategy across education to ensure that the Island is equipped for the future. This funding, spread over three years, allows for this to be implemented.
7. **St Martin's School Replacement (£7,732,000).** A new school is considered to be the most cost-effective option to replace the existing school, which falls well below recommended standards, including DfEE guidelines. This figure includes £500,000 relating to the Planning Vote.
8. **Autism Support Unit, Haute Vallee School (£1,066,000).** New Autistic Spectrum Disorder (ASD) Unit, including kitchen/social room, three smaller rooms, art store and toilets as an extension to the existing Arts Building.
9. **FB Fields Running Track Replacement (£810,000).** This scheme will replace the running track surface which was installed in 1986 and refurbished in 1996 and upgrade the field event facilities and netball court surface. Continued degradation of the running track will increase the likelihood of accidents or injury to users. The current track and field facilities do not meet UK Athletics full



certification and if the Island wishes to use the facilities for the 2015 Island Games full certification will be a requirement.

10. **Les Quennevais Artificial Pitch Replacement (£650,000).** This scheme will remove synthetic carpet and support material and replace with new synthetic carpet. Recent studies have shown that the pitch will require replacement by the commencement year due to wear and drainage issues. Continued use of the pitch will see degradation of the surface, increasing the likelihood of accidents or injury to users.
11. **St James Centre (£2,500,000).** This project is currently the subject of a feasibility study being managed by Jersey Property Holdings. It is proposed that the existing Youth Service premises at La Motte Street should be sold for private development, and that part of the proceeds should be allocated for the conversion and/or improvement of the existing buildings in the St James complex (Church, Vicarage, and School) to provide the headquarters for the Jersey Youth Service, i.e. with facilities including a canteen, offices, music studio/rehearsal rooms, and a performance venue.
12. **Replacement Extension of School (£15,000,000).** Work is about to commence on a feasibility study for this project which should enable a business case to be prepared with improved cost estimates, location and potential. This project is at its very early stages. Education are considering how best to meet the needs of a growing primary school population in St Helier. This funding will be made available if the feasibility study demonstrates a clear, long term need.

## Department of Environment

13. **Fisheries Vessel (£100,000).** The fisheries vessel 'Norman Le Brocq' has an asset life of 10 years; however, it is due a refurbishment every 5. This £100,000 will fund the mid-life refurbishment of the vessel before it is replaced in 2019.
14. **Met Radar Refurbishment/Upgrade (£350,000).** This project is to refurbish the Met Radar in order to extend the life of the existing asset and therefore delay the planned upgrade until 2024.
15. **Countryside Infrastructure (£400,000).** The resources are insufficient to adequately maintain the national park and environmental car parks. There is also a need to invest in additional infrastructure, e.g. footpaths. This would encourage people to walk and live a healthier lifestyle.

## Health and Social Services

16. **Upgrade of Main Theatres (£3,937,000 + £1,052,000 approved in 2012).** The project will:
  - Reconfigure existing theatre 1 to allow direct access from the new maternity theatre to the recovery area and use of the new maternity theatre as a decant during the work on main theatres;
  - Refurbish existing theatres 3 & 4 with an expansion of theatre 4 and installation of laminar flow in theatres 3 & 4;
  - Replacement of air handling plant in accordance with current guidance in theatres 1 – 4;
  - Replace the reception area for patients for surgery; and
  - Centralise and expand the storage space available for main theatres.



- 17. Limes Upgrade (£1,700,000 – with £1,000,000 funded from Charitable Funds).** The Limes is a care home built in the 1980s to a very high standard but not refurbished since. This project will:
- Replace all floor, wall and ceiling finishes in all bedrooms, shower rooms (including new sanitary ware), corridors and communal areas;
  - Install 3 new assisted bathrooms;
  - Modernise and increase number of sluice rooms; and
  - Completely redecorate the building inside and out.
- 18. Replacement General Hospital (£350,000 + £2,000,000).** This provides for a feasibility study and planning/design work.
- 19. Mental Health Facility Feasibility Study (£350,000).** The facilities at St Saviour's Hospital are reaching the end of their economic life and will shortly not be fit for purpose in respect of the ability to supply the desired service provision. Additionally it has been recognised that the capacity of the existing facilities needs to be doubled in the medium term to meet growing need. In the 2013–2015 period a feasibility study is planned.
- 20. Intermediate Care (IC) (£500,000).** This project proposes the establishment of an integrated Intermediate Care Centre which will serve as the base for the new IC service (across health & social care) for the benefit of our adult population to promote faster recovery from illness, to protect them from unnecessary acute hospital admission and premature admission to long-term residential care, by supporting timely discharge from hospital and maximizing independent living.
- 21. Ambulance and Fire Station relocation feasibility study (£100,000).** In the 2013 – 2015 period a feasibility study is planned (£100,000) in order to determine whether to co-locate blue light services on one site. Work could not commence until 2016 when the current police station site will have been vacated.
- 22. Adult Care Homes (£4,000,000).** There are several key issues that require addressing within the Special Needs Service:
- Fit for purpose homes for life for people with significant and complex needs;
  - Appropriate day services for people with learning disabilities, integrated in to the community;
  - Development of appropriate day time services for people on the autistic spectrum; and
  - Appropriate residential setting for specialist assessment and treatment.
- 23. Children's Homes (£2,000,000).** This project is to develop homes for children who require residential care, which may include the acquisition and development of a new home, the provision of suitable accommodation for two children with complex and challenging behaviour who are currently placed in off island UK specialist placements and the development of short break facilities, including day service and residential services.
- 24. Refurbishment of Sandybrook (£1,700,000).** The aim of the project is to:
- Redecorate the internal environment;
  - Provide a bariatric bedroom on the ground floor by increasing the width of the doors and strengthening the ceiling for hoist tracking;
  - Replacing the current Arjo bath and providing a second Arjo bath on the first floor;
  - Providing a sluice room on the first floor; and
  - Install a back up generator.



- 25. Replacement MRI Scanner (£2,277,000).** The Health and Social Services Department currently owns and operates one MRI scanner, which was commissioned in December 2007. The MRI scanner is in constant use in the hospital – 6,635 scans were undertaken in 2011, which equates to an average of 22 per day for every working day, and some weekend usage. The MRI scanner currently in use will need replacing in 2015. The scope of this project included purchase and commissioning of a new machine, and also the necessary building costs associated with installation.
- 26. Replacement RIS / PACS IT assets (£1,567,000).** PACS and RIS is a chain of electronic components designed to run the Radiology Department and distribute reports and images to all relevant clinicians both inside and outside the hospital. This is an integrated chain with products from two different manufacturers. These products consist of software which runs on different platforms and hardware used to archive and display the images and reports. The PACS and RIS systems were introduced as part of the ICR programme in order to facilitate the development of improved patient care and safety, better planning of radiology activity, improved clinical education and research, a better working environment and improved accountability. The systems were purchased and implemented by GE Healthcare Systems and will have reached the end of their effective life in 2015.

## Home Affairs

- 27. Police Station Relocation – Tranche 4 (£2,000,000).** Continuation of funding for agreed revised scheme.
- 28. Prison Improvement Works – Phase 6 (£7,532,000).** Construction of a new Gate House which completes the terrace of three buildings forming the new façade to HMP La Moye.

## Transport and Technical Services

- 29. Infrastructure Rolling Vote (£31,735,000).** The infrastructure rolling vote is designed to allow TTS to facilitate the maintenance and further improvement of the Island's infrastructure network. The allocation is split broadly between highways (£3m p.a.), traffic improvements / street lighting (£1m p.a.), drainage infrastructure maintenance including pumping stations (£4m p.a.) and other infrastructure assets (£750k).
- 30. Refurbishment of Clinical Waste Incinerator (£1,000,000).** The clinical waste incinerator requires a complete overhaul and refurbishment and was supposed to be replaced in 2012. This funding should provide for temporary maintenance to keep the plant operating until additional funding is available from 2016. This funding should also provide for feasibility studies and site investigations into the new clinical waste incinerator. This project had £1 million funding across 2013 and 2014 (inflated since 2012 ABP).
- 31. Sewage Treatment Works (£3,100,000).** The liquid waste strategy is the master plan for the complete regeneration of the Bellozanne site. The sewage treatment works is the second phase of regenerating this area after the sludge project. Anticipated work includes moving to a carbonaceous plant, refurbishing the inlet works, and moving the primary and final settlement tanks.



- 32. Ash Cells & La Collette Headland (£3,153,000).** The current ash cell provides a repository for ash that is safe and sustainable in the context of its proximity to the nearby Ramsar site. Ongoing revenue implications include monitoring and leachate extraction. The project brief is that the design of the cell is robust and durable and integrates with the long term La Collette Headland Plan. The La Collette Headland Plan provides an ongoing repository for the ash by-products of the new Energy From Waste (EFW) plant for the design life of the plant. Revenue implications and project brief are the same as for the existing cell, but additionally, the completed headland will enhance the completed La Collette Reclamation aesthetically, environmentally and financially.
- 33. New Public Recycling Centre (£2,050,000).** The liquid waste strategy looks at regenerating the entire Bellozanne site. As a result the recycling centre currently in place at Bellozanne needs to be relocated and redesigned in order to provide the island with a state of the art recycling centre.
- 34. Bottom Ash Recycling (£1,538,000).** The project brief would be to set up an Incinerator Bottom Ash conditioning facility, consisting of complete metal separation, regrinding and conditioning.
- 35. Scrapyard Capital Basic Infrastructure (£1,025,000).** The current scrapyard is leased out by TTS. However, the current area is not meeting environmental regulations and a new alternative needs to be identified and put in place.
- 36. EFW Plant La Collette Replacement Assets (£2,267,000).** The EFW plant began operations in October 2010. In order to keep the plant operating at its optimum capacity major maintenance and replacement of its component parts will be required from 2014 onwards.
- 37. Pedestrian / Cycle Track Improvements (£635,000).** In order to promote the current sustainable transport policy more funding is required to maintain and increase the islands infrastructure for non motor vehicles.
- 38. Sea Defence Backlog (£425,000).** The current rolling infrastructure vote provides enough funding to maintain all the sea defences at their current condition. This is the initial part of funding that would be used to improve the entire sea defence network to its optimum standard (other funding will be requested in the next MTFP period).

## Treasury and Resources

- 39. Tax Transformation Programme & IT systems (£500,000 + £600,000 approved in 2012).** This project is intended to implement a 'Procure to Pay' purchasing system, and develop the Income Tax IT system as required by the Tax Transformation Programme.
- 40. Demolition of Fort Regent Pool (£750,000).** The pool has remained unused since December 2003. As a result, it has fallen into a poor state of repair and has become unsightly, a problem that is exacerbated by its prominent position. The estimated cost has been provided by Property Holdings.



# Summary Tables of States Trading Operations

---



## Summary Table F (Main Report p. 151)

### SUMMARY OF STATES TRADING OPERATIONS 2013–2015

	2013			
	Gross Expenditure Total £	Income Total £	Net Expenditure £	Financial Return £
Jersey Airport	21,873,200	(29,609,700)	(7,736,500)	–
Jersey Harbours	11,515,000	(14,882,000)	(3,367,000)	100,000
Jersey Car Parking	5,395,500	(6,640,500)	(1,245,000)	1,552,000
Jersey Fleet Management	3,662,600	(3,935,300)	(272,700)	–
	<b>42,446,300</b>	<b>(55,067,500)</b>	<b>(12,621,200)</b>	<b>1,652,000</b>
Depreciation	13,651,600	–	–	
	56,097,900	(55,067,500)	1,030,400	

	2014			
	Gross Expenditure Total £	Income Total £	Net Expenditure £	Financial Return £
	22,032,000	(29,992,900)	(7,960,900)	–
Jersey Harbours	11,695,000	(15,155,000)	(3,460,000)	100,000
Jersey Car Parking	5,410,800	(6,731,300)	(1,320,500)	1,591,000
Jersey Fleet Management	3,662,600	(3,935,300)	(272,700)	–
	<b>42,800,400</b>	<b>(55,814,500)</b>	<b>(13,014,100)</b>	<b>1,691,000</b>
Depreciation	13,614,600	–	–	
	56,415,000	(55,814,500)	600,500	

	2015			
	Gross Expenditure Total £	Income Total £	Net Expenditure £	Financial Return £
Jersey Airport	22,519,400	(30,626,400)	(8,107,000)	–
Jersey Harbours	11,962,000	(15,532,000)	(3,570,000)	100,000
Jersey Car Parking	5,438,700	(6,827,600)	(1,388,900)	1,631,000
Jersey Fleet Management	3,662,600	(3,935,300)	(272,700)	–
	<b>43,582,700</b>	<b>(56,921,300)</b>	<b>(13,338,600)</b>	<b>1,731,000</b>
Depreciation	12,857,600	–	–	
	56,440,300	(56,921,300)	(481,000)	





### Annex: Summary Table B

#### SUMMARY OF STATES TRADING OPERATIONS 2013 – 2015

	2013							
	Opening Balance £	Surplus/ (Deficit) £	Add Back: Depreciation £	Less: Capital Expenditure £	Plus: Other Balance Sheet Movements £	Additional Funding for Other States Departments £	Loan Repayments £	Closing Balance £
Jersey Airport	17,731,985	531,500	7,205,000	(517,000)	(693,884)	–	(1,093,795)	23,163,806
Jersey Harbours	11,291,009	251,000	3,618,000	(3,991,000)	–	–	–	11,169,009
Jersey Car Parking	15,477,577	688,900	1,933,900	(122,000)	–	–	–	17,978,377
Jersey Fleet Management	794,911	290,600	894,700	(2,323,000)	–	1,000,000	–	657,211
	<b>45,295,482</b>	<b>1,762,000</b>	<b>13,651,600</b>	<b>(6,953,000)</b>	<b>(693,884)</b>	<b>1,000,000</b>	<b>(1,093,795)</b>	<b>52,968,403</b>
	2014							
	Opening Balance £	Surplus/ (Deficit) £	Add Back: Depreciation £	Less: Capital Expenditure £	Plus: Other Balance Sheet Movements £	Additional Funding for Other States Departments £	Loan Repayments £	Closing Balance £
Jersey Airport	23,163,806	996,900	6,964,000	(331,000)	(693,884)	–	(1,151,650)	28,948,172
Jersey Harbours	11,169,009	227,000	3,687,000	(2,064,000)	–	–	–	13,019,009
Jersey Car Parking	17,978,377	613,400	1,933,900	(671,000)	–	–	–	19,854,677
Jersey Fleet Management	657,211	299,700	1,029,700	(2,591,000)	–	1,500,000	–	895,611
	<b>52,968,403</b>	<b>2,137,000</b>	<b>13,614,600</b>	<b>(5,657,000)</b>	<b>(693,884)</b>	<b>1,500,000</b>	<b>(1,151,650)</b>	<b>62,717,469</b>
	2015							
	Opening Balance £	Surplus/ (Deficit) £	Add Back: Depreciation £	Less: Capital Expenditure £	Plus: Other Balance Sheet Movements £	Additional Funding for Other States Departments £	Loan Repayments £	Closing Balance £
Jersey Airport	28,948,172	1,848,000	6,259,000	(2,393,000)	(693,884)	–	(1,212,565)	32,755,723
Jersey Harbours	13,019,009	–	3,570,000	(1,928,000)	–	–	–	14,661,009
Jersey Car Parking	19,854,677	545,000	1,933,900	(1,363,000)	–	–	–	20,970,577
Jersey Fleet Management	895,611	332,200	1,094,700	(2,918,000)	–	1,500,000	–	904,511
	<b>62,717,469</b>	<b>2,725,200</b>	<b>12,857,600</b>	<b>(8,602,000)</b>	<b>(693,884)</b>	<b>1,500,000</b>	<b>(1,212,565)</b>	<b>69,291,820</b>

## Summary Table G (*Main Report p. 152*)

### PROPOSED CAPITAL ALLOCATION TO STATES TRADING OPERATIONS FOR 2013–2015

States Trading Operations	2013 Capital Allocation £'000	2014 Capital Allocation £'000	2015 Capital Allocation £'000
<b>Jersey Airport</b>			
– Capital Expenditure Allocation	517	331	2,393
<b>Jersey Harbours</b>			
– Capital Expenditure Allocation	1,296	368	1,670
<b>Jersey Car Parking</b>			
– Capital Expenditure Allocation	12	561	583
<b>Jersey Fleet Management</b>			
– Capital Expenditure Allocation	1,323	1,091	1,418
<b>Total Capital Expenditure to be Financed from Trading Funds</b>	<b>3,148</b>	<b>2,351</b>	<b>6,064</b>





# Detailed Estimates of States Trading Operations

---





# Economic Development – Jersey Airport and Jersey Harbours

---

## Proposals for Ports Integration and Incorporation

In September 2011 the Minister for Economic Development advised the States that a Business Case was to be prepared for incorporation of the Harbours and Airport Trading operations. The process of integrating the two businesses will be complete in 2012 and a Report & Proposition seeking a States decision to approve the incorporation of Jersey Airport and Jersey Harbours as a single limited company wholly owned by the States is to be lodged and debated before the end of 2012. The target date for the incorporation to take place is 1st January 2014.

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

A financial model has been developed by the Ports which indicates that they will be self-sustaining contributors to the States for the long-term. The model will be subject to further external verification and review if States approval to the Report and Proposition is given.

## Financial implications of proposed incorporation, in the MTFP

### Current Position

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

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

### Potential Financial implications of Incorporation

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



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

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

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

**Use of States Services** – Harbours and Airport both currently use a range of States services and systems including payroll, JD Edwards accounting systems, HR, Law Officers etc. These are generally provided at no, or minimal cost by the States. There are also specific significant service level agreements in place e.g. between the Harbour & Transport & Technical Services, for the provision of engineering and maintenance services (£2.4 million pa), which involved the earlier transfer of staff. This is linked to an agreed contract period. Negotiations will need to be held and agreement reached as to how all of these services will be delivered post incorporation and at what cost, if still States provided. A balance will need to be struck between the need to allow the incorporated Ports the freedom to operate commercially, the added complexity that incorporation may bring to existing systems along with any additional cost or loss of operational efficiency that may result if States services are not used. In the vast majority of instances this is not believed to be significant, although the agreement with TT&S because of the value and staff numbers involved is significant.

**Staff Resources** – staff will be transferred to the incorporated entity. At December 2011 the Harbours & Airport had 250 employees. Upon incorporation the Ports would repay the “pre-1987” PECRS debt, currently estimated at £18 million. Return to the States – The Ports will be required to provide a return to the States commensurate with the fair value of the assets made available to the company, adjusted to reflect community and heritage obligations undertaken by the company. The incorporated business would be treated as any other utility in Jersey and hence provide income through taxation, dividends and licences.

## Harbour & Airports Capital Programme 2013–2015

The details of the capital programme are set out elsewhere in this report. Currently and post incorporation the Ports will be responsible for fully funding the programme, with no allocation from the Capital Fund.



# Economic Development Jersey Airport

---







# Jersey Airport

---

## Minister's Introduction

Jersey Airport provides a facility that aims to meet:

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

The key to achieving success has been identified and involves:

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

The integration of Jersey Harbours and Jersey Airport into a single department, the Ports of Jersey, is currently on-going and anticipated to be complete by the end of 2012. A Report and Proposition seeking a States decision to approve the incorporation of the Jersey Harbour and Jersey Airport into a single limited company wholly owned by the States is to be lodged and debated before the end of 2012.

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

The MTFP is based on the current States' structure and therefore assumes that the Jersey Harbours and Jersey Airport continue to remain self financing in terms of both revenue and capital for the period 2013–2015, with Jersey Harbours continuing to make an annual return to the States of £100k per annum.

## Senator Alan Maclean

Minister for Economic Development



# Jersey Airport

---

## AIM:

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

Our success can be measured by:

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

## SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

---

### Objective 1: Keep the ports open, safe and secure

---

#### Success Criteria:

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

#### Strategic Plan References:

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

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

---

#### Success Criteria:

- (i) Reduce the reliance on aeronautical revenue by increasing yield from non-aeronautical sources via retail, car parking and commercial development activities.
- (ii) Appropriate and balanced tariff structure agreed in line with commercial objectives and economic criteria
- (iii) Customer user groups established to improve feedback, consultation and the development of improved new products and services
- (iv) Maintain Single European Sky (SES) certification

#### Strategic Plan Reference:

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

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

---

**Success Criteria:**

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

**Strategic Plan Reference:**

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

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

---

**Success Criteria:**

- (i) Clarify all roles, responsibilities and accountabilities
- (ii) Implement PRA system across the organisations (to the extent possible)
- (iii) Sustain on-going departmental training programmes
- (iv) Continue implementation of professional development programme to support future succession requirements

**Strategic Plan References:**

- **Vision:** *Preparing for the future; A highly skilled and motivated workforce*

### Objective 5: Work with the Economic Development Department to grow passenger numbers whilst sustaining existing services

---

**Success Criteria:**

- (i) Sustain existing services and destinations
- (ii) Restore passenger numbers through the Airport to positive growth (>1% pa)
- (iii) Work with Airline Partners to grow number of destinations by up to one new destination a year.

**Strategic Plan References:**

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



## Economic Development: Jersey Airport

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Forecast + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
775,400	Jersey Airport	(657,600)	(1,433,000)	(1,126,200)	(468,600)	(1,980,500)	(854,300)
(59,300)	Communication Services	126,100	185,400	129,300	3,200	132,500	3,200
<b>716,100</b>	<b>(Surplus) / Deficit for the year</b>	<b>(531,500)</b>	<b>(1,247,600)</b>	<b>(996,900)</b>	<b>(465,400)</b>	<b>(1,848,000)</b>	<b>(851,100)</b>
(8,470,000)	Depreciation and Impairment of Fixed Assets	(7,205,000)	1,265,000	(6,964,000)	241,000	(6,259,000)	705,000
(7,753,900)	(Surplus) / Deficit for the year	(7,736,500)	17,400	(7,960,900)	(224,400)	(8,107,000)	(146,100)

## Economic Development: Jersey Airport

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012 Forecast + Depreciation £	2013			2014			2015			Net Revenue Expenditure £	FTE
	Gross Revenue Expenditure DEL £	AME £	Income £	Gross Revenue Expenditure DEL £	AME £	Income £	Gross Revenue Expenditure DEL £	AME £	Income £		
775,400	20,681,300	7,143,900	(28,482,800)	20,808,700	6,902,900	(28,837,800)	21,254,000	6,197,900	(29,442,400)	(1,980,500)	168.0
(59,300)	1,191,900	61,100	(1,126,900)	1,223,300	61,100	(1,155,100)	1,255,400	61,100	(1,184,000)	132,500	10.0
<b>716,100</b>	<b>21,873,200</b>	<b>7,205,000</b>	<b>(29,609,700)</b>	<b>22,032,000</b>	<b>6,964,000</b>	<b>(29,992,900)</b>	<b>22,519,400</b>	<b>6,259,000</b>	<b>(30,626,400)</b>	<b>(1,848,000)</b>	<b>178.0</b>
(8,470,000)	-	(7,205,000)	-	-	(6,964,000)	-	-	(6,259,000)	-	(6,259,000)	-
(7,753,900)	21,873,200	-	(29,609,700)	22,032,000	-	(29,992,900)	22,519,400	-	(30,626,400)	(8,107,000)	



## Economic Development: Jersey Airport

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Forecast £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(6,100)	Duties, Fees, Fines & Penalties	(6,300)	(6,500)	(6,700)
(28,284,400)	Sales of Goods and Services	(28,706,200)	(29,084,100)	(29,712,200)
(83,000)	Investment Income	(85,100)	(87,200)	(89,400)
(809,200)	Other Income	(812,100)	(815,100)	(818,100)
<b>(29,182,700)</b>	<b>Total Income</b>	<b>(29,609,700)</b>	<b>(29,992,900)</b>	<b>(30,626,400)</b>
<b>Expenditure</b>				
–	Social Benefit Payments	–	–	–
11,553,600	Staff Costs	11,665,200	11,956,700	12,255,800
6,216,400	Supplies and Services	5,053,900	5,094,900	5,222,500
187,400	Administrative Expenses	192,000	196,700	201,400
3,806,700	Premises and Maintenance	4,291,900	4,159,300	4,263,700
206,200	Other Operating Expenses	211,400	216,600	222,000
–	Grants and Subsidies Payments	–	–	–
–	Impairment of Receivables	–	–	–
509,600	Finance Costs	458,800	407,800	354,000
–	Foreign Exchange (Gain)/Loss	–	–	–
–	Contingency Expenses	–	–	–
<b>22,479,900</b>	<b>Total Expenditure</b>	<b>21,873,200</b>	<b>22,032,000</b>	<b>22,519,400</b>
<b>(6,702,800)</b>	<b>(Surplus)/Deficit for the year</b>	<b>(7,736,500)</b>	<b>(7,960,900)</b>	<b>(8,107,000)</b>
7,470,000	Depreciation	7,205,000	6,964,000	6,259,000
1,000,000	Impairment of Fixed Assets	–	–	–
–	Asset Disposal (Gain)/Loss	–	–	–
<b>1,767,200</b>	<b>(Surplus)/Deficit for the year</b>	<b>(531,500)</b>	<b>(996,900)</b>	<b>(1,848,000)</b>

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.

## Economic Development: Jersey Airport

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Prior Year Net Revenue Expenditure</b>	<b>(6,702,800)</b>	<b>(7,736,500)</b>	<b>(7,960,900)</b>
<b>Additional Expenditure</b>			
Price Inflation – Dept Income	(427,000)	(383,200)	(633,500)
Price Inflation – Provision for Pay Award	288,600	291,500	299,100
Price Inflation – Dept Expenditure	230,300	248,100	249,200
Net Staff Savings/Cost	(6,500)	–	–
One off project – Arrivals Building – Removal of the Top Two Floors	(966,100)	(83,000)	–
One off ATE project	240,000	(240,000)	–
Expiry of Finance Lease	(56,500)	(57,800)	(60,900)
Corporate Restructure	(375,000)	–	–
Increase in running costs	38,500	–	–
<b>Commitments from Existing Policies</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Capital to Revenue Transfers</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>(Surplus) / Deficit for the year</b>	<b>(7,736,500)</b>	<b>(7,960,900)</b>	<b>(8,107,000)</b>
Depreciation and Impairment of Fixed Assets	7,205,000	6,964,000	6,259,000
(Surplus) / Deficit for the year	(531,500)	(996,900)	(1,848,000)





## Economic Development: Jersey Airport

### TRADING FUND BALANCE

2012 Restated £		2013 £	2014 £	2015 £
15,494,438	<b>Estimated Trading Fund Opening Balance</b>	<b>17,731,985</b>	<b>23,163,806</b>	<b>28,948,172</b>
(1,767,200)	Surplus/(Deficit) for the year	531,500	996,900	1,848,000
8,470,000	Add back: Depreciation	7,205,000	6,964,000	6,259,000
	Less: Capital Expenditure			
(1,438,000)	– Above Ground works	(517,000)	(331,000)	(2,393,000)
	– – Below Ground works	–	–	–
	– Plus: Capital Grant Funding	–	–	–
	Other balance sheet movements			
(693,884)	– Capital Grant funding deferred income release	(693,884)	(693,884)	(693,884)
(2,333,369)	– Capital element of loan repayments	(1,093,795)	(1,151,650)	(1,212,565)
<b>17,731,985</b>	<b>Estimated Trading Fund Closing Balance</b>	<b>23,163,806</b>	<b>28,948,172</b>	<b>32,755,723</b>



# Economic Development Jersey Harbours

---





# Jersey Harbours

---

## Minister's Introduction

'Jersey Harbours' is charged with the administration, management, operation, development and maintenance of the harbours of Jersey and their associated facilities. The port provides the strategic life-line link to the Island, underpinning the economy.

The key to achieving success has been identified and involves:

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

The integration of Jersey Harbours and Jersey Airport into a single department, the Ports of Jersey, is currently on-going and anticipated to be complete by the end of 2012. A Report and Proposition seeking a States decision to approve the incorporation of the Jersey Harbour and Jersey Airport into a single limited company wholly owned by the States is be lodged and debated before the end of 2012.

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

The MTFP is based on the current States' structure and therefore assumes that the Jersey Harbours and Jersey Airport continue to remain self financing in terms of both revenue and capital for the period 2013–2015, with Jersey Harbours continuing to make an annual return to the States of £100k per annum.

## Senator Alan Maclean

Minister for Economic Development



## Jersey Harbours

---

### AIM:

Our aim is to provide modern port, marina and coastguard services facilities within a safe and secure environment with guaranteed long term viability. Our success can be measured by:

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

### SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

---

#### Objective 1: Keep the ports open, safe and secure

---

##### Success Criteria:

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

##### Strategic Plan References:

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

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

---

##### Success Criteria:

- (i) Appropriate and balanced tariff structure agreed in line with commercial objectives and economic criteria
- (ii) Increase the number of boats, berths and associated businesses, and develop associated facilities in support of the marine leisure industry
- (iii) Customer user groups established to improve feedback, consultation and the development of improved new products and services
- (iv) Alignment with the UK Coastguard and IALA standards through audits and benchmarking



**Strategic Plan References:**

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

**Objective 3: To maintain robust financial management to achieve self sufficiency, and positively contribute to Jersey's economic development**

---

**Success Criteria:**

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

**Strategic Plan References:**

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

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

---

**Success Criteria:**

- (i) Clarify all roles, responsibilities and accountabilities
- (ii) Implement PRA system across the organisations (to the extent possible)
- (iii) Sustain on-going departmental training programmes
- (iv) Continue implementation of professional development programme to support future succession requirements

**Strategic Plan References:**

- **Vision:** *Preparing for the future; A highly skilled and motivated workforce*



## Objective 5: Work with the Economic Development Department to grow passenger numbers through all ports whilst sustaining existing services

---

### Success Criteria:

- (i) Sustain existing services and destinations
- (ii) Maintain passenger levels and number of routes at the Harbour at 2010 levels
- (iii) Together with our passenger ferry operators, establish promotions and campaigns targeted at passenger markets

### Strategic Plan Reference:

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

## Economic Development: Jersey Harbours

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012 Forecast + Depreciation £		2013		2014		2015	
		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
(327,000)	Port of Jersey	(194,000)	133,000	(283,000)	(89,000)	(416,000)	(133,000)
24,000	Jersey Coastguard	(19,000)	(43,000)	(15,000)	4,000	(39,000)	(24,000)
573,000	Marine Leisure	464,000	(109,000)	525,000	61,000	455,000	(70,000)
270,000	(Surplus) / Deficit for the year	251,000	(19,000)	227,000	(24,000)	–	(227,000)
(3,360,000)	Depreciation	(3,618,000)	(258,000)	(3,687,000)	(69,000)	(3,570,000)	117,000
(3,090,000)	(Surplus) / Deficit for the year	(3,367,000)	(277,000)	(3,460,000)	(93,000)	(3,570,000)	(110,000)



## Economic Development: Jersey Harbours

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	Forecast + Depreciation £	2013			2014			2015								
		Gross Revenue Expenditure DEL £	AME £	Income £	Net Revenue Expenditure £	FTE	Gross Revenue Expenditure DEL £	AME £	Income £	Net Revenue Expenditure £	FTE					
(327,000)	Port of Jersey	7,155,000	2,200,000	(9,549,000)	(194,000)	41.0	7,226,000	2,231,000	(9,740,000)	(283,000)	41.0	7,442,000	2,124,000	(9,982,000)	(416,000)	41.0
24,000	Jersey Coastguard	1,069,000	99,000	(1,187,000)	(19,000)	13.0	1,096,000	99,000	(1,210,000)	(15,000)	13.0	1,103,000	99,000	(1,241,000)	(39,000)	13.0
573,000	Marine Leisure	3,291,000	1,319,000	(4,146,000)	464,000	17.0	3,373,000	1,357,000	(4,205,000)	525,000	17.0	3,417,000	1,347,000	(4,309,000)	455,000	17.0
270,000	(Surplus)/ Deficit for the year	11,515,000	3,618,000	(14,882,000)	251,000	71.0	11,695,000	3,687,000	(15,155,000)	227,000	71.0	11,962,000	3,570,000	(15,532,000)	–	71.0
(3,360,000)	Depreciation	–	(3,618,000)	–	(3,618,000)	–	(3,687,000)	–	(3,687,000)	–	(3,687,000)	–	(3,570,000)	–	(3,570,000)	–
(3,090,000)	(Surplus)/ Deficit for the year	11,515,000	–	(14,882,000)	(3,367,000)	11,695,000	–	(15,155,000)	(3,460,000)	11,962,000	–	(15,532,000)	(3,570,000)			



## Economic Development: Jersey Harbours

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Forecast £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(5,000)	Duties, Fees, Fines & Penalties	(25,000)	(26,000)	(27,000)
(14,384,100)	Sales of Goods and Services	(14,735,000)	(15,006,000)	(15,381,000)
(83,000)	Investment Income	(83,000)	(83,000)	(83,000)
(57,900)	Other Income	(39,000)	(40,000)	(41,000)
<b>(14,530,000)</b>	<b>Total Income</b>	<b>(14,882,000)</b>	<b>(15,155,000)</b>	<b>(15,532,000)</b>
<b>Expenditure</b>				
–	Social Benefit Payments	–	–	–
4,120,000	Staff Costs	4,104,000	4,104,000	4,186,000
2,736,500	Supplies and Services	2,805,000	2,875,000	2,947,000
108,400	Administrative Expenses	111,000	114,000	117,000
4,127,800	Premises and Maintenance	4,144,000	4,247,000	4,354,000
52,500	Other Operating Expenses	54,000	55,000	56,000
21,400	Grants and Subsidies Payments	22,000	23,000	23,000
–	Impairment of Receivables	–	–	–
273,400	Finance Costs	275,000	277,000	279,000
–	Foreign Exchange (Gain)/Loss	–	–	–
–	Contingency Expenses	–	–	–
<b>11,440,000</b>	<b>Total Expenditure</b>	<b>11,515,000</b>	<b>11,695,000</b>	<b>11,962,000</b>
<b>(3,090,000)</b>	<b>(Surplus)/Deficit for the year</b>	<b>(3,367,000)</b>	<b>(3,460,000)</b>	<b>(3,570,000)</b>
3,360,000	Depreciation	3,618,000	3,687,000	3,570,000
–	Impairment of Fixed Assets	–	–	–
–	Asset Disposal (Gain)/Loss	–	–	–
270,000	(Surplus)/Deficit for the year	251,000	227,000	–

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.



## Economic Development: Jersey Harbours

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Prior Year Net Revenue Expenditure</b>	<b>(3,090,000)</b>	<b>(3,367,000)</b>	<b>(3,460,000)</b>
<b>Additional Expenditure</b>			
Price Inflation – Dept Income	–	–	–
Price Inflation – Provision for Pay Award	78,000	79,000	82,000
Price Inflation – Dept Expenditure	190,000	180,000	165,000
<b>Commitments from Existing Policies</b>			
Department Savings	(178,000)	(80,000)	–
Department User Pays	(367,000)	(272,000)	(357,000)
<b>Capital to Revenue Transfers</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>(Surplus) / Deficit for the year</b>	<b>(3,367,000)</b>	<b>(3,460,000)</b>	<b>(3,570,000)</b>
Depreciation	3,618,000	3,687,000	3,570,000
(Surplus) / Deficit for the year	251,000	227,000	–

## Economic Development: Jersey Harbours

### TRADING FUND BALANCE

2012 Restated £		2013 £	2014 £	2015 £
14,506,009	Estimated Trading Fund Opening Balance	11,291,009	11,169,009	13,019,009
270,000	Surplus/(Deficit) for the year	251,000	227,000	–
3,360,000	Add back: Depreciation	3,618,000	3,687,000	3,570,000
	Add back: Depreciation on assets sold in year			
(6,845,000)	Less: Capital Expenditure	(3,991,000)	(2,064,000)	(1,928,000)
–	Plus: Capital Grant Funding	–	–	–
	Other balance sheet movements			
–	– Capital Grant funding deferred income release	–	–	–
11,291,009	Estimated Trading Fund Closing Balance	11,169,009	13,019,009	14,661,009





# Transport and Technical Services Jersey Car Parking

---





# Jersey Car Parking

---

## Minister's Introduction

The main areas of operation for Jersey Car Parking (JCP) are:

- Provision of public parking facilities
- Policing of public parking areas

The key projects and issues in 2013–15 are as follows:

Jersey has been using the paycard system of payment for parking for more than 20 years. Responding to public comment, JCP has been looking at possible viable alternatives that will allow car park users the option to pay on exit, to provide more flexibility to customers. JCP will be running a year's trial, starting in October 2012, of an automated number plate recognition (ANPR) system. Future charging methods for multi-storey car parks will be assessed after the trial.

The Sustainable Transport Policy aims to reduce the number of cars on the road, particularly commuter traffic. It is still early days in the Policy's implementation, but it is expected that there will be more people taking the bus, cycling, walking and motorcycling over the coming years. JCP will need to carefully monitor car park demand to ensure there is an appropriate supply of public parking. Motorcycle parking has already been increased in recent years and it is expected that the demand for commuter parking will reduce, but it is recognised that an adequate supply of well located shopper parking is important for the town centre. The developments planned in the North Town Masterplan will introduce over 600 new parking places to serve the town centre.

The future of the Esplanade car park is dependent upon development plans for the Esplanade Quarter; spaces affected by construction work will, in the short-term, be displaced to temporary parking on the Waterfront, before being ultimately replaced within the new development.

## Deputy Kevin Lewis

Minister for Transport and Technical Services





## Jersey Car Parking

---

**AIM:**

Our aim is to provide and manage public parking facilities in accordance with the Island's needs.

**SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA**

---

**Objective 1: Provide sufficient car parking spaces to meet the needs of the Island.**

---

- (i) Maintain an appropriate number and balance of town parking spaces for workers and shoppers;
- (ii) Ensure there are sufficient funds from parking charges to cover the maintenance and provision of public parking facilities;
- (iii) Determine charging mechanism policy for parking.

**Strategic Plan Reference:**

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

**Objective 2: Police public parking areas effectively and fairly.**

---

**Performance/success criteria:**

- (i) Public surveys show that people are being treated fairly by the staff and that the policing is effective.

**Strategic Plan Reference:**

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

## Transport and Technical Services: Jersey Car Parking

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
889,500	Jersey Car Parks	688,900	(200,600)	613,400	(75,500)	545,000	(68,400)
<b>889,500</b>	<b>(Surplus) / Deficit for the year</b>	<b>688,900</b>	<b>(200,600)</b>	<b>613,400</b>	<b>(75,500)</b>	<b>545,000</b>	<b>(68,400)</b>
(1,933,900)	Depreciation	(1,933,900)	–	(1,933,900)	–	(1,933,900)	–
(1,044,400)	(Surplus) / Deficit for the year	(1,245,000)	(200,600)	(1,320,500)	(75,500)	(1,388,900)	(68,400)

## Transport and Technical Services: Jersey Car Parking

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	Net Revenue Expenditure + Depreciation £	2013		Net Revenue Expenditure £	FTE	2014		Net Revenue Expenditure £	FTE	2015		Net Revenue Expenditure £	FTE
		Gross Revenue Expenditure DEL £	AME £			Income £	Gross Revenue Expenditure DEL £			AME £	Income £		
889,500	Jersey Car Parking	5,395,500	1,933,900	(6,640,500)	24.0	5,410,800	1,933,900	(6,731,300)	24.0	5,438,700	1,933,900	(6,827,600)	24.0
889,500	(Surplus) / Deficit for the year	5,395,500	1,933,900	(6,640,500)	24.0	5,410,800	1,933,900	(6,731,300)	24.0	5,438,700	1,933,900	(6,827,600)	24.0
(1,933,900)	Depreciation	-	(1,933,900)	-	-	(1,933,900)	-	(1,933,900)	-	(1,933,900)	-	(1,933,900)	-
(1,044,400)	(Surplus) / Deficit for the year	5,395,500	-	(6,640,500)	(1,245,000)	5,410,800	-	(6,731,300)	(1,320,500)	5,438,700	-	(6,827,600)	(1,388,900)

## Transport and Technical Services: Jersey Car Parking

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
(580,000)	Duties, Fees, Fines & Penalties	(529,000)	(452,000)	(373,500)
(5,615,000)	Sales of Goods and Services	(5,919,100)	(6,084,100)	(6,255,500)
(100,000)	Investment Income	(145,000)	(147,000)	(149,000)
(35,700)	Other Income	(47,400)	(48,200)	(49,600)
<b>(6,330,700)</b>	<b>Total Income</b>	<b>(6,640,500)</b>	<b>(6,731,300)</b>	<b>(6,827,600)</b>
<b>Expenditure</b>				
–	Social Benefit Payments	–	–	–
829,500	Staff Costs	807,300	774,500	775,000
920,700	Supplies and Services	941,100	928,800	859,600
36,200	Administrative Expenses	20,200	20,400	20,600
1,125,600	Premises and Maintenance	1,933,100	1,923,500	1,939,200
–	Other Operating Expenses	–	–	–
–	Grants and Subsidies Payments	–	–	–
48,000	Impairment of Receivables	63,000	63,000	63,000
2,326,300	Finance Costs	1,630,800	1,700,600	1,781,300
–	Foreign Exchange (Gain)/Loss	–	–	–
–	Contingency Expenses	–	–	–
<b>5,286,300</b>	<b>Total Expenditure</b>	<b>5,395,500</b>	<b>5,410,800</b>	<b>5,438,700</b>
<b>(1,044,400)</b>	<b>(Surplus)/Deficit for the year</b>	<b>(1,245,000)</b>	<b>(1,320,500)</b>	<b>(1,388,900)</b>
1,933,900	Depreciation	1,933,900	1,933,900	1,933,900
–	Impairment of Fixed Assets	–	–	–
–	Asset Disposal (Gain)/Loss	–	–	–
889,500	(Surplus)/Deficit for the year	688,900	613,400	545,000

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.



## Transport and Technical Services: Jersey Car Parking

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Prior Year Net Revenue Expenditure</b>	<b>(1,044,400)</b>	<b>(1,245,000)</b>	<b>(1,320,500)</b>
<b>Additional Expenditure</b>			
Price Inflation – Dept Income	–	–	–
Price Inflation – Provision for Pay Award and Other Adjustments	–	–	–
Price Inflation – Dept Expenditure	519,900	(115,300)	(109,100)
<b>Technical Adjustments</b>			
(Decrease)/Increase in financial return to General Revenue	(720,500)	39,800	40,700
<b>Capital to Revenue Transfers</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>(Surplus) / Deficit for the year</b>	<b>(1,245,000)</b>	<b>(1,320,500)</b>	<b>(1,388,900)</b>
Depreciation	1,933,900	1,933,900	1,933,900
(Surplus) / Deficit for the year	688,900	613,400	545,000

## Transport and Technical Services: Jersey Car Parking

### TRADING FUND BALANCE

2012 Restated £		2013 £	2014 £	2015 £
14,433,177	<b>Estimated Trading Fund Opening Balance</b>	15,477,577	17,978,377	19,854,677
(889,500)	Surplus/(Deficit) for the year	688,900	613,400	545,000
1,933,900	Add back: Depreciation	1,933,900	1,933,900	1,933,900
	Less: Capital Expenditure			
	– Concrete degradation	(12,000)	(561,000)	(583,000)
	– Car park charging mechanism	(110,000)	(110,000)	(780,000)
	– Rebuild car parks	–	–	–
	– Plus: Capital Receipts	–	–	–
	– Other balance sheet movements	–	–	–
15,477,577	<b>Estimated Trading Fund Closing Balance</b>	17,978,377	19,854,677	20,970,577





# Transport and Technical Services Jersey Fleet Management

---







# Jersey Fleet Management

---

## Minister's Introduction

The main aims of operation for Jersey Fleet Management (JFM) are to:

- provide the States with a fleet of vehicles fit for purpose at the best possible whole life costs; and
- provide cost effective fuel and workshop services for States fleet vehicles.

From 2012, Jersey Fleet Management (JFM) has been tasked with providing fleet procurement and fleet maintenance for all States Departments. The process of bringing Departments on board is likely to continue into 2013.

The contract for the lease hire car fleet for the States of Jersey was put out to tender in 2012. The new contract period will start in January 2013 and run for the following three years. The new fleet will meet more stringent carbon dioxide standards and include a trial of ten electric vehicles in several States Departments.

## Deputy Kevin Lewis

Minister for Transport and Technical Services



# Jersey Fleet Management

---

## AIM:

Our aim is to provide the States with a fleet of vehicles fit for purpose at the best possible whole life costs.

## SUMMARY OF KEY OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

---

### Objective 1: Procure vehicles on behalf of the States that are fit for purpose and that achieve best value.

---

- (i) Lease hire contract for the car fleet achieves best value for the States;
- (ii) General fleet and specialist vehicles procured at best possible prices and fit for purpose;
- (iii) Meet the vehicle replacement requirements for new lease customer departments following the decision to fund all States vehicle procurement through Jersey Fleet Management;
- (iv) Inter-departmental lease charges are fair, reasonable and transparent and provide for future asset replacement.

#### Strategic Plan Reference:

- **Vision:** *A strong and sustainable economy; Protecting the environment*

### Objective 2: Ensure States vehicles and specialist equipment are kept operational.

---

#### Performance/success criteria:

- (i) Minimise cost and turnaround time for servicing and repairs, ensuring workshop billing and maintenance records are detailed, timely and accurate;
- (ii) Ensure the minimum level of operational availability is met for emergency vehicles.

#### Strategic Plan Reference:

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

## Transport and Technical Services: Jersey Fleet Management

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012		2013		2014		2015	
Net Revenue Expenditure + Depreciation £		Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £	Net Revenue Expenditure £	Increase/ (Decrease) £
(272,700)	Jersey Fleet Management	(290,600)	(17,900)	(299,700)	(9,100)	(332,200)	(32,500)
(272,700)	(Surplus) / Deficit for the year	(290,600)	(17,900)	(299,700)	(9,100)	(332,200)	(32,500)
(867,700)	Depreciation	(894,700)	(27,000)	(1,029,700)	(135,000)	(1,094,700)	(65,000)
(1,140,400)	(Surplus) / Deficit for the year	(1,185,300)	(44,900)	(1,329,400)	(144,100)	(1,426,900)	(97,500)

## Transport and Technical Services: Jersey Fleet Management

### NET REVENUE EXPENDITURE – SERVICE ANALYSIS

2012	Net Revenue Expenditure + Depreciation £	2013		2014		2015							
		Gross Revenue Expenditure DEL £	Income £	Gross Revenue Expenditure DEL £	Income £	Gross Revenue Expenditure DEL £	Income £	Net Revenue Expenditure £	FTE				
(272,700)	Jersey Fleet Management	3,917,100	894,700 (5,102,400)	(290,600)	27.0	4,026,500	1,029,700 (5,355,900)	(299,700)	27.0	4,114,100	1,094,700 (5,541,000)	(332,200)	27.0
(272,700)	(Surplus) / Deficit for the year	3,917,100	894,700 (5,102,400)	(290,600)	27.0	4,026,500	1,029,700 (5,355,900)	(299,700)	27.0	4,114,100	1,094,700 (5,541,000)	(332,200)	27.0
(867,700)	Depreciation and Asset Disposal (Gain)/Loss	-	(894,700)	(894,700)	-	(1,029,700)	(1,029,700)	(1,029,700)	-	(1,094,700)	(1,094,700)	(1,094,700)	-
(1,140,400)	(Surplus) / Deficit for the year	3,917,100	- (5,102,400)	(1,185,300)	4,026,500	- (5,355,900)	(1,329,400)	4,114,100	- (5,541,000)	(1,426,900)			

## Transport and Technical Services: Jersey Fleet Management

### NET EXPENDITURE – STATEMENT OF COMPREHENSIVE NET EXPENDITURE<sup>1</sup>

2012 Net Revenue Expenditure £		2013 Estimate £	2014 Estimate £	2015 Estimate £
<b>Income</b>				
	– Duties, Fees, Fines & Penalties	–	–	–
(3,931,300)	Sales of Goods and Services	(5,088,400)	(5,341,400)	(5,526,000)
(3,500)	Investment Income	(14,000)	(14,500)	(15,000)
(500)	Other Income	–	–	–
<b>(3,935,300)</b>	<b>Total Income</b>	<b>(5,102,400)</b>	<b>(5,355,900)</b>	<b>(5,541,000)</b>
<b>Expenditure</b>				
	– Social Benefit Payments	–	–	–
966,600	Staff Costs	1,067,700	1,069,600	1,071,100
971,000	Supplies and Services	1,027,700	1,051,600	1,077,200
1,200	Administrative Expenses	1,200	1,200	1,300
854,100	Premises and Maintenance	1,820,500	1,904,100	1,964,500
2,000	Other Operating Expenses	–	–	–
	– Grants and Subsidies Payments	–	–	–
	– Impairment of Receivables	–	–	–
	– Finance Costs	–	–	–
	– Foreign Exchange (Gain)/Loss	–	–	–
	– Contingency Expenses	–	–	–
<b>2,794,900</b>	<b>Total Expenditure</b>	<b>3,917,100</b>	<b>4,026,500</b>	<b>4,114,100</b>
<b>(1,140,400)</b>	<b>(Surplus)/Deficit for the year</b>	<b>(1,185,300)</b>	<b>(1,329,400)</b>	<b>(1,426,900)</b>
957,700	Depreciation	974,700	1,094,700	1,149,700
	– Impairment of Fixed Assets	–	–	–
(90,000)	Asset Disposal (Gain)/Loss	(80,000)	(65,000)	(55,000)
<b>(272,700)</b>	<b>(Surplus)/Deficit for the year</b>	<b>(290,600)</b>	<b>(299,700)</b>	<b>(332,200)</b>

1. The States Financial Report and Accounts for 2012 will be prepared under International Financial Reporting Standards (IFRS), and the format of this statement has been updated to be consistent with the formats required under these standards. Under IFRS the Operating Cost Statement (OCS) and Statement of Total Recognised Gains and Losses (STRGL) have been replaced by a single Statement of Comprehensive Net Expenditure (SoCNE). This statement includes gains and losses that have not yet been realised, such as revaluation gains on property Assets, but these items do not form part of Departmental Expenditure Limits, and so are not included in the MTFP. As a result the SoCNE above is equivalent to the Operating Cost Statement previously included.



## Transport and Technical Services: Jersey Fleet Management

### RECONCILIATION OF NET REVENUE EXPENDITURE

	2013 £	2014 £	2015 £
<b>Prior Year Net Revenue Expenditure</b>	<b>(1,230,400)</b>	<b>(1,185,300)</b>	<b>(1,329,400)</b>
Adjustment to non cash disclosure for Asset Disposal (Gain)/Loss	90,000	–	–
<b>Additional Expenditure</b>			
Price Inflation – Dept Income	–	–	–
Price Inflation – Provision for Pay Award / Additional Staff	–	–	–
Price Inflation – Dept Expenditure	(44,900)	(144,100)	(97,500)
<b>Technical Adjustments</b>	–	–	–
<b>Capital to Revenue Transfers</b>	–	–	–
<b>Depreciation Adjustment</b>	–	–	–
<b>(Surplus) / Deficit for the year</b>	<b>(1,185,300)</b>	<b>(1,329,400)</b>	<b>(1,426,900)</b>
Depreciation	974,700	1,094,700	1,149,700
Asset Disposal (Gain)/Loss	(80,000)	(65,000)	(55,000)
<b>(Surplus) / Deficit for the year</b>	<b>(290,600)</b>	<b>(299,700)</b>	<b>(332,200)</b>



## Transport and Technical Services: Jersey Fleet Management

### TRADING FUND BALANCE

2012 Restated £		2013 £	2014 £	2015 £
1,007,511	<b>Estimated Trading Fund Opening Balance</b>	794,911	657,211	895,611
272,700	Surplus for the year	290,600	299,700	332,200
1,000,000	Additional funding for other States Departments	1,000,000	1,500,000	1,500,000
957,700	Add back: Depreciation / Asset Disposal (Gain)/Loss	894,700	1,029,700	1,094,700
	Less: Capital Expenditure			
(2,443,000)	Replacement Fleet Plant and vehicles	(2,323,000)	(2,591,000)	(2,918,000)
	– Plus: Capital Receipts	–	–	–
	– Other balance sheet movements	–	–	–
794,911	<b>Estimated Trading Fund Closing Balance</b>	657,211	895,611	904,511







# Comprehensive Spending Review: 2011–2016 proposals

---





## Comprehensive Spending Review: 2011–16 Proposals

---

Attached is a summary, together with schedules, of all the Comprehensive Spending Review Savings and User Pays proposals 2011–16.

**Appendix A** Departmental summary of 2011–13 completed projects and proposals together with further savings proposed for 2014–16

**Appendix B** Schedule of 2011–13 savings projects and proposals over departments

**Appendix C** Schedule of 2011–13 user pays/increased income projects and proposals over departments

The summary shows that almost £56 million will be delivered by 2013. Members will be aware that, as a result of a States decision last year, around £7 million of the savings proposals from Education, Sport and Culture were not approved by the States (this relates to the decision not to reduce the grants to fee paying schools and the associated amendment from Deputy De Sousa which protected the non-fee paying schools as well).

In addition, the employer's current pay offer is for a 1% non consolidated award in 2012 and 2% in 2013, this being 1% non consolidated and a further 1% consolidated award. The Terms and Conditions savings of £14 million proposed in the CSR are planned to be met by a reduction in the ongoing cost of pay awards. The 1% consolidated award in 2013 will cost an ongoing £3.3 million and this means that ongoing savings will be reduced to £10.7 million compared to the £14 million planned CSR savings from 2013.

However, Education, Sport and Culture has brought forward compensating savings of £2.8 million and Social Security has brought forward further savings proposals within the MTFP amounting to £3 million. This means that, by 2016, the total savings will amount to £61.4 million with a shortfall of £3.6 million against the original target of £65 million (as shown on Appendix A). This is very close to the shortfall directly resulting from the States decision not to approve the reduction in grants to fee paying schools.



## Appendix A

### SUMMARY OF CSR PROPOSALS

Departments	Savings and User Pays Proposals			
	2011	2012	2013	TOTAL
	£'000	£'000	£'000	£'000
Chief Minister	140	380	799	1,319
Economic Development	346	693	950	1,989
Education, Sport and Culture	1,632	1,456	1,713	4,801
Environment	437	82	795	1,314
Health and Social Services	3,772	2,016	2,045	7,833
Home Affairs	1,014	1,064	1,554	3,632
Housing	550	328	679	1,557
Social Security	1,863	1,500	2,800	6,163
Transport and Technical Services	1,046	1,102	2,133	4,281
Treasury and Resources	1,186	803	1,450	3,439
Non Ministerial States Funded Bodies	427	891	404	1,722
States Assembly and its Services	171	103	130	404
Corporate Initiatives				
– Procurement	–	3,000	3,500	6,500
– Terms and Conditions	–	7,000	3,700	10,700
<b>SUB TOTAL: SAVINGS AND USER PAYS BY 2013</b>	<b>12,584</b>	<b>20,418</b>	<b>22,652</b>	<b>55,654</b>

#### FURTHER SAVINGS 2014–2016

##### Education, Sport and Culture

Managing demographic changes in schools	1,086
Continuation of property occupancy charge for fee-paying provided schools (JCG and Victoria College)	240
Continuation of grant reduction to independent preparatory school	234
Consistent application of funding formula to a II fee-paying primary schools	178
Introduce charges for instrumental music	150
Introduce a new model of education for Key Stage 4 students requiring an out of school placement	250
Increased sports income	90
Reduce sports grants to clubs and associations	85
Devolved model of pitch management	40
Assessment of household income for higher education	400
<b>Sub Total: ESC – Further Savings/User Pays</b>	<b>2,753</b>

##### Social Security

Social Security – potential for political decisions to progress a number of changes to reduce benefits and deliver further savings as identified in the MTFP	3,000
<b>Sub Total: Social Security – Further Savings</b>	<b>3,000</b>
<b>TOTAL SAVINGS AND USER PAYS BY 2016</b>	<b>61,407</b>

Shortfall by 2016 due to reduction in fee paying schools subsidies not approved by the States (P72/2011)	3,647
<b>CSR SAVINGS TARGET</b>	<b>65,054</b>

## Appendix B

### COMPREHENSIVE SPENDING REVIEW DEPARTMENTAL SAVINGS PROPOSALS

	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
<b>CHIEF MINISTER'S DEPARTMENT</b>					
Remove budget for fees relating to review and projects	30			30	
Review of Central Policy Unit and deletion of Assistant Emergency Planning Officer post	10	100	45	155	2.8
Restructure of senior roles			49	49	
Statistics Unit restructure following the census			42	42	
Savings predicted from the implementation of the migration policy			33	33	0.5
Reduce funding for Communications Unit	28			28	1.0
Reduce the Legislation Advisory Panel budget	27			27	
Reduce recruitment budget for the Law Draftsman	24			24	
Reduce use of consultants, admin and Fiscal Policy Panel support in Economics Team	10			10	
50% cut in hired services budget, resulting in a loss of 50 law drafting days		25		25	
Reduced consultants in Economics Unit		15	25	40	
Restructure of Customer Services Centre to support the Housing Transformation Programme			30	30	
Deletion of Office and Administration Manager post			45	45	1.0
Savings will be achieved by reduced use of temporary staff for manpower survey		2	2	4	
Technical delivery of telecoms, consolidation of existing Data Centres plus central licence management		112	280	392	3.0
Streamlined support model for corporate systems and services		53	225	278	3.0
Staff reduction by implementing technology improvements		50		50	1.0
<b>SUB TOTAL: CHIEF MINISTER'S DEPARTMENT</b>	<b>129</b>	<b>357</b>	<b>776</b>	<b>1,262</b>	<b>12.3</b>
<b>DEPARTMENT OF THE ENVIRONMENT</b>					
Efficiencies in department overheads and building maintenance contract budgets	25			25	
Jersey Meteorological Office Review	28		100	128	
Veterinary officer: Reduction in major contingency training	5			5	
Building Control and land search review with a view to becoming fully self funded			15	15	
Development Control – efficiencies due to online planning application system			30	30	
Reduction / Review Use of Energy Efficiency Grants	54		63	117	
Reduction in Planning and Building Policy budgets including the removal of the Historic Building grants		30		30	
Restructuring file storage and management			40	40	
Reduction of department consultancy budgets	12		13	25	



	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
Reduction of department advertising budgets			20	20	
Reduction of department administration / stationery budgets	9		1	10	
Staff savings across the department by a combination of retirement / change in structure /re-grading of vacant posts	264	52	83	399	4.0
Environmental Management and Rural Economy (EMRE) review including a review of the uses of the Countryside Renewal Scheme (more targeted approach) and savings in consultancy, training and travel	40		110	150	
<b>SUB TOTAL: DEPARTMENT OF THE ENVIRONMENT</b>	<b>437</b>	<b>82</b>	<b>475</b>	<b>994</b>	<b>4.0</b>

#### ECONOMIC DEVELOPMENT

Reduce funding to services: Beach Lifeguard, sub-titling, Intellectual Property	295			295	
Terminate employment of a UK representative	44			44	1.0
Reduced opening hours in Jersey Tourism Visitor Services reception	36			36	1.0
Reduction in grant to the Financial Ombudsman	-100		100	-	
Growth in funding for Initiatives, renewable energy, e-gaming and IP legislation	-313			-313	
Additional support to JFL grant to fund the States share of the JFSC for Anti-Money Laundering unit	-750			-750	
Reduction in business grants, supporting exports and integration of JE and JBV		194		194	
Continued planned reduction of Quality Milk Payments and Rural Initiative Payments		80	135	215	
Overheads – Efficiency Savings	204	73		277	
Reduction in Trading Standards non-staff costs and Jersey Consumer Council (JCC) grant		16		16	
Strategic Development merge with Regulatory Services to become Policy and Regulation		90	18	108	
Harbours and Airport compilation of statistics and reduction in printing costs		4	6	10	
Cease funding to subsidise provision of School Milk	183			183	
Jersey Apprenticeship Scheme and reductions in cost of Skills Development budget		40		40	
Reduction in funding for route development	175			175	
Reduction in grants to events	138			138	
Continued planned reduction of Rural Support grants including Single Area Payments	118		121	239	
Legal Fees for the dissolution of Jersey Milk Marketing Board (JMMB)	116			116	
Reduction in grant to the Gambling Commission	100	50	39	189	
Reduction in grant to the Competition Law	100			100	
Reduction in Jersey Financial Services Commission costs for Anti Money Laundering Unit		63		63	
No additional inflation and general efficiencies across all areas		83	531	614	
<b>SUB TOTAL: ECONOMIC DEVELOPMENT</b>	<b>346</b>	<b>693</b>	<b>950</b>	<b>1,989</b>	<b>2.0</b>

	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
<b>EDUCATION, SPORT AND CULTURE</b>					
Cease grant to independent preparatory schools		270	78	348	
Consistent application of funding formula to all fee-paying primary schools				–	
Continuation of property occupancy charge for fee paying provided schools (JCG and Victoria College)	80	80	80	240	
Re-defining core business for schools and colleges at ESC	298			298	
Reduction in maintenance budget across the service	242			242	
Review Management Structure at Highlands College	210			210	3.3
Restructure Special Educational Needs Service	88			88	1.0
Cease primary school PE initiative – Schools and Colleges	120			120	
Restructure Youth Service management	50		40	90	3.0
Reduce central reserve for sickness in line with three year historic trend	75			75	
Remove funding for trainee librarian			32	32	
Cease annual grant to Durrell	33			33	
Restructuring – St James, Emotional Behaviour Difficulties (EBD)	77			77	1.0
5% reduction in culture and heritage grants			59	59	
Restructure of Sports and Leisure management team	105		55	160	3.0
Reduce sports grants to clubs, individuals and governing bodies		75		75	
Introduce devolved model of pitch management		40		40	
Introduce new model of delivering holiday activity clubs		80		80	1.0
Restructure the customer services team following the introduction of an online booking system at Fort Regent		23		23	0.6
Review management structure in Sport and Leisure division technical team	37			37	1.0
Procurement savings through re-negotiation of contractual arrangements		150		150	
Assessment of 'Household income' for higher education		–	200	200	
Lower than anticipated university tuition fees			1,500	1,500	
Short term measures to meet cash limits	26	409	-435	–	
<b>SUB TOTAL: EDUCATION, SPORT AND CULTURE</b>	<b>1,441</b>	<b>1,127</b>	<b>1,609</b>	<b>4,177</b>	<b>13.9</b>
<b>HOME AFFAIRS</b>					
Reduce the amount of financial support to Building a Safer Society (BaSS) projects	15			15	
Court and Case Costs/Criminal Justice Process			100	100	
Terms and Conditions: Medical/dental/optical (See Note 1)			131	131	
Jersey Customs and Immigration Service – accommodation review to cheaper premises			100	100	
Jersey Field Squadron – Reduction in Operating Costs	55			55	
Military Liaison Officer (IMLO) staff reduction		39		39	1.0
UK Defence – Jersey Field Squadron			20	20	





	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
Prison General Reduction in Prison non-staff expenditure	30			30	
Prison: Reduce Unit Managers by one /Overtime /Prison Fence Renovation	135			135	1.0
Changes in Prison working practices		30		30	1.0
Create new Prison Officer Grade		200		200	
Outsource Prisoner Transport/Court Security		75		75	
Reduction in prisoner activity/education due to reduction in prison population		45	82	127	
Staff reduction	46			46	1.0
Reduce Prison population through repatriation of prisoners			370	370	6.0
Single Surveillance and Technical Support Unit			50	50	
Integrated Borders Team			120	120	
Single forensics contract			25	25	
Single search capability			10	10	
Reduce spend on agency staff			75	75	
Review process for Home Office Counting Rules			30	30	
Removing overtime payments to inspectors			35	35	
Passport printing review			30	30	
Modernisation of the Criminal Justice System			177	177	
Closure of Police Facility / Reduction in non staff costs	167			167	2.5
Reduction of Police overtime	93			93	
Reduction of police staff posts	221			221	3.8
CCTV Upgrade		40		40	
Create a vehicle pool		20		20	
Further reduce Police overtime		80		80	
Loss of CID Allowance		50		50	
Review Training (Probationer and other)		100		100	
Reduce two FTE Police Posts		114		114	2.0
Reduce recruitment advertising costs		18		18	
Reduce travel and subsistence costs		30		30	
Renegotiate Forensic Medical Examiner Contract		100		100	
Reduce policing at special events		20		20	
Reduce senior officer post	9	49		58	1.0
Reduction in staff costs		54		54	
Renegotiation of pay scales for Firefighters			50	50	
Removal of discrimination legislation budget	100			100	
Customs and Immigration – Staff reductions	109			109	2.0
Replacement of Multi-Functional Officer with a Clerk	29			29	
<b>SUB TOTAL: HOME AFFAIRS</b>	<b>1,009</b>	<b>1,064</b>	<b>1,405</b>	<b>3,478</b>	<b>21.3</b>
<b>HEALTH AND SOCIAL SERVICES</b>					
Physiotherapy redesign	182			182	3.0
Reduce Department of Electronics and Ambulance overtime	58			58	



	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
Remove Child and Adolescent Mental Health Service team leader post	55			55	1.0
Reduce overtime for engineers	55			55	
Remove vacant counsellor post	55			55	1.0
Restructure Environmental Health/Health Protection Dept	51			51	2.0
Standardisation of infusion pumps	50			50	
Redesign Occupational Therapy Services	17			17	0.5
Reduction in Social Services course and conference fees budget	28			28	
Non recruitment to posts in workforce planning	34			34	0.5
Organisation wide management restructure	400			400	6.0
Redesign Gardening Services	27			27	1.0
Surgical procedures and equipment efficiencies	26			26	
Reconfiguration of drugs budget	20			20	
Improve theatre skill mix to reduce theatre cost	20			20	
Blood gas analysers, reduce cost of consumables and laboratory management	18			18	
Reprofile needs assessment of clients	15			15	
Efficiencies in Crematorium Services	15			15	
Centralise Estates management	10			10	
Redesign sports injury outpatients clinic	6			6	
Pharmacy: support prescribing efficiencies	188			188	
Primary Care service costs to be transferred to Health Insurance Fund	930			930	
Procure to Pay Project	750	250	250	1,250	
Joint working with Guernsey		150	150	300	
Review off-Island Service Level Agreements (SLAs)		150	150	300	
Energy Savings		130	130	260	
Service Redesign with emphasis on customer value and reduction of waste		175	175	350	
Rationalisation of Estate		110	110	220	
Reduce linen service and amalgamate two kitchens at St Saviours	175			175	7.0
Redesign of residential services		50	50	100	1.0
Workforce redesign		141	170	311	
Review SLA's for Services on-Island		15	15	30	
Redesign of Engineering Department	160			160	2.0
Recurrent reduction in all third party provider SLAs	140			140	
Reduce public health admin staff costs	80			80	2.0
Pharmacy skill mix review and reprofile of out-of-hours service	74			74	
Redesign of Catering Services	25			25	
Redesign of Smoking cessation services		94	94	188	
Redesign of Emergency Department		94	93	187	
Redesign of Patient Transport Services		47	47	94	1.0



	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
Review Social Work establishment		53		53	1.0
Redesign care services for older people		12	24	36	
Hospital Efficiencies	100	128	128	356	2.5
Community efficiencies		100	165	265	3.3
<b>SUB TOTAL: HEALTH AND SOCIAL SERVICES</b>	<b>3,764</b>	<b>1,699</b>	<b>1,751</b>	<b>7,214</b>	<b>34.8</b>

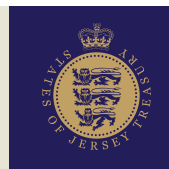
#### HOUSING

Identify efficiency savings in the cleaning service in estates with Transport and Technical Services			56	56	
Reduction in servicing of wet heating systems through the conversion to electrical systems	76	76	58	210	
Offer properties to specific capable applicants with limited decoration vouchers. Maintain refurbishment levels for vulnerable customers only		100	146	246	
Reduction in heating repair calls following roll out of electric heating		100	100	200	
Reduce scale of annual review of condition survey and rent review			125	125	
Deliver Tenant Participation across the Department rather than through specific Community Development Officers	103			103	2.0
Remove budget provision for temporary staff	42		58	100	
Reorganise team to replace Operations Supervisor and Facilities Supervisor. Spread remaining work across existing Maintenance team	76			76	2.0
Reduce general overheads	56	7	3	66	
Reduce budget for IT maintenance and licence fees	65			65	
Reduce staff in Compliance by one FTE	41			41	0.8
Retirement of Assisted Living Officer at Cottage Homes. Post will not be replaced			28	28	1.0
Manage Property Owners Associations internally rather than through an agent	28			28	
Reduce the budget for consultants assisting with the move to Housing Association status			25	25	
Reduce budget for temporary staff	17			17	
Remove grant to 'Prison, Me? No Way!'		15		15	
Reduction in training budget	15			15	
Reduce the number of competitions run annually to encourage tenants to become involved – reducing tenant participation budget	10			10	
Reduce Community News to two issues per annum	9			9	
Remove need to pay rent on Bridge Family Centre	6			6	
Reduce T.V. maintenance contract payments	6			6	
<b>SUB TOTAL: HOUSING</b>	<b>550</b>	<b>298</b>	<b>599</b>	<b>1,447</b>	<b>5.8</b>

#### SOCIAL SECURITY

Adjustment of Food Costs Bonus budget	500			500	
Jersey Advisory and Conciliation Service (JACS) discretionary spend and reduced annual uplift for Employment Tribunal	9			9	

	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
Efficiencies in Health and Safety at work	1			1	
Total Benefits and Income Support Savings		1,006	2,800	3,806	
Staff Costs (Benefit, Income Support and Administration Costs)		86		86	
Other Administration savings		36		36	
Efficiencies in the Health and Safety Inspectorate		9		9	
Employment Services and Employment Relations		113		113	
Christmas Bonus reduction	446			446	
Fraud/non-compliance prevention on Income Support to generate net savings	250	250		500	
Freeze rents and accommodation component of income support for net saving	228			228	
Reduce Recently Arrived Discount Scheme budget	179			179	
Restrict Residential Care Fee Uplift to 2.8%	167			167	
Social fund	54			54	
Restructuring of Jersey Employment Trust (JET) management with saving in salaries	17			17	
Corporate efficiency savings	12			12	
<b>SUB TOTAL: SOCIAL SECURITY</b>	<b>1,863</b>	<b>1,500</b>	<b>2,800</b>	<b>6,163</b>	<b>–</b>
<b>TRANSPORT AND TECHNICAL SERVICES</b>					
Corporate efficiencies – Finance post regraded	30	10	76	116	
Efficiency savings in bus printing and accommodation		55	75	130	
Driver and Vehicle Standards (DVS) staff reorganisation	32	19		51	1.0
Efficiency savings in bus service	150			150	
Retendering of the bus contract		225	375	600	
Reduction in overtime across the Waste Directorate	55	26	135	216	
Reduction in Plant and Vehicle hire across the Department	41	149	40	230	
Reduction in Plant and Vehicle purchase across the Waste Directorate			55	55	
Consolidated Waste overhead savings including reduction in building maintenance	55		171	226	
Harbours – review of seasonal posts and service level agreement (SLA) requirements		60	56	116	
Liquid Waste efficiencies		70	85	155	
Drainage infrastructure and contract management reorganisation	100			100	3.0
Savings due to new Energy from Waste facility (EFW) being fully operational and the reorganisation of the Solid Waste Section	38	361	438	837	3.0
Consolidated efficiencies Engineering and Infrastructure Services	79	52	209	340	
Cleaning reorganisation of section and general efficiency savings	139	8	173	320	4.0
Parks and Gardens staff reorganisation and efficiency savings primarily from closure of Nursery	291	57	145	493	5.0
Review of sludge disposal		10		10	
<b>SUB TOTAL: TRANSPORT AND TECHNICAL SERVICES</b>	<b>1,010</b>	<b>1,102</b>	<b>2,033</b>	<b>4,145</b>	<b>16.0</b>



	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
<b>TREASURY AND RESOURCES</b>					
Savings in building maintenance	244			244	
Restructure architects to reduce by two posts.	120			120	2.0
Restructure Human Resources (HR) business partnering to reduce by one post	65			65	1.0
Reduce staff qualification programme	13			13	
Architects – consolidation of the design function	74	126		200	7.0
Technical delivery of telecoms, consolidation of existing Data Centres, plus central licence management	58			58	
Streamlined support model for corporate systems and services	82			82	
Restructure of procurement team		33	25	58	1.0
Restructure Corporate Infrastructure	144			144	2.0
Restructure business support to reduce by one post	60			60	1.0
Reduction of seasonal staff, an admin clerk and reduction in use of postal services	116			116	2.5
Reduced consultancy/temporary support and training	21			21	
Reduce number of audit days per annum by 17 (3%)	10			10	
Savings identified by the Taxes review		151	212	363	
Financial Change Programme – streamlined posts	55	45		100	1.0
Reduction of temporary resource – performance reporting, Financial Management Change Programme		60	8	68	1.0
Savings delivered through retendering of insurance arrangements including a review of annual payments into the fund	97	47	442	586	
Restructure management accounting support		28		28	
Savings will be achieved by a reduction in Audit Contract days		10		10	
Financial planning – efficiency savings		3	3	6	
Reduction in Audit Contract days			10	10	
Reduced bank charges and reduced staff due to less bank reconciliations	27			27	0.5
<b>SUB TOTAL: TREASURY AND RESOURCES</b>	<b>1,186</b>	<b>503</b>	<b>700</b>	<b>2,389</b>	<b>19.0</b>
<b>NON-MINISTERIAL DEPARTMENTS</b>					
<b>BAILIFF'S CHAMBERS</b>					
Reducing the budget for Liberation Day celebrations	14			14	
Reduce funding for incidental costs associated with training, conferences etc	5			5	
Foreign dignitary or States head – reduction in spend	4			4	
Reducing access to official publications	1			1	
Reduce budget for ceremonial and civil events	1			1	
Improved procurement processes and efficiencies		10		10	
<b>COMPTROLLER AND AUDITOR GENERAL</b>					
Reduction in non-audit fee expenditure	10		17	27	
General savings in non-audit expenditure		10		10	

	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
<b>DATA PROTECTION</b>					
Reduction of administration expenses	6			6	
<b>JUDICIAL GREFFE AND VISCOUNTS</b>					
Savings resulting from Court and Case Costs review	41	61	98	200	
Departmental staff efficiencies (VRs)	88	27		115	2.8
Reduce grant to Jersey Legal Information Board (JLIB)	4			4	
<b>LAW OFFICERS</b>					
Savings accruing from recruiting staff instead of buying in services	150			150	
Reduce amount paid to external providers		350	225	575	
<b>OFFICIAL ANALYST</b>					
Delaying equipment replacement and minor and continuing efficiency savings	13			13	
<b>OFFICE OF THE LIEUTENANT GOVERNOR</b>					
Rental adjustments, restructuring of housekeeping and admin teams	28			28	1.0
Removal of senior post and reduction in housekeeping hours		43		43	
<b>PROBATION AND AFTER CARE SERVICE</b>					
Removal of Community Service Manager part time post	32			32	0.7
Jersey Probation and After Care Service – Assistant Probation Officer post and a Case Management post		64		64	1.9
Reviews being progressed to achieve savings required			64	64	1.0
<b>SUB TOTAL: NON MINISTERIAL DEPARTMENTS</b>	<b>397</b>	<b>565</b>	<b>404</b>	<b>1,366</b>	<b>7.4</b>
<b>STATES ASSEMBLY</b>					
Reduction in Scrutiny budget	33			33	
Assembly support and facilities – Efficiency Savings	22			22	
Reduction in inter parliamentary budget	3			3	
Remuneration savings due to two less States Members from end of 2011		92		92	
Scrutiny – expected vacant post not filled and reduction to scrutiny budget	113			113	2.0
States Greffe accommodation – vacate parts of Morier House			100	100	
States Greffe – Departmental restructuring			30	30	1.0
General administrative efficiency savings		11		11	
<b>SUB TOTAL: STATES ASSEMBLY</b>	<b>171</b>	<b>103</b>	<b>130</b>	<b>404</b>	<b>3.0</b>
<b>PROCUREMENT</b>					
Savings from implementation of Procurement review		3,000	3,500	6,500	
<b>TERMS AND CONDITIONS</b>					
Terms and Conditions Review		7,000	3,700	10,700	
<b>SUB TOTAL: CORPORATE INITIATIVES</b>	<b>–</b>	<b>10,000</b>	<b>7,200</b>	<b>17,200</b>	<b>–</b>
<b>TOTAL SAVINGS:</b>	<b>12,303</b>	<b>19,093</b>	<b>20,832</b>	<b>52,228</b>	<b>139.5</b>

\* NOTES:

- The Home Affairs Department savings relating to changes in Terms and Conditions are unlikely to be made until 2015. The Department will find alternative savings in the short term.



## Appendix C

### COMPREHENSIVE SPENDING REVIEW DEPARTMENTAL USER PAYS PROPOSALS

	2011 User Pays (£'000)	2012 User Pays (£'000)	2013 User Pays (£'000)	Total User Pays (£'000)
<b>CHIEF MINISTER'S DEPARTMENT</b>				
Increase in consent fees for property purchase	11	11	11	33
Introduction of charge for Regulation of Undertakings licence process		12	12	24
<b>SUB TOTAL: CHIEF MINISTER'S DEPARTMENT</b>	<b>11</b>	<b>23</b>	<b>23</b>	<b>57</b>
<b>DEPARTMENT OF THE ENVIRONMENT</b>				
Review Planning Application fees with a view to full cost recovery of the development control planning application service			300	300
Review of departmental license fees including possible introduction of user pays			20	20
<b>SUB TOTAL: DEPARTMENT OF THE ENVIRONMENT</b>	<b>0</b>	<b>0</b>	<b>320</b>	<b>320</b>
<b>EDUCATION, SPORT AND CULTURE</b>				
Remove the inequity in nursery education by bringing public provision in line with private provision	138	276		414
Introduce charges for the Jersey Instrumental Service			50	50
Increased sports income	53	53	54	160
<b>SUB TOTAL: EDUCATION, SPORT AND CULTURE</b>	<b>191</b>	<b>329</b>	<b>104</b>	<b>624</b>
<b>HOME AFFAIRS</b>				
Cost Recovery – Work Permit Fees etc			37	37
Savings to be identified			25	25
Introduce charges for fire certification	5			5
Charges for escorting explosives			2	2
Introduce fire safety charges for Technical Fire Safety Inspections and levy a charge for Building Control Consultation Work			75	75
Deliver more Workplace Fire Safety Courses			10	10
<b>SUB TOTAL: HOME AFFAIRS</b>	<b>5</b>	<b>0</b>	<b>149</b>	<b>154</b>
<b>HEALTH AND SOCIAL SERVICES</b>				
Review Hospital charges	8			8
Road Traffic Accident (RTA) cost recovery / private patients income		161	169	330
Restricted Treatments and Procedures		31	32	63
Review of travel costs		94	93	187





	2011 User Pays (£'000)	2012 User Pays (£'000)	2013 User Pays (£'000)	Total User Pays (£'000)
Income generation initiatives with community and social services		31		31
<b>SUB TOTAL: HEALTH AND SOCIAL SERVICES</b>	<b>8</b>	<b>317</b>	<b>294</b>	<b>619</b>

#### HOUSING

Increased rental income from reduced void turnaround times			60	60
Increased parking income from letting out more spaces		30	20	50
<b>SUB TOTAL: HOUSING</b>	<b>0</b>	<b>30</b>	<b>80</b>	<b>110</b>

#### TRANSPORT AND TECHNICAL SERVICES

Increase in charges for the knackers yard	36			36
Auction of licence plates			100	100
<b>SUB TOTAL: TRANSPORT AND TECHNICAL SERVICES</b>	<b>36</b>	<b>0</b>	<b>100</b>	<b>136</b>

#### TREASURY AND RESOURCES

Savings will be achieved through User Pays for non-core Estates Management		100		100
Increasing rents to market levels that are subsidised		200		200
Increasing rents to market levels and rationalising office space			400	400
Annual surplus from the markets			170	170
New ground lease charge to the Jersey Electricity Company (JEC)			180	180
<b>SUB TOTAL: TREASURY AND RESOURCES</b>	<b>0</b>	<b>300</b>	<b>750</b>	<b>1,050</b>

#### NON-MINISTERIAL DEPARTMENTS

##### BAILIFF'S CHAMBERS

Review and identify scale of sliding fees to be introduced for all licenses and permits	23			23
---	----	--	--	----

##### JUDICIAL GREFFE AND VISCOUNTS

Increased income from Stamp Duty		326		326
----------------------------------	--	-----	--	-----

##### OFFICE OF THE LIEUTENANT GOVERNOR

Crown events held at or provided by Government House to be paid for by the Receiver General	7			7
---	---	--	--	---

**SUB TOTAL: NON-MINISTERIAL DEPARTMENTS**      **30**      **326**      **0**      **356**

**TOTAL USER PAYS:**      **281**      **1,325**      **1,820**      **3,426**

COMPREHENSIVE SPENDING REVIEW SAVINGS AND USER PAYS DEPARTMENTAL PROPOSALS	2011 Saving (£'000)	2012 Saving (£'000)	2013 Saving (£'000)	Total Savings (£'000)	Total FTE Impact
TOTAL SAVINGS:	12,303	19,093	20,832	52,228	139.5
TOTAL USER PAYS:	281	1,325	1,820	3,426	0.0
<b>TOTAL CSR SAVINGS AND USER PAYS:</b>	<b>12,584</b>	<b>20,418</b>	<b>22,652</b>	<b>55,654</b>	<b>139.5</b>