
STATES OF JERSEY



STRATEGIC PLAN: PROGRESS AGAINST INITIATIVES AS AT 31ST DECEMBER 2008

Presented to the States on 9th April 2009
by the Council of Ministers

STATES GREFFE

STRATEGIC PLAN – PROGRESS AGAINST INITIATIVES as at 31st December 2008

I am pleased to present to the States the sixth 6-monthly update which records progress against the initiatives set out in the States Strategic Plan as at December 2008.

Progress remains steady, with an increased number of initiatives completed. The narrative against each of the entries provides Members with an update on the current position.

Analysis of the status of each initiative shows that:

- 82% (202) are either complete or on track
- 14% (34) are slight behind schedule
- 4% (10) are seriously off track

As with previous updates, the report is arranged by Minister.

Senator Terry le Sueur
CHIEF MINISTER

STRATEGIC PLAN INITIATIVES - PROGRESS REPORT

as at 31st December 2008

Key:

- ✓ Project completed
- ✗ No longer being implemented

Green

- ➔ On track - no change from last reporting period
- On track - progress/improvement on last reporting period
- ➦ On track - but some slippage since last reporting period

Amber
















- Slightly behind schedule/off track - not critical - no change from last reporting period
- ➦ Slightly behind schedule/off track - not critical - progress/improvement on last reporting period
- ➔ Slightly behind schedule/off track - not critical - more slippage since last reporting period








Red











- ➔ Off track - serious delays/disruption to project - no change from last reporting period
- Off track - serious delays/disruption to project - progress/improvement on last reporting period
- ➦ Off track - serious delays/disruption to project - more slippage since last reporting period








| | Complete | | Green | | Amber | | Red | | Deleted | | Total |
|--------------------------------|-----------|------------|------------|------------|-----------|------------|-----------|-----------|----------|-----------|------------|
| Chief Minister | 13 | 29% | 28 | 62% | 3 | 7% | 1 | 2% | 0 | 0% | 45 |
| Economic Development | 4 | 11% | 30 | 81% | 3 | 8% | 0 | 0% | 0 | 0% | 37 |
| Education Sport & Culture | 29 | 76% | 8 | 21% | 0 | 0% | 1 | 3% | 0 | 0% | 38 |
| Health & Social Services | 3 | 19% | 9 | 56% | 3 | 19% | 1 | 6% | 0 | 0% | 16 |
| Home Affairs | 8 | 38% | 10 | 48% | 3 | 14% | 0 | 0% | 0 | 0% | 21 |
| Housing | 3 | 43% | 3 | 43% | 1 | 14% | 0 | 0% | 0 | 0% | 7 |
| Planning & Environment | 12 | 27% | 18 | 41% | 9 | 20% | 4 | 9% | 1 | 2% | 44 |
| Social Security | 3 | 38% | 3 | 38% | 1 | 13% | 1 | 13% | 0 | 0% | 8 |
| Transport & Technical Services | 0 | 0% | 2 | 18% | 8 | 73% | 1 | 9% | 0 | 0% | 11 |
| Treasury & Resources | 4 | 20% | 12 | 60% | 3 | 15% | 1 | 5% | 0 | 0% | 20 |
| Total | 79 | 32% | 123 | 50% | 34 | 14% | 10 | 4% | 1 | 0% | 247 |

CHIEF MINISTER









| | | 31st December 2008 | |
|--------|---|---|--|
| SP Ref | Initiative | RAG status | Comment - current position |
| 1.2.2 | Negotiate fiscal agreements with countries in order to increase opportunities for growth and diversification of the finance and other industries (CM) |  | Nordics signed on 28th October and CoM being asked for ratification on 29th Jan. agreement to proceed with France and entrustment obtained from UK. Expect agreement with France to be signed on 16th March. UK position being considered in the light of IoM and Guernsey signing - key outstanding issue is the wording of the political declaration and renewed opposition from finance industry. Australia and New Zealand and Ireland proceeding well. New meeting with Italy after extended break. Others likely to be put on hold pending active interest from Industry |
| 1.8.3 | From 2006; meet the requirements of the EU Savings Directive and monitor developments with the EU to ensure that we are well placed to respond (CM) |  | EUSD amendments being debated by European Parliament, Council and Commission. Position being monitored closely. Due to 3 year transition timetable changes unlikely to be obligatory before 2012/2013. Tax take from 25% share likely to reduce as interest rates fall. |
| 1.8.4 | From 2006; participate in the OECD global forum on taxation to safeguard the Island's interests and ensure a level playing field in the application of international standards (CM) |  | Sub group agreed a simple target of 12 TIEAs with OECD countries as a new international standard. To be considered by global forum in Q4 2009 |
| 1.8.5 | From 2006; negotiate individual Tax Information Exchange Agreements with OECD members and implement agreements in our own right where reciprocal economic benefits are of sufficient value to Jersey (CM) |  | See 1.2.2 above |
| 1.8.6 | Implement and resource changes arising from - |  |  |
| | - new EU Money Laundering Directives |  | Awaiting IMF report before revisiting this matter with relevant jurisdictions. |
| | - new UK primary and secondary legislation on financial crime |  | All completed in time for IMF review |
| | - Corruption (Jersey) Law (CM) |  | Further measures taken to ensure obligations are met to enable ratification e.g, designation of Minister for Home Affairs to have overarching responsibility. |
| 1.8.7 | Introduce powers to assist other jurisdictions pursuing civil confiscation of criminal proceeds by 2008 (CM) |  | Powers to register external civil asset forfeiture orders in Jersey now available under the Civil Asset Recovery (International Co-operation) (Jersey) Law now in force. |
| 2.1.1 | Examine the economic consequences of an ageing population during 2006 (CM) |  | |
| 2.4.1 | In 2006/7 bring forward proposals to ensure that such regulatory functions as are carried out by the States are appropriate, and impartial (CM) |  | Report completed and presented to the States in 2006. Follow-up report to be produced later in 2008. |
| 2.4.2 | In 2006/7 investigate the feasibility and potential efficiency savings of providing regulatory services in partnership with Guernsey and report back to the States (CM) |  | Various potential initiatives were raised by the CoM with Guernsey's Policy Council, none of which the Policy Council wished to pursue. This will be revisited later in 2008 |
| 2.11.1 | Set up a Population Office in 2006 that will work towards amalgamating the functions of housing consent, regulation of undertakings and development and social security registration (CM) |  | Done |
| 2.11.2 | Draft legislation to enable the creation of a register of the Island population introducing three categories of registration – entitled, licensed and registered by 2007 (CM) |  | Laws Drafted - Lodging Pending |











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| 2.11.3 | Monitor migration and regulate the factors that govern migration through a system of job licensing for employers and overall control of employment in place by 2008 (CM) |  | Doing so under existing Laws, using existing powers, with enhanced powers to be taken to States in 2009. |
| 2.11.4 | Introduce policies to ensure that essential economic migrants have access to decent accommodation (see also 3.8.5) (CM) | ✓ | Access to accommodation of 1(1)(j) employees considered adequate, appropriate and reasonable. |
| 3.4.3 | In 2006 engage the relevant authorities in France, through appropriate channels, in discussions, and, in 2007 or earlier, bring forward measures to provide improved communication in relation to the nuclear activities on the Cotentin peninsula and compensation arrangements in the event of a nuclear accident (CM) | ✓ | Close links on emergencies planning and notification of incidents established between Emergency Planning Officer and authorities in Normandy; consultation with MOJ on compensation available under the Paris-Brussels conventions |
| 3.5.3 | By the end of 2007, review the Emergency Measures Plan to ensure that provision is being made for the Island to deal with major incidents affecting: |  | The Emergency Measures Plan will be rewritten during 2009 following the completion of Exercise Coldplay which is designed to test our preparedness for a Pandemic Influenza outbreak |
| | - Economic stability e.g. changes to the economy arising from sudden increases in fuel prices; and | ✓ | Stabilisation Fund/Fiscal Policy Panel agreed by States in December 2006, other aspects of anti-inflation strategy agreed by CoM in December 2007 |
| | - Environmental stability e.g. an accident involving one of the nuclear installations on the Cotentin Peninsular (CM) | ✓ | The Emergency Planning Officer has established a Chemical, Biological, Radiological and Nuclear (CBRN) working group within the Emergency Planning Board resilience structure. The group is represented by all States departments who would have an interest and/or response in the event of an incident impacting on Jersey including from the Cotentin Peninsular. This group is writing an emergency plan which will provide the framework for a multi agency response to such an incident. As part of this planning process Gérard MARTIN, Préfecture de la Manche, Chef du service interministériel de défense et de protection civiles is visiting the planning group in August 2008. |
| 3.6.4 | Introduce a regular cycle of income distribution surveys and complete a poverty audit by 2008 (CM) |  | Further progress on development: IDS and HES on schedule for starting in May 2009 |
| 4.2.6 | Support and encourage the Waterfront Enterprise Board to deliver high quality development which promotes economic benefits and provides housing and leisure facilities for residents and visitors (CM/P&E) |  | Further officer work undertaken to develop a States property development agency. Proposals to be presented to Council of Ministers in Q1 2009 |
| 5.1.1 | Work with the Privileges and Procedures Committee in reviewing the composition of the States, electoral reform and alternative methods of voting (CM/PPC) | | PPC has lead responsibility in this area, |
| 5.1.2 | During 2006; develop a mechanism for effective public participation (CM) |  | A mechanism for public consultation is in place, and we are now working to increase the participation rate. |
| 5.1.3 | Introduce a framework of formal consultation for all major policy developments from 2006 (CM) |  | ALI major policy documents go through a formal consultation process. We have also re-written the consultation guidelines to suggest other ways to consult informally as part of that process. |
| 5.1.9 | Work co-operatively and in consultation with the Comité des Connétables in providing services to the public (CM) |  | Comments of the Comité have been sought on this issue and on others highlighted in 6.4.1 and 6.4.2 |












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| 5.1.10 | Encourage support from States Departments and private sector employers to support the honorary system (CM) |  | Comments of the Comite have been sought on this issue and on others highlighted in 6.4.1 and 6.4.3 |
| 5.2.1 | Endeavour to agree a protocol with the Lord Chancellor which will support further extension of the Island's international personality and independence of action by December 2006 (CM) | ✓ | Protocol signed 1 May 2007 |
| 5.2.2 | Review our constitutional relationship with the UK to determine a long-term programme of action which will secure the Island's ability to maintain and enhance our independence in decision-making, review completed in 2007(CM) |  | |
| 5.2.3 | Establish a new Jersey brand in 2006 (CM) | ✓ | |
| 5.2.4 | From 2006; participate in the OECD global forum on taxation to safeguard the Island's interests and ensure a level playing field in the application of international standards (CM) |  | See 1.8.4 |
| 5.2.5 | From 2006; negotiate individual Tax Information Exchange Agreements with OECD members and implement agreements in our own right where reciprocal economic benefits are of sufficient value to Jersey (CM) |  | As 1.2.2 |
| 5.2.6 | Participate at international forums either as part of the UK delegation or in our own right (CM) |  | |
| 5.2.7 | Establish presence and regular contact with EU institutions by 2007 (CM) |  | Recruitment of additional resource to address this issue in progress |
| 5.2.8 | Over the period 2007-2010; meet, where possible, international standards set through the extension of international treaties and conventions (CM) |  | |
| 6.1.5 | Ensure that any new policies will be financed within existing resources unless otherwise agreed by the States Assembly in the Annual Business Plan (CM) | | |
| 6.1.6 | Deliver the £20 million cash savings as identified in the Change Programme by 2009 (CM) |  | on target |
| 6.1.7 | Deliver all savings as identified in Public Sector reorganisation: Five Year Vision for the public sector (P.58/2004) (CM) |  | on target (as 6.16) |
| 6.2.1 | Implement a programme of internal reviews to check at frequent and regular intervals whether public services are provided efficiently and effectively, including the use of new technology and whether services are best provided by directly employed staff, by another provider, or through partnership arrangements (CM) | ✓ | C&AG report published - recommendations under consideration. Savings incorporated into 2009 Annual Business Plan |
| 6.2.2 | Fully implement the efficiency programme which delivers savings of £20 million per annum by 2009 and continue to identify and implement all possible efficiency savings (CM/T&R) |  | on target (as 6.17) |









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| 6.2.4 | Complete the transformation of the HR and IT functions by 2008 delivering annual savings of £1.6 million (CM) |  | HR savings target met |
| 6.2.5 | Create a new States Department responsible for all States property assets (except social rented housing and property under the administration of trading bodies) charged with delivering the first Property Plan (see Appendix A) and revenue savings from property of £1.5 million by 2009 as well as capital receipts of £4 million by the same year (CM) | | Transferred to Treasury & Resources |
| 6.2.7 | Make it easier for the public to access services by creating a Customer Access Centre to centralise customer-facing services, achieving efficiency savings of £510k by 2009 (CM) |  | The CSC is providing a telephone and walk in service on behalf of Planning and Environment new Water Law. Forecasted increase of 8,000 customers whilst registration is in progress. |
| 6.2.8 | By the end of 2006 complete a study to identify those public services that might be provided more efficiently by the private sector or through a partnership arrangement and identify suitable pilot reviews, one of which to be completed by the end of 2007 (CM) | ✓ | Initial study completed. Now incorporated into C&AG reviews. |
| 6.2.11 | Review the resourcing and organisation of Law Officer functions to ensure that prosecution, legal advice and implementation of Laws are handled as efficiently and effectively as possible (CM) |  | This initiative has been overtaken by the Comptroller and Auditor General's review of States Spending. One of the detailed reviews was of the LoD. As a result the 2009 Business Plan includes growth for the LoD cash limit and it is expected that the States will be invited to consider a further amendment. |
| 6.2.12 | Review policies on the improvement of the delivery and efficiency of public services to ensure continued progress (CM) |  | OD Programme now focused on Web development and process improvement. |
| 6.4.1 | Enhance the role of the Parishes as a community resource and support the Honorary Police system (CM) |  | Comments of the Comite have been sought on this and issues highlighted in 6.4.2 and 6.4.3 |
| 6.4.2 | Encourage support and sustain community and parish activities (CM) |  | Comments of the Comite have been sought on this issue and on others highlighted in 6.4.1 and 6.4.3 |
| 6.4.3 | Develop a strategy that will enhance the relationship between the States and the Parishes (CM) |  | Comments of the Comite have been sought on this issue and on others highlighted in 6.4.1 and 6.4.2 |

MINISTER FOR ECONOMIC DEVELOPMENT

| 31st December 2008 | | | |
|--------------------|--|---|--|
| SP Ref | Initiative | RAG status | Comment - current position |
| 1.2.1 | Between 2006 and 2011, develop and implement existing and new strategies which will support the five key drivers in the economy – investment in physical capital, skills and human capital, innovation, competition and enterprise – and address the factors that are necessary for economic growth for existing, emergent and new sectors of the economy (ED) |  | EDD's 2009 Business Plan continues the transition to deploying the Department's funds where the greatest economic return can be achieved. The Skills Executive and Jersey Enterprise both directly address all key drivers of a thriving and vibrant economy. |
| 1.2.3 | Further develop economic and trade links with France and other European neighbours (ED) |  | EDD mediated an Agreement for ongoing access to St Malo with simplified customs arrangements with the French Regional Government and Customs Authorities. The Jersey Fisherman's Association is the local party to the Agreement and this was signed in December to cover exports during the Christmas period. An extension of the Agreement for 2009 is in the process of being formalised. |
| 1.3.4 | Forward for approval by the States detailed proposals for the control of inflation to update the current inflation strategy, with the proposals to include details of the future use of the balance in the Stabilisation Fund created under 1.2.3 above and the operation and long term use of the Fund which will be broadly as described in the Economic Growth Plan (P.38/2005) as adopted by the States. The proposals will also cover the role of fiscal measures, particularly GST rates, in this context (T&R/ED) |  | The Council of Ministers published their new Anti-inflation Strategy in February. The Fiscal Policy Panel published its first annual report in September and in November reviewed its opinions. |
| 1.4.1 | Encourage growth in existing businesses across all sectors through a business and enterprise development strategy (ED) |  | Delivery of the Enterprise & Business Development strategy is now well advanced with significant progress having been made in all areas of content and covering both on & off Island support for Jersey businesses. |
| 1.4.2 | Investigate the benefits of a vocational skills centre for 14-19 year olds during 2006 which would create a shift from imported skills to home grown skills (ED) |  | Skills Executive implementation is now well advanced with both the private sector Skills Jersey Board and Ministerial Skills Executive having held inaugural meetings. A review of the existing Apprenticeship Scheme was completed in Q4 recommending potential changes presenting future synergy with the proposed 14-19 schools agenda. A draft report on Demand Capture is well progressed and is due to be presented to the Skills Jersey Board in January. |
| 1.4.3 | Increase employment levels by improving incentives/removing disincentives to work; addressing barriers to work; ensuring that unemployed people receive the right training to re-enter employment (ED) |  | Skills Executive implementation is now well advanced with both the private sector Skills Jersey Board and Ministerial Skills Executive having held inaugural meetings. Review of RUDL conditions and early stage demand forecasting work are directly contributing to address barriers to entry. Early years support remains an area requiring further input to remove potential barrier to re-entry. |
| 1.4.4 | Raise awareness of best practice in human resource management and in all aspects of business operation (ED) |  | Ongoing. There are now 40 liP accredited organisations in Jersey and the department is working with additional interested businesses. In November 2008, Jersey Enterprise itself received liP accreditation. |
| 1.5.1 | Develop and implement an Enterprise and Business Development Strategy that will: |  | Delivery of the Enterprise & Business Development strategy is now well advanced with significant progress having been made in all areas of content and covering both on & off Island support for Jersey businesses. |




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| | - Provide a customer services centre for businesses by 2007 (ED) |  | Jersey Enterprise (business contact) Centre successfully opened in March 2008 and client acceptance and usage appears strong given the limited promotional activity. Online survey of 1100 clients in July 2008 indicated strong appreciation amongst target client market for both the products and services provided by Jersey Enterprise. |
| | - Introduce in 2006 products and programmes to remove the main barriers to enterprise, including establishing a Jersey Business Angel Network, a Small Firms Loan Guarantee Scheme, an enhanced Business Advice Service, access to venture capital, development of enterprise skills and a business incubator (ED) |  | Proposals for the development of the incubator unit during Q4 2008 were delayed owing to premises issues, however are now firmly back on track for delivery in spring 2009. Development of Business Angels continues and significant success in delivery of Enterprise Education with over 1,100 island students participating in Enterprise Week in November. |
| | - Build strategic partnerships between secondary schools and Highlands College, Jersey Business School, Chamber of Commerce, British Venture Capital Association, local financial institutions, professional associations, Jersey Business Angels Network and government departments. (ED) |  | Closer working relationships have been developed with ESC, Highlands and Secondary School Heads in areas such as Foundation Degree development and delivery of Enterprise Week. Relations with industry and trade bodies now reached a positive stage, with much feedback & anecdotal evidence coming forward of the progress the Department is making supporting small businesses. |
| | - Build strategic partnerships with first tier UK universities to deliver necessary academic and research elements of enterprise and business development (ESC) |  | Contribution to the HEDG will be continued following it having been subsumed into the Skills Executive. In addition to the start of the International Finance Foundation Degree, funding was agreed in Q4 for a proposed IT Foundation Degree at Highlands. Work with Coventry University and its Enterprise Company is ongoing regarding ways in which they may be able to support Jersey in the creation and delivery of the business Incubator. |
| 1.5.2 | In 2006, develop a revised Tourism Strategy that places greater emphasis on matching the Jersey offering to current market requirements whilst retaining characteristics that preserve our existing tourism base. This will also include a revised marketing strategy that achieves a balance between existing and new opportunities and niche markets (ED) |  | Strategy in place. The UK source market is experiencing difficult trading conditions, with visitor numbers declining towards the end of the year. Shorter stay is a key feature of the leisure market which could reduce occupancy levels. European markets are more positive due to a strong Euro. |
| 1.5.3 | Fully integrate marketing and promotional activity for the Harbours and Airport and the Tourism sector (ED) |  | The route development strategy is continuing to increase passenger volume. A number of joint marketing initiatives have been undertaken with air and sea carriers this year. |
| 1.5.4 | Through the Island Branding Project this marketing will be aligned with marketing of the Finance and other sectors which is aligned with the Island branding project (ED) |  | Finance and other sectors have not yet embraced the brand in the manner envisaged. This objective remains important and work will continue to ensure that Jersey benefits from a single, recognisable brand identity. |
| 1.5.5 | Introduce an economic measure to encourage the return of students (ED) |  | The parameters of the undergraduate Internship Programme were changed in 2008, which combined with early stage economic concerns led to lower numbers of on-Island |
| 1.5.6 | Implement the Rural Economy Strategy from 2006(P&E/ED) |  | Inseminations using International Jersey being undertaken on dairy farms with first calves due in June 2009. Jersey Dairy continuing to progress export strategy. JMMB finalising sale of Five Oaks, HDF lease and contract for building new dairy. CRS and RIS continuing to deliver environmental improvements and diversification in the Countryside. |
| 1.6.1 | Encourage the provision of sufficient competition in the ICT industry (ED) |  | The department failed with its proposed recruitment of an e-commerce manager in 2008 to specifically tackle and promote ICT issues for the Island. This remains an ongoing business plan component, however a review of how to put resource in place is urgently required. |







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| 1.6.2 | Develop a comprehensive air and sea transport policy for consideration by the States (ED) |  | A Legislative and policy framework to manage sea routes is in place. Oxera has been asked to update the viability study it produced in 2004 in light of HD Ferries withdrawal from the Jersey / St Malo Route. Jersey Annual Social Survey findings on the Jersey to UK Ferry Service published in December. Work on the availability and supply of Shipping Services between Jersey and UK and Jersey and France was carried out. |
| 1.6.3 | Complete a fundamental review of the airport and harbour operations in 2006 that recognises their pivotal role in tourism and the wider economy (ED) |  | See 6.5.1 |
| 1.7.1 | Monitor the effects of the Competition Law now in force, leading where necessary to more effective control over monopolies or organisations in a dominant position (ED) |  | The JCRA has accepted in principle new indicators to measure performance. Potentially anticompetitive behaviour has led to a code of practice in coal distribution and an end to recommended fares in the registered taxi-cab industry. Both Jersey Telecom and Jersey Post have been subject to price control. A second company was fined under Merger and Acquisition rules. During the year 13 mergers or acquisitions were reported to the JCRA of which 12 were approved unconditionally, 1 subject to conditions. The average time to complete these was 24 days, compared to a target of 30 days. Associated issues of competition (albeit not necessary subject to Competition Law) saw the introduction of Mobile Number Portability, development of a Mobile Mast Locator website and advice produced for the Department on a potential new supermarket entrant. New licences were also issued in both postal and telecoms sectors. |
| 1.7.2 | Introduce consumer protection legislation – e.g. the Distance Selling Law and the Supply of Goods and Services Law will be lodged in 2006 (ED) |  | Complete. The Distance Selling (Jersey) Law 2008 is in force. The draft Supply of Goods and Services (Jersey) Law was passed by the States in September 2008 and should come into force by May 2009. |
| 1.7.3 | Seek to enhance the role of the Jersey Consumer Council (ED) |  | The report on the Jersey Consumer Council was completed in September 2009 and contained 22 recommendations. Discussions will take place in the first quarter of 2009 on the best way to implement the recommendations. |
| 1.7.4 | Aim to reduce the levels of “red tape” and regulatory legislation in 2006 (ED) |  | Copyright, Design Right and Performers' Protection Laws have now been rolled into one law called the Intellectual Property Unregistered Rights (Jersey) Law. Expected that this law will be presented to the States in the Second quarter of 2009. Sunday Trading Law received LOD clearance on Human Rights compatibility but the Law could not be presented to the States in the latter part of the year because of elections. The Law is under review by the new Ministerial team and body of Connetables, the Department has been asked to review aspects of the drafting. Plant Varieties instructions are being developed this year but changes to Patents and Registered Designs are being deferred in favour of a review of Trademarks Law. |
| 1.7.6 | Review and implement a high value residency strategy (ED) |  | Ongoing and results exceeding targets. |
| 1.8.1 | Implement the Financial Services Plan during 2006 (ED) |  | Ongoing. Foundations Law and many amendments necessary for the IMF visit were approved by the States and |
| 2.5.1 | Review apprenticeship schemes in 2006. Introduce new schemes allied to developments in 14-19 curriculum in 2007 |  | Review of existing Apprenticeship scheme completed that will also incorporate potential changes or synergy with the proposed 14-19 schools agenda. Breadth of coverage, |
| 2.6.1 | Implement a Skills Strategy seeking to secure appropriate skills in the workforce to meet economic requirements (ED) |  | See 1.4.2 |
| 3.2.5 | Review licensing legislation by end 2008 (ED) |  | The Green Paper is late having been delayed due to the electoral process. The paper will be released in February and the timescale to delivery restructured to take account of this. |

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| 4.2.1 | By the end of 2006, produce a Development and Regeneration Strategy for St Helier that integrates the town and the waterfront and promotes high quality design and architecture (P&E/ED) |  | ED continue to work with the Parish, P&E and other partners on the work being done on St Helier. In association with the Parish the Department appointed a Town Centre Manager in November 2008. |
| 4.3.2 | Within the Energy Policy for Jersey, examine the potential for exploiting the Island's indigenous energy resources to reduce the dependence on energy imports to satisfy the Island's energy requirements (P&E/ED) |  | Draft Energy White Paper completed. In addition, the Minister for P&E established a Tidal Energy Group who have now reported with their recommendations for taking forward the exploitation of tidal energy in Jersey waters. |
| 4.5.1 | Deliver a vibrant, working countryside through the implementation of the Rural Economy Strategy (ED/P&E) |  | See 1.5.6 |
| 5.1.8 | Continue to support Island community events such as Liberation Day, the Battle of Flowers and the Battle of Britain display (ED) |  | The key events are receiving full support. However the climate for commercial or corporate sponsorship is currently unfavourable and there is considerable pressure for funding. |
| 6.3.1 | Provide clear criteria for the protection and efficient provision of services provided by States' owned, and States' controlled, utility companies (ED) |  | EDD continues to contribute to the work of the Treasury Department in this area. |
| 6.5.1 | Develop a long-term strategy for both the Airport and Harbour (ED) |  | Airport strategy being implemented (runway replacement and new route developments) and a full commercial financial model has been developed for Jersey Harbours to include a marine leisure growth plan. |
| 6.5.2 | Secure sea and air links which are both cost-effective and beneficial to the Island (ED) |  | Sea and air transport policy activity in 1.6.2 above underpins secure air and sea links which are cost effective and beneficial to the Island. |
| 6.5.3 | Work with other Channel Islands to develop a co-ordinated transport policy CM/ED) |  | Joint Channel Islands Statement approved by States of Guernsey ETG and endorsed by Policy Council in April. Formed part of package of amendments to the Harbours Administration (Jersey) Law and the Harbours Jersey Regulations approved by the States. |

MINISTER FOR EDUCATION SPORT & CULTURE






| | | 31st December 2008 | |
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| SP Ref | Initiative | RAG status | Comment - current position |
| 1.4.5 | Develop strategically important higher education programmes in the Island co-ordinated by the Higher Education Steering group and partnerships with HE institutions 2006-2009 (ESC) | ✓ | Recruitment of students is taking place |
| | | | Recruitment to the Foundation degree in Art and Design – done |
| | | | Courses are running as planned in: <ul style="list-style-type: none"> - MA in Personnel and Development - BSc in Construction Management and Architectural Technology - BSc in Social Science - Foundation Degree in Arts and Design - Teacher's Certificate in Further Education |
| | | | Plans for including OU in the general arrangements for support of HE students have been agreed – announcement made in autumn 2008. |
| | | | The new scheme of student support, including a loans facility, is now operational |
| 1.4.6 | Establish an international business school presence in the Island (ESC) | ✓ | To be developed further in partnership with ED and the London Business School |
| 1.5.1 | Develop and implement an Enterprise and Business Development Strategy that will: | | |
| | - Provide a customer services centre for businesses by 2007 (ED) | ✓ | ED has begun work on establishing a First Stop Shop for business in Jubilee Wharf. |
| | - Introduce in 2006 products and programmes to remove the main barriers to enterprise, including establishing a Jersey Business Angel Network, a Small Firms Loan Guarantee Scheme, an enhanced Business Advice Service, access to venture capital, development of enterprise skills and a business incubator (ED) | ✓ | ED is developing the Small Business Loan Scheme in cooperation with the DTI, and local banks have been approached for partnership opportunities. |
| | - Build strategic partnerships between secondary schools and Highlands College, Jersey Business School, Chamber of Commerce, British Venture Capital Association, local financial institutions, professional associations, Jersey Business Angels Network and government departments. (ED) | ✓ | Strategic partnerships have now been established, and a number of schools have introduced enterprise schemes in their sixth forms. Hautlieu has offered courses in Finance in cooperation with local finance industry. ED continues to develop partnerships, and this includes exploring the option of an expanded role for Jersey Business Venture in the delivery of business advice in the Island. |
| | - Build strategic partnerships with first tier UK universities to deliver necessary academic and research elements of enterprise and business development (ESC) | ✓ | Strategic partnerships have been developed and the ongoing initiative has been passed to ED |
| 2.5.2 | Create a Higher Education Development Group in 2006 to co-ordinate strategically important higher education provision in the Island (ESC) | ✓ | HEDG was established but has now been subsumed within Skills Executive as part of the partnership with ED & Social Security |








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| 2.5.3 | Introduce the 14-19 education curriculum with a view to increasing vocational options for young people from 2006 (ESC) |  | Highlands and Hautlieu have created a joint applications process, have joint open days and have worked together on a number of Enterprise projects. A range of events have been organised by Hautlieu and attended by other post 16 providers and a video conferencing mathematics masterclass is to be offered to the students of post 16 partners. The fee paying sector has agreed single and shared college delivery of some minority subjects and is currently considering synchronising timetables. ESC will also work closely with the newly formed Skills Executive to meet the aims contained in the report of the working group on 14-19 Education |
| | |  | Arrangements for the delivery of 14-16 vocational options will be included in the new funding arrangements for Highlands College to be implemented in 2009. Details of new funding formula are currently under discussion with Highlands College and other partners. Initial work on 16+ has been done and focus is now on 14-16 years |
| 2.6.2 | Develop strategically important higher education programmes in the Island via the Higher Education Steering Group and partnerships with HE Institutions 2006-2009 (ESC) | ✓ | Work of HEDG incorporated into the remit of the new Skills Executive. Done |
| | | ✓ | A foundation degree in Financial Services was introduced in September 2008 and other programmes are being developed. These include a new degree in 'IT and Enterprise', to be introduced in September 2009. |
| 2.6.3 | Report on the need for the development of an Island Academy for Higher Education by 2009 (plan for its development, if required, 2010 onwards) (ESC) | ✓ | See 2.5.2 & 2.6.2. A University Centre for Jersey has been established, based at Highlands College, and offering a variety of degree programmes. |
| 2.7.1 | Bring proposals to the States in 2006 for an Early Years Strategy which will increase the number of children with access to affordable and equitable early years education and care (ESC) | ✓ | Amendments to 2008 Annual Business Plan were accepted by the States in September 2008. A new partnership group has been established and processes are being put in place for delivery in September 2009 within the existing budget allocation. |
| 2.7.2 | Sustain ongoing school improvement by continuing to invest in critical skills and Assessment for Learning (ESC) | ✓ | The AfL action plan is in place. King's College are contracted to work with Jersey in 2008. AfL leadership is now dispersed to schools with frequent sharing of practice and determination of development. Done |
| | | | In 2007 all Critical Skills training was delivered to Jersey teachers. In 2008 this approach was applied to Mathematics and Assessment for Learning. Done |
| 2.7.3 | Introduce a revised scheme for school evaluation during 2007 (ESC) |  | New arrangements for school evaluation will be rolled out to all schools in 2009 |
| 2.7.4 | Enhance 14-19 education curriculum with a view to increasing vocational options for young people in 2006 (ESC) | | see 2.5.3 |
| 2.7.5 | By end of 2007, consolidate arrangements for further higher and adult education which take account of changing patterns of participation, provision and funding (ESC) | ✓ | New scheme to support students in higher education is in place. Done |
| | | ✓ | Minister signed partnership agreement. Skills Executive formed in March. Careers Service to move to Social Services by March. Done |
| 2.7.6 | Review school funding during 2006 to ensure that schools can meet curriculum needs within available resources (ESC) | ✓ | This review has been completed, and a further review is planned. |
| 2.7.7 | Establish an island-wide strategy for youth work in co-operation with voluntary youth organisations (ESC) | ✓ | The first two years of the strategy, outlined in action plans for 2007 & 2008, were successfully achieved |

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| 2.7.8 | Provide an urgent replacement for the youth facilities at the Old Harbour Office in the area of the Waterfront (ESC) |  | Agreement has been reached with the developer to secure the old harbour offices as a permanent base for youth work. A meeting has taken place with the Parish and the developer to discuss the terms of the lease for the premises and detailed plans for internal improvement have been prepared |
| 2.7.9 | Develop partnerships with parishes and a range of other providers to support informal work with young people (ESC) | ✓ | Partnerships have been established with six parishes, and further partnerships are being developed with other parishes and providers |
| 2.8.1 | Form a Council for Culture, with priority actions to be identified and achieved by end 2006 (ESC) | ✓ | The Council for Culture has been established and there are a number of actions that need to be completed |
| 2.8.2 | Implement the Cultural Strategy and publish an action plan by end 2006 (ESC) | ✓ | Action Plan produced early in 2007 and now in the process of implementation. See also 2.8.1. |
| 2.8.3 | Establish partnership agreements for all cultural providers in receipt of States funding by the end of 2006 (ESC) | ✓ | Partnership agreements are in place to promote the delivery of agreed objectives |
| 2.8.4 | In 2006 investigate the feasibility of adopting Jèrriais as the Island's official minority language and work with the Société Jersiaise, Le Don Balleine and L'Assemblée d'Jèrriais to revive the language of Jèrriais (ESC). | ✓ | Links have been made with other organisations supporting minority languages. Investigation work is now complete, and currently reviewing the Island's position in relation to the EU Charter for Regional or Minority Languages. |
| 2.9.1 | Develop a new strategy for sport in 2006 for the period 2007 – 2011 (ESC) |  | Now to be included in ESC Strategy currently under development. |
| 2.9.2 | Agree a plan by the end 2006 to secure the future of sports and leisure facilities currently provided at Fort Regent (ESC) |  | A planning brief has been developed by the Planning Department, and Property Holdings has undertaken an initial assessment of options. Property Holdings is now consulting with interested parties on a 'concept' brief. |
| 2.9.3 | Use the opportunity provided by the London Olympics to increase the profile of sport within the Island (ESC) |  | 7 Jersey facilities successful in being included in brochure and website provided for International Olympic Committees to consider venues for training. Flag raised at Fort Regent to mark official handover from Beijing to London 2012. |
| 3.2.4 | Fully implement the Alcohol Strategy by 2009 (HA, HSS, ESC) | ✓ | HSS 'Health for Life' strategy contains initiatives to promote reduction in alcohol consumption. Health Promotion has given significant educational input to teachers and youth workers in the area of PHSE (Personal, Health and Social Education) and this includes advice on alcohol consumption. |
| 3.2.9 | Increase opportunities for hard-to-reach groups to participate in sport and active recreation (ESC) | ✓ | Initiatives involving after school clubs, lunch time clubs, late night football leagues, young offenders and various community programmes are running successfully. Further development of the programme is planned |
| 3.2.10 | Review the effectiveness of the Children's Executive and the Youth Action Team by 2008 (HSS/HA/ESC) |  | Reviews of the effectiveness of the Children's Executive and Youth Action Team have been completed. In addition, the Williamson report was published in June 2008, and a report and proposition concerning the recommendations in the Williamson report is due shortly to be considered by the States. |
| 5.1.4 | Continue to work with young people towards the further development of the Youth Forum (ESC) |  | The Youth Forum is now in operation and it is available for consultation on discussions regarding the future of Jersey. Further initiatives have also been commenced to increase the involvement of young people in policy development, including the 'Hear by Right' project. |
| 5.1.5 | Review the work of the Detached Youth Work Project, funded by Building a Safer Society (BASS), in St Helier in 2006 (ESC) | ✓ | The five year strategy is supported by more detailed annual action plans - the action plan for 2008 was achieved and a new action plan for 2009 was prepared in December 2008 |

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| 5.1.6 | Introduce Prince's Trust provision within the Island by 2007 (ESC) | ✓ | The Prince's Trust has been successfully introduced and a full programme is now in place |
| 5.1.7 | Review and enhance the Citizenship Curriculum provided in schools by 2007 (ESC) | ✓ | Review completed, and the Citizen Curriculum is undergoing further development |

MINISTER FOR HEALTH & SOCIAL SERVICES





| 31st December 2008 | | | |
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| SP Ref | Initiative | RAG status | Comment - current position |
| 2.1.4 | Support interdepartmental working within the Island-wide Strategy for an Ageing Society (ISAS) and repeat ISAS-barometer 'attitudes to ageing' in 2008 (HSS) |  | The JASS questionnaire was completed and contained questions relating to pensions in old age and long term care issues. In December 2008 the Health, Housing and Social Security Scrutiny Panel completed a report into long term care of the elderly which identified the need for interdepartmental working. The main recommendation was to form a working group of Ministers for Social Services, Housing and Planning and Environment to be led by The Minister for Health and Social Services. this recommendation is being considered. A Carers Strategy has been produced which sets out a vision of what needs to be done to provide carers with practical support. |
| 2.1.5 | By 2008 develop a concordat between the private, the voluntary and charitable, and public sector as a means of building capacity for the care of older people who require residential accommodation (HSS) |  | See 2.2.7 for an update on the forum for independent providers. |
| 2.1.6 | Increase provision of community support to help people remain in their own homes (HSS) |  | Within the Adult Mental Health Service the continuing care team now work from a "Whole Service Approach" to offer flexible home treatment community based care packages. In-Patient Bed Days remain constant with an average of 88%. New ways of working and care pathways have been developed in line with best practice and these will be subject to review through audit in September 2009. Initiatives from Bob Cooper Review for Old Age Psychiatry include the introduction of an enhanced Liaison Service to JGH with improved social work and nursing liaison and a new role for Team Leader on Bed Management. The development of a Case Load Weighting System which allows community psychiatric nurses to prioritize workload, offers a more rapid response for high risk case work and stream lines referrals. An extended role for Social Worker and Occupational Therapists to include Care Management thus making better use of experience and skills. |
| 2.2.1 | Develop a strategic report identifying the high-level plan for the re-design of health and social care in Jersey by the end of 2006 (HSS) |  | Due to elections in December 2008, it was decided to defer presentation until early 2009. |
| 2.2.2 | Develop and implement a States of Jersey health improvement strategy (HSS) | ✓ | Public consultation is due in 2009. Multidisciplinary working groups have been set up to plan the implementation of the 8 priority areas of Health for Life. |
| 2.2.4 | Implement a set of health indicators which are meaningful for monitoring year on year progress at a population level in Jersey in 2006 (HSS) | ✓ | The MOH annual report was published in July 2008. |
| 2.2.6 | Complete a health related survey among school students in 2006 and distribute findings to schools for action by 2007 (HSS) | ✓ | Complete |
| 2.2.7 | Deliver cost effective quality services in partnership with voluntary, independent and parish organisations (HSS) |  | Follow up work has been undertaken with key stakeholders and the component parts from the workshop forum will be advanced by key officers. |

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| 2.3.1 | The performance of the Health and Social Services Department in meeting "Standards for Better Health" will be independently inspected by the Healthcare Commission in April 2007 and the results of that inspection will be published (HSS) |  | An action plan for Maternity Services features in the HSSD 2009 Business Plan. The final report on Mental health Services from the Health care Commission was received in October 2008 and review of recommendations is an objective within the HSSD 2009 Business Plan. HSSD are in contact with the Health Care Commission in relation to further reviews although delays are expected whilst the commission reconfigures its organisation to form the Quality Care Commission. |
| 2.3.2 | Undertake regular service user reviews to benchmark quality and standards (HSS) |  | The Picker survey for 2008 has been completed and results are expected in February 2009. |
| 3.2.4 | Fully implement the Alcohol Strategy by 2009 (HA, HSS, ESC) |  | Public consultation (green paper) on the review of alcohol licensing regulation has been delayed due to elections. Public consultation on the document will be led by Economic Development and is now scheduled for end of February 2009. Health for Life three year detailed action plan for alcohol is being developed. Priority areas for action include increasing brief interventions and targeting preventative interventions to under age drinkers. |
| 3.2.10 | Review the effectiveness of the Children's Executive and the Youth Action Team by 2008 (HSS/HA/ESC) |  | An action plan to implement the recommendations of the Williamson Report was produced in December 2008 and will be taken to the Council of Ministers early in 2009. |
| 3.7.1 | By 2008; develop care pathways for young people with mental health problems who require care and support in the community or hospital admission (HSS) |  | Care pathway for young people who self harm has been implemented successfully 2008 and reviewed recently. On going work involves the development of care pathway across services within children's services by June 2009. |
| 3.7.2 | Implement and continually monitor substantial three year programme of investment beginning in early 2006 to increase the number of foster carers through improved recruitment, training and financial support (HSS) |  | Ongoing campaigns to raise the profile of fostering & adoption generally have led to an increase in the overall number of approved foster carers and adopters able to offer placements to children and young people. The F & A team have expanded their service to offer further support to family members and friends who maybe able to offer children a home leading to a high of 64% of all looked after children being cared for in a family placement. (Sept 08). Further development of networks with other island communities has also enabled the team to identify different placement opportunities when needed. Recruitment of specialist staff to lead in key areas has allowed the team to meet the specific needs of children and their carers, who are also now able to access a broad continuum of personal training and development opportunities. |
| 4.4.5 | In 2007; debate and implement an Air Quality Strategy for Jersey, including proposals for monitoring and publishing levels of local air pollution, and targets, policies and timescales for reductions in air pollution levels that reflect best practice globally (P&E) Note: This is the responsibility of the Environmental Health Team at Health & Social Services |  | Responsibility for the production of this strategy has been transferred to P&E. Officers at HSSD will be helping to inform the strategy and have commissioned a piece of work to this end. |
















MINISTER FOR HOME AFFAIRS















| | | 31st December 2008 | |
|--------|---|--------------------|---|
| SP Ref | Initiative | RAG status | Comment - current position |
| 1.8.2 | Introduce new information and disclosure powers with draft Law approved by the States Assembly by December 2006 (HA) | | No Change - Progress is dependent on whether a Freedom of Information Law is approved by the States. Progress is not in the control of the Home Affairs Minister |
| 3.1.2 | Implement the Human Rights Law during 2006 (HA) | ✓ | Complete |
| 3.1.3 | Develop and implement anti-discrimination legislation commencing in 2007 (HA) | | Final draft of law out to consultation. |
| 3.2.1 | Establish a police consultative group, either through separate primary legislation or a new Police Force Law, by 2008 (HA) | | Police Authority provision being reviewed due end 2009 |
| 3.2.2 | Identify, cost and implement service agreements with new national and regional Police services by 2009 (HA) | ✓ | Completed. The new national and regional police services in the UK referred to in the Strategic Plan have been abandoned. A new Serious and Organised Crime Agency (SOCA) was established and Memorandum of Understanding concerning collaboration between States of Jersey Police and SOCA has been agreed and is due to be signed in April 2009 |
| 3.2.3 | Introduce new public order legislation by 2006 (HA) | ✓ | Complete |
| 3.2.4 | Fully implement the Alcohol Strategy by 2009 (HA, HSS, ESC) | | See HSS |
| 3.2.6 | Introduce civil asset recovery legislation targeting local criminals by 2008 (HA) | | Part 2 Drafting Instructions being proposed by Attorney General |
| 3.2.7 | Fully implement "Building a Safer Society" by 2009 (HA) | ✓ | Annual Report presented to and endorsed by CoM |
| 3.2.8 | Develop Victim Agency Forum by end 2006 (HA) | ✓ | Complete |
| 3.2.10 | Review the effectiveness of the Children's Executive and the Youth Action Team by 2008 (HSS/HA/ESC) | ✓ | Complete |
| 3.3.1 | Start implementing the recommendations of the Integrated Criminal Justice Scoping Study as appropriate in 2006 (HA) | | Study to be commissioned into criminal justice agencies information systems. Awaiting JLIB approval. |
| 3.3.2 | Introduce the Crime (Disorderly Conduct and Harassment) (Jersey) Law 2000- in 2006 (HA) | | See 3.2.3 |
| 3.3.3 | Complete the new prison wing by 2009 (HA) | | Progress on target |
| 3.3.4 | Subject to appropriate funding being identified, increase programmes for the education and rehabilitation of prisoners in 2007 (HA) | | Educational facilities continue to improve thereby enhancing the opportunities for prisoners. |
| 3.3.5 | Subject to appropriate funding being identified, increase access to vocational and academic education to prisoners leading to recognised qualifications, in addition to providing opportunities to address offending behaviour in 2007 (HA) | | vocational training has much improved with the recruitment of additional instructors, thereby enhancing the opportunities for prisoners. |
| 3.3.6 | Introduce discretionary supervised release of prisoners by 2008 (HA) | | no change - Law Undergoing HR Audit will not be implemented in 2008 |
| 3.3.7 | Establish an informal forum for the criminal justice policy and planning involving the Minister/Assistant Minister for Home Affairs, the Judiciary and the Prosecution by 2008 (HA) | ✓ | Complete |
| 3.4.1 | Introduce biometric passports concurrently with UK (HA) | ✓ | Complete |
| 3.4.2 | In 2007 bring forward measures that will have the effect of deterring criminal elements entering Jersey (HA) | | Vetting and barring scheme under development |
| 3.4.4 | Work with the UK authorities to give greater emphasis to drug detection and apprehension in UK ports (HA) | | No Change - Excellent working relationships exists between Jersey Customs and both UK Customs and the French authorities. Measures being reviewed with UK Customs. |
| 3.5.1 | Fully implement the Integrated Risk Management Plan by 2009 (HA) | | No change, 3 yr plan in place with annual action plans being implemented |
| 3.5.2 | Carry out an annual major accident simulation exercise and produce a report of the lessons learnt (HA) | | No change |







HOUSING MINISTER

| | | 31st December 2008 | |
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| SP Ref | Initiative | RAG status | Comment - current position |
| 3.8.1 | From 2007, commence a programme to bring States-owned housing stock up to United Kingdom 'Decent Homes Standard' by 2016 (HOUS) |  | Refurbishment Programme Underway and On Track |
| 3.8.2 | Review Housing demand/supply through the publication of 'Planning for Homes' in 2006 (HOUS) | ✓ | Complete - Housing Needs Survey carried out in November 07 and reported on in April 08 |
| 3.8.3 | Produce detailed proposals for the procurement of funding to sustain a programme of refurbishment works for States rental accommodation with acceptance of a report and proposition by July 2006 (HOUS) | ✓ | Complete - Property Plan underway |
| 3.8.4 | Review, develop and implement strategies for the provision of Social Housing in the Island, including the long term management of States rental accommodation (HOUS) |  | High level options arrived at by consultant - discussed with key stakeholders. Given current changes in our economic climate the consultant has had to revisit some of her earlier work. Report being drafted and will be available for circulation as a Green Paper at the end of the first quarter of 2009 |
| 3.8.5 | Introduce new policies which will ensure more equality in entitlement to accommodation by 2008 (see also 2..10.4) (HOUS) |  | Jersey Homebuy Scheme developed and introduced together with P&E |
| 3.8.8 | Introduce a shared equity and, if appropriate, potential discount scheme, initially using existing Housing Department stock to increase home ownership (HOUS) | ✓ | Complete - Shared Equity Scheme for States Tenants in place & Jersey Homebuy Scheme implemented |
| 3.8.9 | Introduce security of tenure legislation by 2007 (HOUS) |  | Final Draft now complete. To be Lodged Feb/ Mar 2009. |






MINISTER FOR PLANNING & ENVIRONMENT

| | | | 31st December 2008 |
|--------|--|---|---|
| SP Ref | Initiative | RAG status | Comment - current position |
| 1.1.1 | Implement the 5 Environmental Priorities in the Executive Summary of "The State of Jersey – a report on the condition of Jersey's environment" (January 2005) (P&E) |  | 1. Climate Change - Energy Policy and Environmental Taxes Ref - 4.3.1 & 4.3.2: Energy Policy .White paper drafted in timely fashion by Department but release delayed until 2009. |
| | |  | 2. Waste production - Recycling rate target increased to 36% and EfW funding approved by the States. |
| | |  | 3. Quality and quantity of water resources - Water Resources Law Appointed Day 01/01/2009. Registration of boreholds underway in accordance with Water Resources Law. |
| | |  | 4. Transport - TTS project. No funding available till environmental taxes resolved see 2.10.2. In 2009 Treasury Minister to lead on introduction of environmental taxes. |
| | |  | see 1.5.6 |
| 1.1.2 | Adopt the overall goal of the draft Biodiversity Strategy for Jersey (September 1995) and pursue the five objectives for conserving biodiversity set out in Section One (P&E) |  | a) Overall Populations -Second Tranche of BAP species identified and published (5), monitored and in database b) Internationally Important Species -Relevant monitoring complete & Regular reports made to appropriate authorities (CBD);c) Conservation of characteristic species monitored ;d) Enhancement of biodiversity includes ex-situ work with Durrel making good progress;e) Public Awareness Range of informative leaflets now available online and in hard copy .Environment week project with ESC for schools successfully completed 2008 |
| 1.1.3 | Provide an annual Report to the States by the Director of the Environment (P&E) |  | Restructured reporting process with quinquennial State of Env report due 2010 |
| 1.5.6 | Implement the Rural Economy Strategy from 2006(P&E/ED) |  | Inseminations using International Jersey semen being undertaken on dairy farms with first calves due in June 2009. Jersey Dairy continuing to progress export strategy. JMMB finalising sale of Five Oaks, HDF lease and contract for building new dairy. CRS and RIS continuing to deliver environmental improvements and diversification in the Countryside. Renewed interest in potato production following inward investment. Exports from glasshouse industry exports all but ceased. |
| 2.1.3 | Amend building bye-laws to incorporate Lifetime Home Standards by 2007 (P&E) |  | Completed |
| 2.10.2 | By 2007 bring forward a package of environmental tax and spend measures that will replace Vehicle Registration Duty by 2008 and fund key deliverables as outlined in a sustainable travel and transport plan (P&E) |  | Env taxes not to be implemented in 2008 budget due to tension with GST. |
| 3.8.2 | Review Housing demand/supply through the publication of 'Planning for Homes' in 2006 (HOUS) |  | Housing data to be reviewed as part of Island Plan |
| 3.8.6 | Amend building bye-laws to incorporate Lifetime Homes Standards by 2007 (P&E) |  | Completed |
| 3.8.7 | Review building bye-law standards for fire safety, energy efficiency and structure following their forthcoming review and adoption in the UK (P&E) |  | MD produced and is awaiting ministerial decision. Law drafting near complete and technical guidance documents in final stages. |
| | |  | No progress since last period. Put on hold until changes relating to energy requirements are implemented. |
| | |  | Completed |

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| 4.1.1 | In 2006 fully implement the measures contained within the Rural Economy Strategy, including: | | |
| | - Implement the dairy industry recovery plan |  | Volume of dairy product exports to the UK continuing to progress. GVA of the dairy sector increased by 3.7% in 2008. Dairy Industry Costing Scheme EBITDA % increased from 3.7% to 4.3% in September 2008 owing to increases in farm gate milk price. JMMS finalising sale of Five Oaks and move to HDF. |
| | - Complete the improvements at the abattoir | ✓ | Completed |
| | - Build on the initial success of the countryside renewal scheme (P&E) |  | CRS continues to be oversubscribed |
| 4.1.2 | In 2006 complete a review of countryside planning policy (P&E) |  | Policy regime for countryside to be reviewed as integral part of Island Plan. |
| 4.2.1 | By the end of 2006, produce a Development and Regeneration Strategy for St Helier that integrates the town and the waterfront and promotes high quality design and architecture |  | Rolled in to Island Plan Review |
| 4.2.2 | Implement a series of urban improvement projects in St Helier during 2006 (P&E) | ✓ | Completed |
| 4.2.3 | Develop a viable proposal in 2006 to provide a new town park for St Helier within three to four years (P&E/TTS) |  | TTS developing proposals relating to Anne Court. |
| 4.2.5 | Publish updated planning guidance for the Waterfront in 2006 (P&E) | ✓ | Completed |
| 4.2.6 | Support and encourage the Waterfront Enterprise Board to deliver high quality development which promotes economic benefits and provides housing and leisure facilities for residents and visitors (CMP/P&E) |  | Ongoing: see 4.2.5 |
| 4.3.1 | In 2006 bring forward for consultation and debate a comprehensive Energy Policy for Jersey that addresses (P&E): - Economic efficiency - Social equity - Security of supply - Environmental impacts |  | Draft White Paper presented to CoM in Q2, further financial analysis of policy proposals required |
| 4.3.2 | Within the Energy Policy for Jersey, examine the potential for exploiting the Island's indigenous energy resources to reduce the dependence on energy imports to satisfy the Island's energy requirements (P&E/ED) |  | Tidal Power Group formed in order to provide recommendations to the Minister on opportunities available to Jersey. Report delivered to the Minister in Q4 2008 |
| 4.4.1 | In 2006; bring into force the Waste Management (Jersey) Law 2005 (P&E) |  | Duly Reasoned Request now agreed with Environment Agency and Waste Management licensing ongoing. Forecasting review of law for last 1/4 2009 with potential legislation changes 2010 |
| 4.4.2 | In 2006; debate and bring into force the Water Resources (Jersey) Law 200- (P&E) |  | Law now in force. Application forms being successfully distributed by HDF and customer services centre and completed applications being received and dealt with |
| 4.4.3 | In 2007; bring forward for consultation and debate a package of environmental tax and expenditure measures (P&E) |  | see 2.10.2 |
| 4.4.4 | In 2007; consult on, then debate and implement, a Contaminated Land Strategy (P&E) |  | Slippage due to competing priorities. Review of existing strategy and need for potential legislation in 2009 |
| 4.4.5 | Transferred to Health & Social Services | | |
| 4.5.1 | Deliver a vibrant, working countryside through the implementation of the Rural Economy Strategy (ED/P&E) |  | see 1.5.6 |
| 4.5.2 | In 2006; designate a further seven ecological, 10 geological sites and additional archaeological, architectural or historic Sites of Special Interest (P&E) |  | 35 SSI's of ecological, geological, archaeological, architectural and/or historic interest listed |








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| 4.5.2 | In 2006; designate a further seven ecological, 10 geological sites and additional archaeological, architectural or historic Sites of Special Interest (P&E) |  | 35 SSI's of ecological, geological, archaeological, architectural and/or historic interest listed |
| 4.5.3 | Bring forward, in 2006, new measures to control over-fishing by large scale trawling and modified pots in Jersey waters (P&E) | ✓ | completed |
| 4.5.4 | Through the Ecology Trust Fund – sponsor a project in 2006 that will create a dedicated environmental resource pack for Jersey Schools (P&E) | ✓ | completed |
| 4.5.5 | In the period 2006-2009 implement the historic towers and forts project (TTS/P&E) |  | Next phase of project under construction |
| 4.6.3 | In 2007; bring forward for consultation and debate a package of environmental tax and expenditure measures that address current unsustainable patterns of resource use (P&E) |  | see 2.10.2 |
| 4.6.4 | In 2006; complete and implement new guidance to the construction industry on waste management (P&E) |  | Legal interpretaiting of waste definitions expected 1st Q 2009. This will inform way ahead. |
| 4.7.1 | Carry out a review of the Island Plan during 2006/2007 (P&E) |  | Stakeholder engagement completed and research studies underway/completed as part of preparation of Strategic Options Paper. On track |
| 4.7.2 | Subject to adequate resources being made available, fully implement those parts of the Planning and Building (Jersey) Law 2002 that the States have agreed to bring into force on 1 st July 2006, together with associated secondary legislation, in 2006, and bring into force and implement the remaining provisions of the Law concerning third party appeals and the powers to remedy dangerous structures by early 2007 (P&E) | ✓ | completed |
| 4.7.3 | Hold meetings of the Planning Applications Panel in public from 2006 (P&E) | ✓ | completed |
| 4.7.4 | Introduce new supplementary planning guidelines in 2006 which promotes high quality design and architecture (P&E) | ✓ | completed |
| 4.7.5 | In 2006; bring forward for consultation and debate a Coastal Zone Management Plan (P&E) | ✓ | completed |
| 4.7.6 | Undertake a scoping study for the future of the harbour areas at St. Aubin and Gorey, having regard to their unique character and setting. This will include a technical and financial appraisal for any proposed schemes as well as a conservation plan and an environmental impact assessment covering both land and marine habitats. The cost of this study will initially be funded from the Central Planning Budget, with any advance repaid should such a funded scheme progress (P&E/T&R) |  | Slippage due to competing priorities. Historic character statements for Gorey and St Aubin to be developed after completion of town character statements. Programme for HCA's outside St Helier to be developed Q1 09, implemented Q2-Q4 2009. |
| 6.2.13 | By the end of 2006 complete a feasibility study into the proposal to combine the Jersey and Guernsey meteorological services into a single, more efficient Channel Island service (P&E) | X | Guernsey do not wish to progress development of joint government service, primarily due to concerns about staffing. Project has therefore reached a natural conclusion |

MINISTER FOR SOCIAL SECURITY





| | | | 31st December 2008 |
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| SP Ref | Initiative | RAG status | |
| 2.1.2 | Monitor actuarial predictions and then prepare and start to introduce a co-ordinated plan, including a review of pension provision, to meet the challenges and opportunities presented by ageing population by 2010 (SOC SEC) |  | UK Government Actuary preparing report on four year period covering 2004 to 2007 |
| 2.2.3 | Undertake a comprehensive review of the Island's existing health insurance scheme by 2010 (SOC SEC) |  | Department is collaborating with H&SS on major review of Health Insurance Law, as part of New Directions |
| 2.2.5 | Introduce in early 2007 a winter fuel payment, based on the UK system, for all pensioners resident in Jersey (SOC SEC) | ✓ | Level of winter fuel payments increase by 28% agreed, following major increases in fuel prices |
| 3.1.1 | Extend existing legislation to provide a comprehensive range of basic rights to employees and employers by moving into the second phase of employment reform, as approved by the States, starting in 2008 with redundancy rights and the protection of employees involved in business mergers and acquisitions (TUPE) and then addressing maternity rights, equal pay, flexible working and family friendly policies (including an investigation into issues in respect of paternity rights) (SOC SEC) |  | Redundancy and business transfers law drafting complete, awaiting final approval from Law Officers |
| 3.1.4 | Develop and implement policies during 2006 to ensure that planning and resource priorities reflect the needs of people with disabilities (SOC SEC) | ✓ | Income Support components increase agreed for those with high personal care needs as part of package to redistribute value of "GST on food" income |
| 3.6.1 | Determine the priorities for future development of the Social Insurance system as reported in "Policy Review of a the Social Insurance System in Jersey – Interim Report" by undertaking public consultation and developing future strategies for the States to consider by 2007 (SOC SEC) |  | Jersey Annual Social Survey published, providing useful information on public views on pensions. Consultation in respect of long term care scheme to commence in 2009 |
| 3.6.2 | Introduce a unified Income Support system that supports people in times of need and promotes work by mid 2007 (SOC SEC) | ✓ | Income Support components and disregards increase agreed as part of package to redistribute value of "GST on food" income |
| 3.6.3 | Continue to develop programmes to support people with long-term health conditions to retain, and where necessary, find suitable employment, both directly and in partnership with other providers by 2008 (SOC SEC) |  | Social Security Advisory Council have undertaken preliminary research in this area. Additional funds provided by the States for 2009. |

MINISTER FOR TRANSPORT & TECHNICAL SERVICES

| | | 31st December 2008 | |
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| SP Ref | Initiative | RAG Status | Comment - current position |
| 2.10.1 | In 2006, bring proposals to the States to adopt a sustainable travel and transport plan and by end of 2007 have in place funding for implementation (TTS) | → | Report presented to Council of Ministers. Further information was requested and awaited approval of the new Minister |
| 2.10.3 | In 2006 agree a rolling programme of funding that will secure improvements in the condition of Jersey's roads (TTS) | → | A detailed review of the Capital Programme has shown that the infrastructure vote is now insufficient to meet the demands of the Highway Condition Assessment Audit Report |
| 2.10.4 | By end 2006, deliver a new parking strategy to incorporate a revised charging system for public parking (TTS) | → | The Parking Strategy is included in the ITTP, see the comment for 2.10.1 |
| 4.2.3 | Develop a viable proposal in 2006 to provide a new town park for St Helier within three to four years (P&E/TTS) | | See 2.10.4 |
| 4.5.5 | In the period 2006-2009 implement the historic towers and forts project (TTS/P&E) | → | Minor works progressed. New funding stream required. Nb. Responsibility for future programme with JHT/Property Holdings, TTS/P&E only assist in implementation. |
| 4.6.1 | From 2006; implement the Solid Waste Strategy to promote waste minimisation and better manage that waste which is generated (TTS) | → | EfW contract signed. Progress on In Vessel Composting Plant delayed. |
| 4.6.2 | In 2007; develop a sustainable liquid waste policy to comply with EU standards (TTS) | → | Draft Strategy received, detailed financial evaluation and investment plan being developed. |
| 4.8.1 | By 2008; secure adequate investment and implement a programme of maintenance to ensure waste management infrastructure is maintained to at least minimum standards (TTS) | → | Funding pressures report prepared and presented to the Council of Ministers. Critical issues were highlighted. |
| 4.8.2 | By 2008; implement a rolling programme of funding to improve the condition of highways infrastructure (TTS) | | see 2.10.3 |
| 4.8.3 | Over the period 2006-2010 implement the Sea Defence Strategy to ensure that the Island does not suffer breaches resulting in flooding (TTS) | → | Funding pressures report prepared and presented to the council of Ministers. Critical issues were highlighted. |
| 4.8.4 | Ensure that the physical infrastructure, including the water supply and waste strategies, is able to cope with any population increase (TTS) | → | Funding pressures report prepared and presented to the council of Ministers. Critical issues were highlighted. Provision for population increase included in Solid Waste Strategy and in the Liquid Waste Strategy which is under development. |
| 4.9.1 | Work with the parishes to achieve an agreed plan of co-ordination by end of 2007 that ensures best use of resources (TTS) | → | TTS has reached agreement with POSH on cleaning. However, POSH unable to deliver. |
| 4.9.2 | New town park in place by 2010 (TTS) | → | Report presented to Council of Ministers in the last quarter of 2008, further information requested. Revised delivery date 2011/12 |

| MINISTER FOR TREASURY AND RESOURCES | | | |
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| | | | 31st December 2008 |
| SP Ref | Initiative | RAG status | Comment - current position |
| 1.3.1 | Ensure that States income matches or exceeds States expenditure over the economic cycle (T&R) |  | Balanced budgets over the five-year planning cycle approved by the States in the Annual Business Plan 2009 and the Budget 2009 debated 16 September 2008 and 2nd December 2008 |
| 1.3.2 | Retain any budget surpluses that occur before the introduction of the 0/10 tax changes (due in 2010) in the Consolidated Fund until the extent of any structural deficit as a result of the new fiscal strategy becomes clear with these surplus funds being be used to maintain revenue and capital spending in the short term whilst any structural deficit is addressed (T&R) |  | Surpluses in approved Annual Business Plan for 2009 exceed the additional revenues from GST in 2009. In 2008 the States has determined that surpluses in 2008 be applied to the upfront funding of the EfW Plant amounting to £103 million. |
| 1.3.3 | Improve overall fiscal framework by the immediate establishment of a Stabilisation Fund, into which the balance of excess funds over liabilities held currently in the Dwelling Houses Loans Fund will be transferred as they become available (T&R) |  | Balance on Stabilisation Fund stood at £32 million at the end of 2007 during 2008 and following the changes to Finance Law a further £37 million has been transferred to the Fund which now has a balance of £74 million. The Fiscal Policy Panel presented its annual report and subsequent update during 2008 to inform the 2009 Business Plan debate and the 2009 Budget proposals |
| 1.3.4 | Forward for approval by the States detailed proposals for the control of inflation to update the current inflation strategy, with the proposals to include details of the future use of the balance in the Stabilisation Fund created under 1.2.3 above and the operation and long term use of the Fund which will be broadly as described in the Economic Growth Plan (P.38/2005) as adopted by the States. The proposals will also cover the role of fiscal measures, particularly GST rates, in this context (T&R/ED) |  | The new anti-inflation strategy was published by the Council of Ministers in February. It builds on and strengthens current policies and aims to lock the Island into low inflation in the future. The FPP is now in place and published its first annual report in September and an update in November. |
| 1.7.5 | Complete implementation of the Fiscal Strategy 2006-2010 (T&R) |  | Implemented, operating reasonably smoothly in its first seven months. GST project review at the end of Q4 was positive. Environmental taxes currently stalled, plan to introduce Environmental, Marine and Stamp duty next year. Specialist Tax advisor employed. |
| 4.2.4 | By the end of 2006, agree a plan to secure the future of Fort Regent (T&R) |  | Consultation on proposed "concept" is taking place with all interested parties. Positive feedback received from the commercial sector regarding Hotel and conference centre. |
| 4.7.6 | Undertake a scoping study for the future of the harbour areas at St. Aubin and Gorey, having regard to their unique character and setting. This will include a technical and financial appraisal for any proposed schemes as well as a conservation plan and an environmental impact assessment covering both land and marine habitats. The cost of this study will initially be funded from the Central Planning Budget, with any advance repaid should such a funded scheme progress (P&E/T&R) |  | See P&E comment below (Slippage due to competing priorities. Historic character statements for Gorey and St Aubin to be developed after completion of town character statements. Programme for HCA's outside St Helier to be developed Q1 09, implemented Q2-Q4 2009.) |

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| 6.1.1 | Introduce a Goods & Services Tax (GST) by early 2008 which will remain fixed at 3% for a minimum of 3 years unless the States agree further exclusions (T&R) | → | By the end of the year we have had 8 months of live tax experience and the early positive signs have continued. The project to implement GST was delivered on time; within budget; voluntary compliance levels are very high and we should be near the |
| 6.1.2 | Introduce the 0/10% corporate tax reforms and related provisions with draft Law approved by the States Assembly by 31st December 2006 (T&R) | → | All personal and company income tax returns were issued in a timely manner to include the new shareholder provisions. These were accompanied by detailed guidance notes on how to complete the new style forms. The 0/10 guidance notes on the website also now include various models to assist company secretaries in completing certificates for shareholders in respect of their deemed and final dividends. Numerous talks were given by the Deputy Comptroller assisted by the Assistant Comptroller and Business Tax Director to all the main Accountancy / Tax firms in the Island. These have been very well received. Internal staff training has been undertaken by the Assistant Comptroller and the Business Tax Director. Numerous queries are still being received and these are being d/w on a daily basis. |
| 6.1.3 | A phased reduction of tax allowances and reliefs for those with higher incomes with the draft Law approved by the States Assembly by 31st December 2006 (T&R) | → | 2007 tax assessments were all issued by the end of November 2008 and included the appropriate allowances and reliefs restricted, where appropriate, by the 20% means 20% provisions. |
| 6.1.4 | Bring forward firm recommendation on the possibility of the States paying rates on its properties by 2007 (T&R) | → | Issue discussed with new Minister 22/12/08 - The issue has been absolutely clarified that there is no States money for this. The |
| 6.1.8 | Publish annual performance reports and present the Annual Business Plan in a form that reveals the full cost of providing services, including output targets (T&R) | → | The Council of Ministers presented the Draft Annual Business Plan 2009 to be lodged 15 July 2008 and was approved by the States 16 September including costed Service Analysis with objectives and performance targets from each department. |
| 6.1.9 | Ensure that the revenue consequences of capital projects and the legislation programme are fully quantified, and that the ongoing costs of new or amended legislation are fully understood and provided for (T&R) | ✓ | Revenue consequences of capital and legislation projects presented in draft Annual Business Plan 2009 which was debated and approved starting 16 September 2008 |
| 6.1.10 | Agree a policy for the Strategic Reserve (T&R) | ✓ | Policy approved by the States in Dec 2006 |
| 6.2.2 | Fully implement the efficiency programme which delivers savings of £20 million per annum by 2009 and continue to identify and implement all possible efficiency savings (CM/T&R) | ✓ | States approved final year of £20 million efficiencies from the Change Programme in the Annual Business Plan 2009 starting 16 September 2008 |
| 6.2.3 | Implement the Head of Profession model for the finance function within the States with financial savings of £1.13 million by 2008 (T&R) | → | Finance transformation savings on track and on schedule. |

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| 6.2.5 | Create a new States Department responsible for all States property assets (except social rented housing and property under the administration of trading bodies) charged with delivering the first Property Plan (see Appendix A) and revenue savings from property of £1.5 million by 2009 as well as capital receipts of £4 million by the same year (CM) |  | <p>2009 Property Plan approved by States in September 2008 as part of States Business Plan. P&E resources transferred. Home Affairs - transfers agreed in principle subject to developing suitable SLA's H&SS - outstanding issue of maintenance funding - incapable of resolution by budget holders Inspections and urgent Health & Safety works undertaken with costs recharged to departments as appropriate. Significant pressure on maintenance expenditure has resulted in the need to prioritise and defer all non-essential works. Receipts from disposals achieved - £2.3 million returned to Consolidated Fund. Valuation of land and buildings completed and output loaded to JDE in GAAP format. Condition survey complete - output fed into funding pressures process Integrated Property System - implementation to commence in January 2009.</p> |
| 6.2.6 | Implement an action plan to ensure States 2007 accounts are GAAP (Generally Accepted Accounting Principles) compliant (T&R) |  | <p>Overall Project is on track for delivery of GAAP accounts in 2009 (excluding infrastructure and comparatives).</p> <p>Potentially significant risk of project implementation delay. See RAB Project Risk register for details mitigating actions. Main potential risks for delay are: FR&M has not yet been finalised Several non-essential elements of the project have been delayed (valuation of utilities, budgeting changes) RRT reporting rollout does not currently have adequate resource</p> |
| 6.2.9 | Secure efficiency through improved procurement arrangements for goods and services to achieve efficiency savings of £1.9 million by 2009 (T&R) |  | <p>Savings for 2008 were forecast to be £850K. Actual savings made were £600K. A number of savings relating to projects that were completed in 2008 have not been counted in 2008 as the full year savings will accrue in 2009. To date total savings are £1.3m</p> |
| 6.2.10 | Implement and test a full business continuity programme for the Income Tax Office by 31st December 2006 (T&R) |  | <p>The proposed invocation to the BC site whereby half of the Income Tax staff work from the site did not take place by the end of 2008. Although a successful test took place involving approximately 20 staff in April 2008 a further invocation with more staff</p> |