

**COMMITTEES OF THE STATES: REORGANISATION**

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**Lodged au Greffe on 30th June 1998  
by the Policy and Resources Committee**

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**STATES OF JERSEY**

**STATES GREFFE**

175

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## PROPOSITION

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

to refer to their Act dated 11th September 1996, which charged the Policy and Resources Committee to investigate issues regarding the reorganisation of States Committees; to receive the progress report dated 23rd June 1998 of that Committee; and to charge the Policy and Resources Committee -

- (a) to develop further the work so far undertaken on the formation, organisation and responsibilities of a Finance and Manpower Committee;
- (b) to develop further the work so far undertaken on the formation, organisation and responsibilities of a Home Affairs Committee;
- (c) to take immediate steps to promote the formation of an Industry Committee with responsibility for -
  - (i) the licensing and regulatory functions of the Committee for Postal Administration under the Post Office (Jersey) Law 1969, as amended, and the Telecommunications Board under the Telecommunications (Jersey) Law 1972, as amended;
  - (ii) the functions of the Finance and Economics Committee under the Regulation of Undertakings and Development (Jersey) Law 1973, as amended;
  - (iii) the functions presently discharged by the Trade and Industry Sub-Committee of the Finance and Economics Committee;
  - (iv) the functions of the Jersey Transport Authority set out in paragraph (2) of their Act dated 25th October 1994;
  - (v) developing further the later phases of consolidating the responsibilities of the Industry Committee as outlined in paragraphs 37, 38 and 39 of the progress report.

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POLICY AND RESOURCES COMMITTEE

## REPORT

1. The States on 11th September 1996 adopted the following proposition -

“to refer to their Act, dated 28th September 1995, recording their acceptance of the policy for the public sector as set out on page 57 of the Strategic Policy Review 1995 - Part I ('2000 and Beyond'), and their agreement of the objectives of the public sector set out in paragraph 11.12 of that Review and -”

- (a) to agree in principle -
  - (i) the creation of a new Finance and Manpower Committee;
  - (ii) the creation of a new Law and Order Committee;
  - (iii) the creation of a new Civil Affairs Committee;
  - (iv) the creation of a new Industry Committee;
  - (v) the transfer to the Employment and Social Security Committee of the functions of the Industrial Relations Committee;
  - (vi) the transfer to the Housing Committee of the functions of the Cottage Homes Committee;
  - (vii) the disbanding of the Occupation and Liberation Committee;
  - (viii) the transfer of the functions of the Overseas Aid Committee to a Trust formally established for that purpose;
- (b) to confirm the responsibilities of the Policy and Resources Committee set out in paragraphs 13 to 15 of the report;
- (c) to charge the Policy and Resources Committee to set up a Task Force to investigate, and to report to the States on -
  - (i) the proposed terms of reference of the new Committees and those given additional responsibilities, including an identification and analysis of the future discharge of the responsibilities of the Committees that will cease to exist;
  - (ii) the proposed constitution of each Committee given additional responsibilities, and any major sub-committee or similar body that is proposed to support a given Committee and the political accountability of the subordinate body;
  - (iii) the proposed lines of communication between Committees, identifying areas for inter-Committee co-operation;
  - (iv) the financial and manpower implications of the new arrangements;
  - (v) the legislative changes necessary to implement the new arrangements, with an estimate of the consequent demand on law drafting services;
  - (vi) the operational and organisational efficiencies that will accrue from the new arrangements;
  - (vii) the target timetable for implementing the new arrangements.

2. The arguments put forward by the Policy and Resources Committee for the reorganisation of Committees, which were accepted in principle by the States, are set out in P.107/96, and the relevant extract from this project is attached as an appendix to this report.

3. The Policy and Resources Committee duly set up a task force, and the latter in turn set up individual sub-groups to progress the proposals in respect of each of the new committees mentioned in the proposition.

4. The sub-groups engaged in a comprehensive process of consultation, which in each case gave rise to a draft report or discussion paper, which was then further discussed with the committees to be affected by the creation of the proposed new committees.
5. The Committee now wishes to present to the States a report on the nature of the work carried out to date to obtain the States agreement on the way forward.
6. The Committee has received reports on -
  - the creation of a new Finance and Manpower Committee;
  - the creation of a new Home Affairs Committee (it was considered that the term Home Affairs was more appropriate than that of Law and Order);
  - the creation of a new Industry Committee.

The Committee deferred consideration of the creation of a new Civil Affairs Committee until the outcome of the work on the other committees was known, because it was expected that the form and content of a Civil Affairs Committee would be influenced by that outcome.
7. The position on the other matters agreed in principle by the States on 11th September 1996 is as follows -
  - the functions of the Industrial Relations Committee have been transferred to the Employment and Social Security Committee;
  - the functions of the Cottage Homes Committee have not been formally transferred to the Housing Committee because of legal constraints, but the membership of the Cottage Homes Committee is identical to that of the Housing Committee and de facto the two are functioning as one Committee;
  - the Occupation and Liberation Committee has been disbanded;
  - the transfer of the functions of the Overseas Aid Committee to a trust formally established for that purpose has been left for further consideration in the light of the Overseas Aid Committee's Strategic Plan.
8. The current position in respect of the proposed Finance and Manpower, Home Affairs and Industry Committees is set out in the following sections.

#### **Finance and Manpower Committee**

9. The report of the Policy and Resources Committee on the Reorganisation of Committees of the States (P.107/96) proposed that the Finance and Economics and Establishment Committees should be merged to form a new Finance and Manpower Committee with overall responsibility for the management of the finance, manpower and information technology resources available to the States.
10. The case for creating a Finance and Manpower Committee was considered to include -
  - (i) avoiding duplication of effort - many reports and propositions are considered by the Finance and Economics and Establishment Committees where the process of analysis is duplicated;
  - (ii) better integration of Finance and Manpower budgets;
  - (iii) a "one-stop shop" for staff approvals - requests for additional staff generally include requests for additional funding;
  - (iv) better financial input into salary and wage negotiations;
  - (v) merging of the responsibilities for pensions, policy and administration.

The workload of the combined committee was considered to be manageable if full advantage was taken of the power to delegate to the President, sub-committees and officers. Also the responsibilities of the combined committees would be narrowed by Financial Services becoming the responsibility of the Jersey Financial Services

Commission, and the administration of the Regulation of Undertakings and Development Law being passed to the proposed "Industry Committee".

11. The Sub-Group set up to consider the proposal decided that, in order to assess whether the proposed merging of the Finance and Economics and Establishment Committees into a new Finance and Manpower Committee was practical, a review of existing tasks should be undertaken concerning -
  - (i) the responsibilities of existing Committees;
  - (ii) the extent to which existing responsibilities could be delegated to sub-committees or to officers;
  - (iii) the extent to which existing responsibilities could be transferred to other committees of the States.
12. The Sub-Group proposed that the following sub-committees could be formed -
  - Investment
  - IS/IT
  - Finance
  - Capital Projects Review
  - Manpower
13. The Sub-Group also expressed the view that the sub-committees so formed could involve States Members other than those on the Finance and Manpower Committee. For example, opportunities could exist for representation from other Committees on a manpower sub-committee which would assist in the review of manpower issues cutting across the States administration as a whole.
14. The Sub-Group concluded that the proposed merger should go ahead, a recommendation that was supported by Price Waterhouse in their report on the service review of the finance functions of the States. With delegation to sub-committees and departments, and with the transfer of some existing responsibilities to other existing or new Committees of the States, the Sub-Group was of the opinion that -
  - (i) the remaining responsibilities can be managed more effectively by one Committee;
  - (ii) the merged responsibilities would provide for the more effective management of the States financial and human resources;
  - (iii) the existing staff of the Treasury and the Personnel Department could be employed more effectively working together under the direction of one Committee.
15. The Finance and Economics Committee agreed to support "in principle" the proposal, whilst recognising that such a move would be dependent upon the establishment and successful operation and servicing of a number of sub-committees. That Committee decided however that there was much preparatory work to be undertaken, and further details of the mechanics of the proposal to be finalised, before it would be in a position to take a final decision on the matter.
16. The Establishment Committee decided not to support the proposal. That Committee was of the view that -
  - the workload of the combined Committee would be excessive;
  - staff matters would take second place to financial matters;
  - human resources were the most important resource and required particular attention;
  - the United Kingdom experience of attempting to combine money and manpower under one department was unsuccessful;

- there were particular issues that were currently the responsibility of the Establishment Committee - such as pensions - which required considerable expertise and time and effort and which would not get the attention deserved with a combined Committee.

17. There was general acceptance that money and manpower resources need to be addressed together but this is seen as being achievable through the two Committees working more closely together rather than that they needed to merge.
18. Concern was also expressed as to how the sub-committees proposed would operate. However, it was recognised that the proposed delegation of function to sub-committees and to departments was fundamental to the practicality of the recommendation that the Finance and Economics and Establishment Committees should be merged into a new Finance and Manpower Committee.

## Home Affairs Committee

19. The Sub-Group set up to consider the proposal to form a Law and Order Committee quickly reached the conclusion that the term Law and Order was inappropriate, and that the term Home Affairs was more appropriate.
20. In P.107/96 the Committee proposed that a new Committee be formed with responsibility for the following -
  - Police
  - Fire
  - Immigration
  - Customs
  - Probation
  - Prison

It was intended that the Committee would replace the present Defence Committee, and reflect the need for one Committee of the States to have responsibility for those areas of the States administration which need to be brought together to provide most effectively for the development and implementation of a five-year strategy which will significantly impact upon the level and the consequences of crime in Jersey.

21. The Sub-Group concluded that the creation of a Home Affairs Committee had much merit. It was felt that a change in the title of the Defence Committee to that of a Home Affairs Committee would facilitate and encourage the more coherent political approach which the public was seeking.
22. It was proposed that the Defence Committee and the Prison Board would be disestablished and a Home Affairs Committee created with an extended role. The new Committee would be accountable to the States for resourcing the departments under its administration, on the understanding that accountabilities for matters of policing and probation were delegated to a Police Authority and a Probation Authority respectively.
23. The Sub-Group recommended that the Prison Board should not be decommissioned until the Police Authority was established. It also proposed that changes involving a convergence of functions between departments should be incremental, but that the new Committee grouping would provide instant scope for joint strategic and corporate planning to start on a series of important issues.
24. The Probation Committee, which it was proposed would be retitled the Probation Authority, would remain accountable for probation matters to the Royal Court, but would operate within a framework of corporate strategies and policies endorsed by the new Committee in which it would participate. It was also proposed that Customs would remain responsible to the Finance and Economics Committee for fiscal matters, and that the Immigration and Nationality Department would retain its constitutional link with the office of the Lieutenant Governor.
25. The functions of the Driver and Vehicle Standards Department that are closely allied with both policing and customs functions and enforcement practices was considered to sit most appropriately under the Home Affairs Committee. The Fire Service was also considered to be suited to the new Committee because it is a uniform service with an emergency role. It is considered that it fits more appropriately under a Home Affairs Committee than the present Defence Committee.
26. The Defence Committee supports the idea of forming a Home Affairs Committee as proposed. The Finance and Economics Committee in respect of the Customs Department had no objection to the idea in principle, provided that the Finance and Economics Committee remained responsible for the fiscal matters for which the Customs Department is currently responsible.
27. The Prison Board did not support the idea of a Home Affairs Committee of which it would form a part. The Board was concerned that whereas it presently oversaw the Prison in conjunction with the other Island Authorities, its members were able to concentrate closely upon Prison matters in depth. It was felt that the proposed Home Affairs Committee would inevitably erode the present "personal approach" and lead to a less satisfactory arrangement. The view was expressed that at a time when the Prison needed to replace and expand much of its existing accommodation was not a good time to embark upon such a potentially far-reaching change as absorbing the Prison

Board into a Home Affairs Committee. The Prison Board was of the view that there was a need for support from “dedicated” politicians who were aware of the background to the existing situation and who understood in depth the importance of the issues involved.

28. The Probation Committee saw the need to promote greater co-ordination and communication with other agencies, but felt that this could be achieved at departmental level. The Bailiff expressed the view that the primary duties of the Probation Committee as a sub-committee of the Royal Court was to provide reports to the Court and to supervise persons referred to it by the Court. Whilst accepting that there should be closer co-operation with other agencies, he did not feel that this should be reflected in structural change. The Probation Committee confirmed its support for the view that the Probation Committee should not be a sub-committee of the proposed Home Affairs Committee, and stressed that the needs of the Court should be paramount.
29. The Committee in considering this proposal has noted that one of the defects of the current Defence Committee is that it comprises five departments with no overarching executive support. Liaison between the departments, construction of the agenda and executive actions are currently undertaken by the Committee Clerk. It is proposed that the Home Affairs Committee would operate with a nucleus of executive staff available to all of the participating departments, capable of co-ordinating the activities of the department into an overall strategy, to which all of the departments would have regard in managing their own areas of responsibility.

### **Industry Committee**

30. The proposed Industry Committee that was supported in principle in September 1996 was intended to act as a regulatory body for the new “trading companies” for postal services and telecommunications, and take over the responsibilities of the Jersey Transport Authority, the Trade and Industry Sub-Committee of the Finance and Economics Committee, the administration of the Regulation of Undertakings and Development Law, and the responsibility for safeguarding the public interest in respect of the public utilities (Jersey Electricity Company, Jersey New Waterworks Company) and the Financial Services Commission.
31. The Committee, in seeking the approval of the States in principle to the idea of an Industry Committee, also advanced the idea that representatives of the tourism and agriculture industries should have a greater role in the regulation and promotion of their industry. Accordingly the Committee proposed that in place of the present Tourism and Agriculture and Fisheries Committees there should be set up a Tourism Industry Board and an Agriculture and Fisheries Industry Board. In both cases the membership of the Board would include strong industry representation, and the Boards would be directly involved in the regulation and promotion of their industry with overall responsibility for safeguarding the public interest resting with the Industry Committee.
32. The Industry Committee Sub-Group in its report expressed the view that from the position of the Island’s economy as a whole, the creation of an Industry Committee would be an important step towards the formation of a comprehensive industrial strategy, encompassing responsibility for economic policy as it relates to industry and the Island’s workforce.
33. It was suggested that the mandate of the Industry Committee should relate to strategic policies, specifically -
- the development and promotion of all aspects of Jersey industry;
  - the exercise of a statutory regulatory function over defined areas of activity;
  - the provision of a range of specialised services;
  - the provision of political representation within the States for Jersey’s industry.
34. The Sub-Group included the following proposals in its report.
- In due course consideration should be given to the possibility of dividing the current broad remit of the Trade and Industry Sub-Committee into different constituent industries, e.g. the Distribution Industry Sub-Committee, the Construction Industry Sub-Committee, the IT/IS Industry Sub-Committee. The perceived advantage of creating these additional sub-committees lies in the potential for increasing industry representation at this level of the policy-making process.
  - The Jersey Transport Authority should be a sub-committee of the Industry Committee with an unchanged remit. The Chairman should be a member of the Industry Committee, and the sub-committee could include



non-States members if required.

- Bearing in mind the importance of the role of the Regulation of Undertakings and Development Law in controlling the level of demand for labour within the Island's economy, and taking account also of the emphasis placed at a strategic level upon providing an appropriate infrastructure for delivering the training and business development needs of local employers, it was felt that political responsibility for the activities of the Training and Employment Partnership, and for employment relations, would be more sensibly located with the Industry Committee than with the Employment and Social Security Committee.

35. A considerable amount of consultation, detailed analysis and subsequent implementation work will be required to translate the "in principle" proposals for an Industry Committee into reality. The Committee believes this should be undertaken by an "organising" Committee which would be seen as an embryo Industry Committee.

36. For a first phase, it is envisaged that the States would, as proposed by the Sub-Group, be asked to agree to -

- transfer to the Industry Committee the licensing and regulatory functions of the Telecommunications Board and Postal Administration;
- change the status of the Jersey Transport Authority to make it a sub-committee of the Industry Committee;
- transfer political and executive responsibility for the Regulation of Undertakings and Development Law from the Finance and Economics Committee to the Industry Committee;
- transfer political responsibility for the Trade and Industry Sub-Committee from the Finance and Economics Committee to the Industry Committee.

37. The Industry Committee itself would then give subsequent consideration, as an extension to the first phase; to -

- the transfer of political responsibility for the Joint Advisory Council from the Finance and Economics Committee to the Industry Committee;
- the transfer of political responsibility for training and employment, and employment relations, from the Employment and Social Security Committee to the Industry Committee;
- the change in the status of the Gambling Control Committee to a sub-committee of the Industry Committee.

38. In a second phase, it is envisaged that the Industry Committee, in conjunction with the Agriculture and Fisheries and Tourism Committees, would consider whether to take to the States a detailed proposal or proposals, for relating the activities of the latter two committees and their respective departments, to the activities of the Industry Committee.

39. A third phase would include plans for the absorption of any executive functions of the Harbours and Airport Committee, and to consider a long term organisation structure of the Industry Department.

40. The need of a Committee to carry out a regulatory/licensing role in respect of telecommunications and postal services is supported by the Telecommunications Board and the Committee for Postal Administration. Both of these Committees wish a regulatory body to be in place as soon as possible. In the meantime they have sought to establish a separate regulatory body within the ambit of the existing Committee. The Telecommunications Board, however, is of the view that establishing a sub-committee of the Board will not provide sufficient separation of the regulatory and commercial aspects when the need arises, to give impartial consideration to the introduction of competition. The Board believes that the establishment of independent regulation is a matter of urgency and has pressed the Policy and Resources Committee for some indication of what progress is being made with discussion on the establishment of an Industry Committee.

41. The Finance and Economics Committee supports the proposal to establish an Industry Committee in general, although it recognises that the details of what is proposed in a number of areas will require further careful thought, particularly as regards the scope of responsibilities as between regulation and political accountabilities. The Finance and Economics Committee has agreed that political responsibility for the Trade and Industry Sub-Committee and political and executive responsibility for the Regulation of Undertakings and Development Law could be transferred to the Industry Committee.

42. The Jersey Electricity Company has not expressed any opposition to the suggestion that the Industry Committee should take over the responsibility of the Finance and Economics Committee for “safeguarding consumer interests” providing this does not imply any greater political interference than under the present arrangements. A similar conclusion can be reached in respect of the Jersey New Waterworks Company, where the Industry Committee would take over the responsibility of the Public Services Committee for “safeguarding consumer interests”.
43. The Jersey Transport Authority does not support the idea that it should become part of an Industry Committee, although recognising the need to work closely with the Industry Committee, including sharing executive resources.
44. The Employment and Social Security Committee agree that there is a need to form a strong relationship between the Industry Committee, if it is formed, and the other “industry” type committees such as Finance, Tourism and Agriculture, as well as those with some interest such as the Employment and Social Security and Education Committees. It also agreed that the division of responsibility should be reviewed as a clear strategic direction emerges from the new Industry Committee. However, in the short term, the Employment and Social Security Committee is of the view that employment matters should be left with them, and that as the new one-stop employment and training shop was beginning to work well, and social security and employment policies were being integrated and training strategies beginning to have an impact, this would not be a sensible time to start splitting up all the functions again. At the same time the Employment and Social Security Committee saw no difficulty in including a representative from the new Industry Committee on the Training and Employment Partnership Board, alongside those from Education and Employment and Social Security, to continue the “partnership” approach already adopted by the Training and Employment Partnership.
45. Preliminary consideration has been given to possible moves at a later stage towards the incorporation into the Industry Committee of the overall responsibility for Tourism, Agriculture, the Airport and the Harbours, in conjunction with the creation of separate trading entities or industry boards where appropriate.
- The Harbours and Airport Committee are generally supportive of the proposal.
  - The Agriculture and Fisheries Committee are not supportive as a Committee.
  - The Tourism Committee was not opposed in principle but reserved its position.
46. There was a general view that a strategic Committee for Industry was required, and that this could be achieved initially without the loss of independence for the Agriculture and Fisheries and Tourism Committees. Information received from representatives of the tourism industry and of the agriculture industry would suggest, however, that there are those who are supportive of the idea of an Industry Board being set up for each industry, with the Industry Committee acting in a regulatory capacity, and acting as a spokesman for each industry in the States.
47. There was some concern as to whether an Industry Committee could serve as both a regulatory body and as a body promoting the economic interests of the Island. However the responsibilities could be separated administratively, and the Industry Committee as the regulator for Telecoms Limited and Postal Limited would have no responsibility for promoting the business of those companies.
48. The Committee is aware that the States in 1996 supported the reorganisation of Committees, with a view to reducing the number of Committees and streamlining the administration. This does not sit easily with the creation of a new Committee in the form of an Industry Committee, which undoubtedly will require manpower. Some of the staffing of the Industry Committee could come from the moving of staff associated with transferred activities, but some additional staff will be required to cover the regulatory functions of the Committee. However, on the assumption that these functions need to be carried out as an essential support for the concept of the incorporation of Jersey Telecoms and Jersey Post, the resource requirements in this respect are unavoidable.

### **General conclusion**

49. The Committee has considered the way forward for the proposals. There are those who believe that much more detail is required on the resource implications of the reorganisation of Committees before any decisions can be taken. It can be argued, however, bearing in mind the experience of the merging of the Resources Recovery Board and the Public Works Committee into a Public Services Committee, that what is required is for a general commitment to be established, and for the new committee and its executives to be required to work up the proposals further. Should insurmountable problems be confronted, then the matter could be returned to the States for further consideration.

50. The Industry Sub-Group argued that it would be premature to attempt to quantify operational and organisational benefits of the creation of the Industry Committee in manpower and costs terms at this stage. The view expressed by Peats in their Review of The Machinery of Government in 1987 that fundamental restructuring of the Committee system should be undertaken in the first instance to improve the effectiveness of the machinery of government, and that manpower and cost savings would then follow, provided that performance criteria was established, is supported.
51. The Committee on the basis of the Sub-Group reports it has received, and to which this report has referred, is not in a position to determine exactly what the detailed staffing and other resource arrangements would be. Before doing so, the Committee would wish first to obtain confirmation from the States that the reorganisation of Committees approved in principle in September 1996, and expanded on further in this report, is still supported.
52. The Committee is therefore seeking either a mandate from the States to proceed further with the proposals set out in this report, embracing the formation of a Finance and Manpower Committee, a Home Affairs Committee and an Industry Committee, or to know that there is no support for proceeding further with one or all of the proposals.

## REPORT

## Background

1. The States in approving the Strategic Policy Review 1995 requested the Policy and Resources Committee to bring proposals to the States no later than June 1996 for reducing the number of States Committees.
2. The Policy and Resources Committee in carrying out this remit has borne in mind the following -
  - (i) the support that clearly exists among States' members for the principle of reducing the number of States Committees, reflected in members' approval of the action requested of the Committee in para. 11.13 of the Strategic Policy Review 1995;
  - (ii) the views of States' members. While there were some differences in the views expressed on how the functions of the States should be allocated, those who responded to the Committee's invitation all supported the idea of reducing the number of Committees;
  - (iii) that the more Committees there are the more overlap and duplication of functions can be expected to occur;
  - (iv) that if States' members were called upon to sit on fewer Committees they would have more time to give to those Committees of which they are a member, more time for States' business, and more time for considering the decisions of Committees of which they are not a member;
  - (v) the following views which were expressed by the Policy and Advisory Committee's Committee Structure Sub-Committee when it reported in 1983 -

“one of the points most frequently made to us was that the large number of Committees and the haphazard distribution of functions was time consuming and labour intensive, and aggravated the problems of co-ordination ... Such a regrouping will not in itself of course reduce the total volume of business to be transacted. We believe that such a regrouping will simplify the process of formulating policy and expedite the transaction of public business and, therefore, save money”;

- (vi) the views expressed by KPMG (Peats) in their report on “A review of the machinery of government” presented to the States on 8th December 1987 -

“7.5 - we set out in section three a number of overall criticism of the present structure, which we recap here -

the structure does not appear to relate closely enough to particular policy or programme areas;

the structure appears to have grown as a result of particular events, not in relation to a thought out plan; the last attempt to rationalise the structure failed;

the large number of Committees leads to fragmentation of responsibility;

the result is that there is overlap of responsibilities in some areas; and other areas where there appear to be gaps. There are also misunderstandings between Committees about respective responsibilities.

7.6 - we believe that the time is now right to look again at the overall Committee structure and begin a process of change towards a structure which would have the following features -

fewer main Committees, with greater spans of responsibility;

closer alignment between Committee responsibilities and programmes;

clearer definition of remits and responsibilities;

more delegation of case work to officials within agreed policy frameworks;

greater use of Sub-Committees;

Committees whose job is in effect finished, and which are purely advisory, put outside the main structure”.

3. The Committee in its deliberations also has taken account of the following -
- (i) many of the minor Committees do not have sufficient administrative support. However it is not considered to be a good use of the States’ limited manpower resources to build up the administration of the minor Committees. The better course it is believed would be for such Committees to become part of a major Committee, and have access to the manpower resources employed by that Committee;
  - (ii) the decision of the States in principle, made during the 1995 Strategic Policy debate, to ‘incorporate’ Jersey Postal Service, Jersey Telecoms and Jersey Airport;
  - (iii) the decision of the States in principle, in October 1995, to set up a Financial Services Commission, to supervise and promote the finance industry, made up of States and non-States members;
  - (iv) the previous decisions of the States to give overall responsibility for strategic policy to individual Committees of the States (e.g. traffic policy - Public Services; environmental policies - Planning and Environment; social services policy - Health and Social Services) to ensure more effective policy co-ordination and decision taking, and the case for extending this approach to other strategic policy areas;
  - (v) the pressure on the States’ manpower and financial resources and the need for Committees generally to use their resources more effectively and produce better value for money.