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# **STATES OF JERSEY**



## **FISCAL STIMULUS: FINANCIAL AND PERFORMANCE REVIEW**

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**Presented to the States on 3rd June 2011  
by the Minister for Treasury and Resources**

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**STATES GREFFE**



# Fiscal Stimulus Report



## REPORT ON THE ACHIEVEMENTS OF FISCAL STIMULUS PROJECTS AND FORMALLY CLOSE THE FISCAL STIMULUS PROGRAMME TO FURTHER APPLICATIONS

### 1. Purpose of Report

For the FSSG to report on the achievements of Fiscal Stimulus projects and request that the Minister for Treasury and Resources formally close the Fiscal Stimulus Programme to further applications.

The Appendix contains a Fiscal Stimulus project by project financial and performance indicators report.

### 2. Background

Following advice from the Fiscal Policy Panel (FPP), the States approved Proposition P55/2009 to fund a discretionary Economic Stimulus Plan (known as Fiscal Stimulus) and to allocate £44 million from the Stabilisation Fund to the Consolidated Fund, to provide funding for the proposed discretionary stimulus programme.

The overarching objective of the Fiscal Stimulus was to put additional money back into the economy by providing a package of new (discretionary) initiatives that would provide an extra stimulus to the economy and support employment and businesses in Jersey through the downturn.

The Council of Ministers agreed that the overall objective of supporting demand in the economy broke down into three objectives:

- Provide a stimulus to the Jersey economy as conditions deteriorate, to help support employment and businesses in Jersey;
- Support employment in the Island by assisting individuals affected by the economic downturn;
- Create new opportunities for businesses in Jersey, to support them through the downturn and mitigate job losses.

### 3. Evaluation Process

The Fiscal Stimulus Steering Group (FSSG) chaired by the Chief Executive of the States and comprising the States Treasurer and the States Economic Advisor, supported by a Fiscal Stimulus Programme Manager was set up to oversee the programme.

All States departments were asked to submit business case proposals, which could include sponsoring third party associated projects. Projects were reviewed by the Programme Manager (PM), and evaluated against the Fiscal Stimulus criteria by an independent Evaluation Team (ET). A scoring mechanism was developed to review and compare projects and a target score was set for acceptance of a project for Fiscal Stimulus consideration.

As advised by the FPP, each project was measured against criteria of 3T's, and assessed in terms of the overall economic impact and the ability to obtain value for money. The 3 T's are summarised as :

- **Timely:** Action should start immediately, and spend while the economy is in recession.
- **Targeted:** Policy should hit the intended target whether it is to support activity and employment in the Island, support those adversely affected by the downturn or implement projects which have intrinsic benefit.
- **Temporary:** There should be no negative long term implications for the public finances.

In addition, if projects were undertaken that would have happened anyway in future years, the risks with undertaking fiscal stimulus activity were much reduced. When a project was evaluated as having met the target score for acceptance, the PM would further review the validated business plan and submit both the business plan and an accompanying report to the FSSG. The project would then be reviewed and considered by the FSSG for Fiscal Stimulus funding.

Successful projects were authorised by the FSSG and funds allocated via Treasury and Resources (T&R) Ministerial Decision. Project managers were asked to report regularly on the progress, cost control and performance indicators of the projects, and to return any unspent monies to the Consolidated Fund at the conclusion of the project. This process resulted in the delivery of the highest priority discretionary projects.

Fiscal Programme updates were sent to the Corporate Services Scrutiny Panel on a quarterly basis.

#### 4. Results

The Programme has been very successful, with a package of initiatives which have provided an extra stimulus to the economy and supported individuals, employment and businesses in Jersey through the downturn. It involved five main areas of funding (six including Programme Management) and the following is a brief summary of each Fiscal Stimulus project:

##### Skills & Training

Highlands Additional Spaces: Fiscal Stimulus has funded

- an additional 93 spaces in 2009-2010
- an additional 156 spaces in 2010-2011
- an additional 40 spaces in 2011-2012 for students who enrolled in a two year course in September 2010

Careers Strengthening: Fiscal Stimulus has funded

- additional Careers support on Job fairs, CV workshops, careers advice and targeted training
- additional support has lead to an overall 400% increase in Advisor appointments for those seeking careers support.

Advance to Work: a full-time work experience and off-the-job training option for young jobseekers between the ages of 16-19.

- 285 young people have been on placement with 200 companies

- 116 have since managed to secure employment since participation on the course.

Advance Plus: Similar to Advance to Work, it is a more concentrated programme of vocational training and work experience for adults 20+ years of age.

- Advance to Administration and Retail have been completed and further courses on Hospitality, Book Keeping, Finance & Accounting are planned
- courses have been over subscribed and there is a high success rate in achieving employment following attendance on the scheme these schemes

Re-introduction of Apprenticeship in the States

- A total of 21 apprenticeships/trainees.
- Recruited 7 apprentices to various craft areas in Transport and Technical Services, including 2 greenkeepers/gardeners, 2 trainee chefs were also recruited to H&SS.
- 12 Trainee Business Administrators were recruited

### Support for Individuals

Fiscal Stimulus funding has allowed Citizens Advice Bureau (CAB) to deal with an increase in debt problems caused by the downturn in the economy.

- In 2010 CAB helped 237 clients with debts problems of £3.7 million.

### Support for Business

Support for Business initiatives, including business engagement, procurement, capital investment, inward investment, export development, offshore networks, incubator, business angels and enterprise grants.

- Provided information, advice or support on stimulus matters to 900 companies
- Over 200 companies directly engaged with stimulus activities
- An additional 53 Enterprise start-up grants allocated

Support for Tourism: Investment in the Marketing & Promotion of Jersey to the UK through TV, radio and magazines, after year on year reductions in forward bookings following the downturn in the UK economy and the negative effect of the ash cloud period on the industry.

- Tour operators and hoteliers have reported an immediate effect on sales, when funding was deployed
- report from a hotelier that 'without the additional monies made available to Tourism for marketing the Island the 2010 season would have been disastrous'.

Support for the Finance Industry: Has involved a number of projects including industry marketing and promotion, review of international tax, opening a 3<sup>rd</sup> representative office, opportunities for inward investment and Legislative clearance to influence defend Jersey's current business model, protect consumers, and develop identified opportunities for new business.

### Infrastructure

Victoria Avenue resurfacing Phases 2&3: Essential road maintenance work between La Rue de Galet and West Park, work includes, strengthening the road, renewing the existing kerbs and improving the drainage, widening and improving the central reservation for pedestrian safety, improving visibility at junctions and other safety features.

- Improved traffic flow along avenue with improvements to pedestrian safety

- Highway now has further 15 years life. (reducing need for ongoing patching).
- Replace 25 year old lighting with new energy efficient lights

Promenade & Cycle Track: Replace 600m section of the promenade and cycle track between La Rue du Galet and First Tower. Including repairing & improving surface water drainage.

Railway Walk foul Sewer upgrade: Laying of new GRP foul sewer along Railway Walk

- Reduced Risk of Sewer collapse, all badly damaged pipework replaced or relined
- Replace existing hydrogen sulphide damaged concrete pipe

West Park to Cheapside Resurfacing: Repairs and resurface of this Class 1 protected route, which forms an integral part of the St Helier road network.

- Prior to works, inspections indicated structural failure of the sub-base alongside People's Park and failure of the surface course along Cheapside.

Works completed structural failure of the sub-base alongside People's Park and failure of the surface course along Cheapside.

- Road now strengthened resulting in reduced need for patching and the associated disruption caused.

St Peters Arsenal Pumping Station: Emergency works upgrade.

Queens Road Surface Water Separation: Laying of new surface water sewer along Rouge Bouillon between the bottom of Queens Road and the top of Midvale Road

- Separation of clean water from sewage pumped to Bellozane
- Reduction in future pumping costs and treatment costs at Bellozane (reduced volumes)

Rozel 1, 3 and 4 rising main replacement

- Replace current uPVC pipes with higher class material to bring up to best practice and modern day standards
- Reduced risk of raising main burst causing a pollution incident for which the States could be prosecuted

Cheapside Urban Renewal:

- Regeneration of the Cheapside area.
- Wider pavements, new lighting, trees, bins and seating. New and safer road junctions and pedestrian crossing facilities, improved parking and access for local businesses.

St Aubin's Fort Pier Remedial works: Fiscal Stimulus funding enabled the scheme to proceed through its early phases, such as detailed design, planning permission and environmental survey. Additional works are funded by Harbours.

### Construction and Maintenance works

Backlog Maintenance : – Jersey Property Holdings (JPH) – States building maintenance

- The funds allocated to JPH for backlog maintenance addressed Health and Safety and other high priority maintenance issues across a large range of States buildings, including:
- Overdale Hospital, General Hospital, Piquet House, States Nursery, Bellozanne, Arts Centre, Various toilets and cafes, Indoor Markets, Various storage buildings, Haut de la Garenne, Jersey Arts Trust Building, Opera House, Various Youth Clubs, Cyril Le Marquand House, Magistrates Court, Supported Living Homes at Don

Terrace, Alzola, Southview, The Haven, 2 Roseville Villa, Tevielka, Old Mill House, 7 Pomona Road, 2 Khartoum Villa - Beach Road, 16 Clairvale Road

Former La Pouquelaye school building: Repairs to the former La Pouquelaye School.

- To render building fit and safe for shared use by the Centre Point Trust (CPT) and the Parish of St Helier (PoSH)
- Relocation of CPT will allow the disposal of the buildings at the former Jersey College for Girls Site, where CPT were previously located.

Housing Backlog Maintenance:- Maintenance programme for heating/roofs/windows

- 253 properties had aging windows and /or doors replaced and benefited from thermal improvements and a further 36 will be completed by April 2011.
- 167 individual properties have had their roofs, rainwater goods and loft insulation brought up to standard and a further 20 will be completed by April 2011.
- 528 properties have had their aging fossil fuel heating systems replaced, at the end of the 2010 there were 1,009 fossil fuel systems still to be replaced:

St Marks Shelter Project will provide the required increase in standards both for Shelter clients and for staff and will provide housing for an additional 3 people.

Le Squez: New build development

- Provide 49 new rental homes (36 flats 1&2 beds, 13 houses 2&3 beds). 25 Jersey Hospice Development: Fiscal Stimulus funding relates to the first two phases of a seven phase project to extend and modernize the facilities at Jersey Hospice.

Jersey Hospice Development: Fiscal Stimulus funding relates to the first two phases of a seven phase project to extend and modernize the facilities at Jersey Hospice.

- Fiscal Stimulus funding has been matched £1 for £1 by Jersey Hospice, which has enabled works to take place earlier than forecast.
- The new facility will increase the capacity of the inpatient unit by 100%.
- The day centre will also be a far better equipped facility that has the ability to provide the service to a larger number of clients.
- The project gave a significant boost to the construction industry by way of releasing a project which would not have proceeded during the economic downturn, in the absence of matched funding from the fiscal stimulus fund.

Durrell: Redevelopment of Durrell Visitors Centre

- Provide a new gateway to the wildlife park with a café, enhanced retail outlet and upgraded car parking.
- Fiscal Stimulus funding is matched £1 for £1 with funding from Durrell Wildlife Trust.
- The project gave a significant boost to the construction industry by way of releasing a project which would not have proceeded during the economic downturn, in the absence of matched funding from the fiscal stimulus fund.

Rosewood House (St Saviour's Hospital) refurbishment – (provides 52 inpatient beds for older people with mental health problems)

- Rosewood House assessed as unfit for purpose for the client group for whom it is providing a service.
- Remedial works on McKinstry Ward (Overdale) to enable half the patients at Rosewood to be decanted to McKinstry while construction works were in progress at Rosewood House.

- Refurbishment of Rosewood House to provide a high quality care facility, to improve the very poor standards in which these vulnerable patients are cared for.

Beaulieu Convent School: A grant to refurbish the second and third floors of the Beaulieu Convent Main House to provide special educational learning needs facilities. 30% of the funding has been provided by the Convent.

St Matthews Glass church: A contribution of £125k for the restoration of the main entrance and bell tower to be matched £1 for £1.

- This contribution has allowed Phase 1 of the £1.3 million project to commence
- Increased the public awareness of the restoration project due to Fiscal Stimulus involvement has led to increased public donations.

Opera House refurbishment: Refurbishment project to increase utilisation of areas of the Opera House.

- Create a new studio to be used for small performances, specialist activities and workshops for schools
- Create a corporate entertainment space and additional 3<sup>rd</sup> floor alterations to increase Opera House revenues.
- Turn workshop into office space, including a number of spaces for Education, Sport and Culture.

## **5. FSSG allocation of Fiscal Stimulus funds**

In excess of £50 million of applications have been received for Fiscal Stimulus. The FSSG has allocated £41.1 million of funds to projects of which £3.2 million of this has been returned to the programme by departments, due either to projects that were no longer viable or projects that have been completed under budget. Therefore the net allocation of funds for the Fiscal Stimulus programme by the FSSG was £37.9 million.

## **6. Allocation of Fiscal Stimulus funds by the T&R Minister**

Two further tranches of funding totalling £5.8 million are in the process of being allocated by the T&R Minister following statements that he has made to the States Assembly.

At the start of 2011 the PM received a Skills and Training application from Education, Sport and Culture (ESC) for 2011/2012 funding of four projects (Highlands additional places, Advance to Work, Advance Plus and Careers Strengthening). These projects had received Fiscal Stimulus funding in 2009/2010 and 2010/2011 and were a major contribution in assisting individuals affected by the downturn by providing a more highly educated and skilled workforce. This submission met the Fiscal Stimulus criteria (see above) with the exception of 'Timely', and therefore fell outside the criteria for approval by the FSSG.

Subsequently, the T&R Minister made a 'Statement on a matter of Official Responsibility' to the States Assembly (February 2011) that he intended to vary the timeframe for Fiscal Stimulus allocations as set out in P55/2009 to extend the funding of the programme for Skills and Training projects in 2012.

Further to this, two large projects (Pomme D'Or Farm estate and Phillips Street shaft) were highlighted as requiring urgent funding, and while meeting the majority of Fiscal Stimulus criteria, they also failed to meet the 'Timely' criteria. In March 2011 the T&R Minister made a second 'Statement on a matter of Official Responsibility' to the States Assembly that he



intended to vary the timeframe for Fiscal Stimulus allocations to extend the funding of the programme for the Pomme D'Or Farm estate repair and refurbishment project.

More recently, the Minister, having made a Ministerial decision to make available the capital receipts from the sale of the Sunshine Hotel site, has considered that these receipts would be far more appropriate to support the Pomme D'Or Farm estate repair and refurbishment project, as they relate to proceeds from the sale of a property originally held to benefit Social Housing on the Island. Apart from a small sum needed to supplement these receipts for Pomme D'Or the remaining Fiscal Stimulus funds are then proposed to be allocated to the build of the Phillips Street Shaft, a project to complete the final phase to connect the eastern area of town to the Cavern, therefore reducing the risk of flooding.

The remaining Fiscal Stimulus funds will therefore be allocated to Skills and Training £2.2 million, Pomme D'Or Farm estate £0.4 million and Phillips Street Shaft £3.2 million.

## 7. Allocation of Funds

The following report details the allocation of funds by area of funding for Fiscal Stimulus, amended to include any budget returns.

Table A: Allocation of total Fiscal Stimulus funds:-

|   | <b>FISCAL STIMULUS</b>                      |               |
|---|---|---------------|
|   | <b>Allocated funds, less budget returns</b> |               |
|   | <u>£000's</u>                               |               |
| <b>Skills and training</b>                          |   | <b>4,560</b>  |
| <b>Support for individuals</b>                      |   | <b>41</b>     |
| <b>Support for business</b>                         |   | <b>3,619</b>  |
| <b>Civil Infrastructure works</b>                   |   | <b>5,940</b>  |
| <b>Construction &amp; Maint works</b>               |   | <b>23,458</b> |
| <b>Project Management</b>                           |   | <b>244</b>    |
| <b>TOTAL allocated by the FSSG</b>                  |   | <b>37,862</b> |
| <b>Proposed allocation by the Treasury Minister</b> |   | <b>5,835</b>  |
| <b>TOTAL</b>  |   | <b>43,697</b> |

NB: This total reflects the actual forecast expenditure on projects. The sum originally given 'Green Light' approval was higher. All expenditure on Fiscal Stimulus projects will be contained within the £44m allocated by the States.

The **Appendix** to the report includes a project by project report (provided by the Project Managers) detailing financials and performance indicators for each project funded by Fiscal Stimulus.

## 8. 2011 & 2012 spend

The Fiscal Stimulus spend in 2011 is primarily associated with lengthy construction projects that started in 2010 but ran into 2011. It also allows Fiscal Stimulus activity to taper off in 2011 rather than come to an abrupt end in 2010, thus smoothing out economic activity.

Spend will also occur in 2012. The T&R Minister has made a statements to the States Assembly (Skills & Training and Pomme D'Or Farm estate), announcing that he intends to vary the Timely criteria of Fiscal Stimulus for these two projects. The FSSG has allowed Fiscal Stimulus spend on a couple of smaller projects (as they draw to conclusion) for which the project has a 2-3 year lifespan (eg 2 year Highlands course).

## 9. Economic Report

During the programme, the FSSG have reviewed and considered economic reports and advice before making recommendations. The Economic Advisor (who is a member of the FSSG) has advised that no further discretionary stimulus should take place in 2011 than previously authorised if policy is to be consistent with:

- the original agreement by the States to use the Stabilisation Fund to support the economy through discretionary fiscal stimulus
- the subsequent advice of the FPP to undertake discretionary stimulus in a timely manner and at the right point in the cycle
- using the Stabilisation Fund in a counter cyclical manner as set out in the fiscal framework under which it was established.

## 10. Recommendation from the Fiscal Stimulus Funding Group

The FSSG are recommending that the T&R Minister make a statement to the States Assembly that the Fiscal Stimulus Programme is closed to new applications. The Economic Advisor has recommended that to be consistent with the original objectives and with FPP advice no further discretionary stimulus should take place in 2011 other than previously authorised and the allocation of Fiscal Stimulus funds now totals £44 million.

The FSSG, supported by the Programme Manager will continue to oversee the operational and closure phases of each project within the programme. The FSSG will continue to meet, to overview governance of the Programme.

## 11. Reason for Decision

The advice from the FPP was to undertake discretionary stimulus in a timely manner and at the right point in the cycle. Further to this, advice from the States Economic Advisor is that the outlook for the Jersey economy has not changed significantly since Budget 2011 and that if it were to, the correct process would be to seek the Advice of the FPP as to whether economic conditions merited further discretionary stimulus in 2011.

It is for this reason that the FSSG are recommending closure of the programme to further applications.

|  |   |
|--|---|
| Report author : <i>Fiscal Stimulus Programme Manager</i> | Document date : 20 <sup>th</sup> May 2011 |
| Sponsor : Fiscal Stimulus Steering Group                 |   |

# Fiscal Stimulus Programme

| <b>Fiscal Stimulus Programme - Financial Review</b>                | <b>Revised total programme incl. forecast bud var. return</b> |
|--|---|
| <b>Skills and training</b>   | <b>£</b>  |
| Additional places at Highlands                                     | 1,766,645   |
| Careers Service Strengthening                                      | 270,192   |
| Advance to Work/Youth training initiative                          | 1,266,575   |
| Training scheme for 20+  | 357,555   |
| States Apprenticeships Scheme                                      | 899,256   |
|  | <b>4,560,223</b>  |
| <b>Support for individuals</b>                                     |   |
| Additional Citizens Advice Bureau debt adviser + mortgage protocol | 41,300  |
|  | <b>41,300</b>   |
| <b>Support for business</b>  |   |
| Tranche 1 - various initiatives to support local business          | 392,484   |
| Support for tourism  | 479,078   |
| Support for the Finance Industry                                   | 2,747,000   |
|  | <b>3,618,562</b>  |
| <b>Civil infrastructure works</b>                                  |   |
| Victoria Avenue Resurfacing - Phases 2 and 3                       | 3,671,665   |
| Promenade and cycle track  | 280,086   |
| Railway Walk foul sewer upgrade                                    | 445,474   |
| West Park to Cheapside resurface                                   | 318,179   |
| St Peters Arsenal Pumping Station                                  | 1,362   |
| Queens Road Surface Water Separation                               | 331,182   |
| Rozel 1, 3 and 4 rising main replacement                           | 497,552   |
| TTS - Urban Renewal (Cheapside)                                    | 244,000   |
| St Aubins Pier - significant repairs                               | 150,000   |
|  | <b>5,939,500</b>  |
| <b>Construction and maintenance works</b>                          |   |
| High priority compliance maintenance backlog                       | 1,363,246   |
| Repair of former La Pouquelaye school for CPT and POSH             | 387,878   |
| Continuation of maintenance programme-heating/roofs/windows        | 5,024,630   |
| Re-provision of Shelter at 80 St Marks Road [1}                    | 464,107   |
| Continuation of capital programme - rebuild of Le Squez            | 8,137,962   |
| Jersey Hospice Redevelopment                                       | 2,600,000   |
| Durrell development work   | 1,500,000   |
| Refurbishment of Rosewood House and Clinique Pinel                 | 2,243,623   |
| ESC Beaulieu - support for learning                                | 578,000   |
| ESC Glass Church   | 125,000   |
| Opera House at full bid amount                                     | 1,033,493   |
|  | <b>23,457,939</b>   |
| Programme Management   | 244,124   |
| <b>TOTAL</b>   | <b>37,861,648</b>   |

**SKILLS AND TRAINING**

|                         |                                       |                                     |  |
|-------------------------|---------------------------------------|-------------------------------------|--|
| <b>Project Name:</b>    | Highlands College Additional Capacity | <b>Date &amp; Reporting Period</b>  | 10th March 2011 For the Period September 2010 to February 2011 |
| <b>Department:</b>      | Education Sport and Culture           | <b>Forecast Project Close</b>       | August 2012  |
| <b>Project Sponsor</b>  | ESC                                   | <b>RAG Status</b>                   | Green  |
| <b>Project Manager:</b> |                                       | <b>Chief Officer sign-off/ date</b> |  |
| <b>Current Stage:</b>   | Execution                             | <b>Chief Officer</b>                |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

**BUDGET SUMMARY**

High level Project budget status £

| Expenditure category | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
|----------------------|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| <i>Capital</i>       | 0                         | 0                       | 0             | 0             | 0                      | 0                                 |
| <i>Revenue</i>       | £1,766,880                | £936,110                | £669,000      | £161,535      | £1,766,645             | £235                              |

**Comments:** 2012 spend is for 40 students who embarked on a two year course in 2010. Additional £975,000 funding requested for 2012.

**Project KPI's****Project Description**

Highlands College has experienced increased applications because of changes to the labour market as a result of the recession. The project provides additional places on vocational courses for people who would otherwise be unemployed. It has the support of Skills Jersey. It is clear that unemployment levels show little sign of reducing and that young people are choosing to stay on in full time education to increase their chances of gaining employment, so far the college has met this challenge.

**Key Performance Indicators**

The KPI's for the project are:

- Recruitment – ensuring that as many of the qualified applicants as possible have a place at Highlands (896 Full-time students recruited as at November 2010 census date, 156 above the planned 740 FTEs). Fiscal Stimulus also funded an additional 93 students at Highlands for the 2009-2010 academic year
- Retention – ensuring that as many students as possible complete their course (of the 896 students enrolled as at 1<sup>st</sup> November, 2010, 848 or 95% remain on the roll as at 11<sup>th</sup> March, 2011)
- Student Achievement – ensuring that as many people as possible pass their course (current projected success rate is 87%)
- Budget – that the project is brought in within budget (Under spent by £235 as at the end of the 2010 financial year on target for 2011)

|                         |                             |                                    |   |
|-------------------------|-----------------------------|------------------------------------|---|
| <b>Project Name:</b>    | Careers Strengthening       | <b>Date &amp; Reporting Period</b> | 10 <sup>th</sup> March 2011 Period December 2010  |
| <b>Department:</b>      | Education Sport and Culture | <b>Forecast Project Close</b>      | Currently August 2011 although likely to continue to August 2012 once formally approved |
| <b>Project Sponsor</b>  | ESC                         | <b>RAG Status</b>                  | Green   |
| <b>Project Manager:</b> |                             | <b>Chief Officer sign-off/date</b> |   |
| <b>Current Stage:</b>   | Execution                   | <b>Chief Officer</b>               |   |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| BUDGET SUMMARY  |                           |                         |               |               |                        |                                   |
|---|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £  |                           |                         |               |               |                        |                                   |
| Expenditure category  | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| Capital   |                           |                         |               |               |                        |                                   |
| Revenue   | £320,900                  | £171,192.               | £99,000       |               | £270,192               | £50,708                           |
| <b>Comments:</b> A total of £99,000 is requested for the period September 2011 to August 2012 but has yet to be formally approved by the FSSG, in principle approval has been obtained from the Treasury Minister. Underspend of £50,708 returned to Fiscal Stimulus in 2010. |                           |                         |               |               |                        |                                   |

#### Project KPI's

#### Project Description

Careers Jersey received some additional funding for 2010 as part of the bid to the Fiscal Stimulus fund from the Skills Board. Fiscal stimulus money was used in 3 main areas:

- Additional adviser capacity
- Project/ events co-ordinator
- Funding of training/ research

Fiscal funding has provided extra capacity for individual one-to-one appointments with a drop in advisor and has also allowed Careers Jersey to provide targeted workshops for job seekers resulting in an increase in the usage of the Learning Area.

**Key Performance Indicators**

- 225 average Advisor Appointments booked 2010
- 1010 average monthly learning hours booked 2010
- 250<sup>th</sup> European Computer Driving Licence obtained
- 5 Jobs Fairs / Back to Work Events held since project inception
- 30 enrolled on Trust and Compliance Training, (16 successful in finding paid full time employment)
- 25 CV workshops delivered

Since June 2009 there have been nearly 4000 individual booked appointments, an average of 225 per month. In the previous four months booked appointments had averaged 182 per month. Over a similar period booked hours in the Learning Area increased from 936 per month to 1010. The number of passes in European Computer Driving Licence modules had reached 250 by November 2010, over double the total for the whole of 2009. Advisers from Careers Jersey delivered 25 CV workshops to clients from Advance to Work, Prince's Trust and WorkZone plus a workshop on "Dressing for Work" and more than 100 "mock" interviews.

The project/ events co-ordinator has had a particular responsibility for Jobs Fairs which have been held 4 times in the 12 months since July 2009. A further event was in September 2010 and one more is planned for January 2011. The feedback from these events has been extremely positive. A "Back to Work" event has also been held with the intention of bringing people together with agencies who may be able to provide help and support. This was less successful in terms of numbers attending but some of the ideas from that event, such as individual CV advice, have been taken forward in to other events.

Of particular note, Careers Strengthening resources were also used to identify areas within the finance industry where recruitment is taking place. The research indicated that there are opportunities within Trust and Compliance sectors of the industry and a project to retrain ex-finance jobseekers in these skills was undertaken. Over 100 registered jobseekers were considered for training and 80 were identified as appropriate for the course. Forty responded to an initial invitation to consider participating in the training programme and thirty commenced training. Twelve gained employment following a short introductory course aimed at improving CV and interview skills and a further four gained employment during the course of vocational training ten remained on the course and were hopeful of finding employment upon completion. This training suggests that simple interventions at critical times of a job seeker's experience can produce remarkable results.

In addition funds have been provided for confidence building and recognition of skills, literacy and numeracy courses for people for whom this is a barrier to employment and a programme to train the trainers for a programme to help parents and break the cycle of unemployment (linked with the Bridge).

|                         |                              |                                    |  |
|-------------------------|------------------------------|------------------------------------|--|
| <b>Project Name:</b>    | Advance to Work              | <b>Date &amp; Reporting Period</b> | March 2011 Period December 2010            |
| <b>Department:</b>      | Education, Sport and Culture | <b>Forecast Project Close</b>      | August 2010 (extension to August 2010 TBC) |
| <b>Project Sponsor</b>  | ESC                          | <b>RAG Status</b>                  | Green                                      |
| <b>Project Manager:</b> |                              | <b>Chief Officer sign-off/date</b> |  |
| <b>Current Stage:</b>   | Execution                    | <b>Chief Officer</b>               |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>  |                           |                         |               |               |                        |                                   |
|--|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £   |                           |                         |               |               |                        |                                   |
| Expenditure category   | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <i>Capital</i>   |                           |                         |               |               |                        |                                   |
| <i>Revenue</i>   | £1,371,813                | £714,351                | £552,224      |               | £1,266,575             | £105,238                          |
| <b>Comments:</b> £105,238 returned to Fiscal Stimulus in 2010. Further allocation of funds of Fiscal Stimulus to extend project to August 2012, awaiting Ministerial Decision. |                           |                         |               |               |                        |                                   |

#### Project KPI's

#### Project Description

Advance to Work (ATW) was established as a full-time work experience and off-the-job training option for young jobseekers as an alternative to remaining in full-time education. The scheme relies on the good will of local companies and organisations to provide interesting and useful work-place experiences. The workplace experience is backed up with off-the-job vocational and life-skills training provided by a variety of organisations including Highlands College. Participants are supported through the programme by mentors (one mentor for every 15 participants) who maintain close contact with all parties.

The Scheme is able to deal with a maximum of **150** trainees at any one time and intends to find paid employment for as many trainees as possible after up to three employer placements.



**Key Performance Indicators**

Since launching in September 2009;

- the scheme has been in contact with 320 16 to 19 year olds
- 285 of whom have been in work places.
- Over 200 employers have taken part in the scheme
- over 115 young people have managed either to convert their training placement to a full-time permanent job or use their new found skills and confidence to secure employment elsewhere.
- In December alone the scheme helped 11 people find work, bringing the total so far to 116.

Many of the participants were 16 year old school leavers or 17 year olds who had completed a year of post-compulsory vocational education but were unable to secure employment in their chosen field.

- In September 2010, the scheme gained a National Award
- In December there were 141 participating in the programme.

|                         |                              |                                    |   |
|-------------------------|------------------------------|------------------------------------|---|
| <b>Project Name:</b>    | Advance Plus                 | <b>Date &amp; Reporting Period</b> | March 2011 Period December 2010               |
| <b>Department:</b>      | Education, Sport and Culture | <b>Forecast Project Close</b>      | August 2011 – Likely to extend to August 2012 |
| <b>Project Sponsor</b>  | ESC                          | <b>RAG Status</b>                  | Green   |
| <b>Project Manager:</b> |                              | <b>Chief Officer sign-off/date</b> |   |
| <b>Current Stage:</b>   | Execution                    | <b>Chief Officer</b>               |   |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>  |                           |                         |               |               |                        |                                   |
|--|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £   |                           |                         |               |               |                        |                                   |
| Expenditure category   | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <i>Capital</i>   |                           |                         |               |               |                        |                                   |
| <i>Revenue</i>   | £469,650                  | £62,905                 | £294,650      |               | £357,555               | £112,095                          |
| <b>Comments:</b> Budget returned to Fiscal Stimulus £112,095 in 2010. Further allocation of funds of FS to extend project to August 2012, awaiting Ministerial Decision. |                           |                         |               |               |                        |                                   |

#### Project KPI's

#### Project Description

In September 2010, green light funding was obtained to develop more employer-led training courses for jobseekers of 20 years of age by way of a more concentrated programme of vocational training and work experience similar to the Advance to Work Programme. The new Programme was called 'Advance Plus'

Initially the scheme concentrated on administrative led courses but this has been extended to a finance and bookkeeping 'Introduction to Administration, Finance and Accounts' which starts in April 2011 and thoughts of developing care, construction and other vocation courses are being considered.

**Key Performance Indicators**

An Advance to Administration course was launched on 27th September 2010, 12 delegates were successfully recruited who ranged in age from 20 to 48 training was offered in confidence, interview skills and CV writing. This generic training was provided alongside specific administration training such as IT packages, office skills and other professional training as well as a 5 week work placement. At the end of the scheme:

- 9 of the 11 participants remaining had been offered paid employment either with their placement employer or as a direct result of their training and experience on the scheme.
- A second scheme started on 6<sup>th</sup> December with 16 Delegate places, 6 found full time employment (2 still in work placements with job opportunities as at 14<sup>th</sup> March)
- 14 delegates will join the second scheme which started on 7th February (due for completion on 1<sup>st</sup> April), 2 have already found work
- A new 9 week course will start 11<sup>th</sup> Apr 2011 Admin, Finance Accounts, 9 Delegates have already been placed

A shorter 3 week Advance to Retail scheme was run at the end of October:

- of the 14 delegates who started the scheme, 9 are now in paid work.
- another 14 delegates will start a new 6 week Advance to Retail and Hospitality course due to start in May

Future schemes are being planned and are likely to include an introduction to Book keeping, Finance and Accounting, which will be run in partnership with Highlands College. The possibility of a construction scheme is currently being investigated and interest in a care based scheme is also being gauged.

Applications for the Advance Plus scheme have exceeded those places available (14 on each) and feedback from participants suggest that the scheme has proved highly successful in giving job seekers the confidence and vocational skill to apply for and obtain jobs in areas of activity required by employers.

|                         |                              |                                    |                                |
|-------------------------|------------------------------|------------------------------------|--------------------------------|
| <b>Project Name:</b>    | States Apprenticeship Scheme | <b>Date &amp; Reporting Period</b> | September 2009 - 08 March 2011 |
| <b>Department:</b>      | Economic Development         | <b>Forecast Project Close</b>      | August 2012                    |
| <b>Project Sponsor</b>  | Treasury & Resources         | <b>RAG Status</b>                  | Green                          |
| <b>Project Manager:</b> |                              | <b>Chief Officer sign-off/date</b> |                                |
| <b>Current Stage:</b>   | Ongoing                      | <b>Chief Officer</b>               |                                |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>              |                |                         |               |               |                        |                                   |
|------------------------------------|----------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £ |                |                         |               |               |                        |                                   |
| Expenditure category               | Project Budget | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <Capital>                          |                |                         |               |               |                        |                                   |
| <Revenue>                          | £972,750k      | £403,256k               | £398,000k     | £98,000k      | £899,256k              | £73,494k                          |
| <b>Comments:</b>                   |                |                         |               |               |                        |                                   |

|   |
|---|
| <b>Project KPI's</b>  |
| <b>Project Description</b>  |
| <p><i>Re-introduce apprenticeships within the States for individuals who cannot currently find apprenticeships in the private sector, in a wide range of activities across a number of business activities.</i></p> <p><i>Continue to train craftsmen in a number of business disciplines to prevent any skills gaps and demonstrate to the private sector the importance of succession planning.</i></p> <p><i>A Scheme Manager was seconded to manage the programme. 9 apprentices were recruited to craft areas and funding agreed for the first 3 years of their apprenticeship.</i></p> <p><i>12 trainee business administrators were taken on with 6 month placements in various States Departments over the 2 year programme</i></p> |

**Key Performance Indicators**

*Recruited a Scheme Manager*

*Recruited 7 apprentices to various craft areas in TTS, including 2 greenkeepers/gardeners, 2 trainee chefs were also recruited to H&SS*

*12 Trainee Business Administrators were recruited*

*All trainees have commenced their training and are continuing onto the next level*

*1 Trainee Business Administrator has already secured a permanent position within the States and is continuing with training towards the relevant qualification*

## SUPPORT FOR INDIVIDUALS

|                         |                              |                                    |                                  |
|-------------------------|------------------------------|------------------------------------|----------------------------------|
| <b>Project Name:</b>    | CAB: Specialist Debt Advisor | <b>Date &amp; Reporting Period</b> | 01 07 2009 – quarterly reporting |
| <b>Department:</b>      | Social Security              | <b>Forecast Project Close</b>      | 31 12 2011                       |
| <b>Project Sponsor</b>  | Citizens Advice Bureau       | <b>RAG Status</b>                  | <Green >                         |
| <b>Project Manager:</b> |                              | <b>Chief Officer sign-off/date</b> |                                  |
| <b>Current Stage:</b>   |                              | <b>Chief Officer</b>               |                                  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| BUDGET SUMMARY                     |                |                         |               |               |                        |                                   |
|------------------------------------|----------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £ |                |                         |               |               |                        |                                   |
| Expenditure category               | Project Budget | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <Capital>                          |                |                         |               |               |                        |                                   |
| <Revenue>                          | £43,000        | £25,800                 | £15,500       |               | £41,300                | £1,700                            |

**Comments:** payments have been made quarterly, in advance, with five payments, of £8,600 to fund a part-time post for a specialist debt adviser. The first payment was made in September, 2009 and the last is forecast to be paid in September, 2011

### Project KPI's

#### Project Description

This money has been used to allow the bureau to cope with an increased demand for our debt advice service during the recession. We have seen an increased demand for our service across the board, and the part-time post has been deployed on assisting clients with debt problems and liaising with creditors to find a way through the debt problems that our clients experience with increasing frequency.

**Key Performance Indicators**

- *In 2008 (prior to our additional post) we assisted 121 clients who had debt problems with a combined value of £2.6M*
- *In 2010 we assisted **237** clients who had debt problems with a combined value **£3.7M***
- *Without this funding to provide additional manpower the bureau would not have been able to supply a debt service to the massive increase in the level of debt related enquiries that have been experienced since the onset of the recession.*

**SUPPORT FOR BUSINESS**

|                         |   |                                    |                    |
|-------------------------|---|------------------------------------|--------------------|
| <b>Project Name:</b>    | Jersey Enterprise (Business) Stimulus Package | <b>Date &amp; Reporting Period</b> | Oct '09 – Aug '10  |
| <b>Department:</b>      | Economic Development                          | <b>Forecast Project Close</b>      | Closed August 2010 |
| <b>Project Sponsor</b>  | Finance Director – Corporate Group            | <b>RAG Status</b>                  | Green              |
| <b>Project Manager:</b> |   | <b>Chief Officer sign-off/date</b> | August 2010        |
| <b>Current Stage:</b>   | Completed August 2010                         | <b>Chief Officer</b>               |                    |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>   |                                  |                                |                      |                      |                               |  |
|---|----------------------------------|--------------------------------|----------------------|----------------------|-------------------------------|--|
| High level Project budget status £  |                                  |                                |                      |                      |                               |  |
| <b>Expenditure category</b>   | <b>Project Budget Allocation</b> | <b>Expenditure to Dec 2010</b> | <b>Forecast 2011</b> | <b>Forecast 2012</b> | <b>Forecast Project Spend</b> | <b>Forecast overall under/over spend</b> |
| <b>Total</b>  | £500,000                         | £392,483                       |                      |                      | £392,483                      | £ 107,516                                |
| <b>Comments:</b> £107,516 was returned to Fiscal Stimulus in December 2010. |                                  |                                |                      |                      |                               |  |

**Project KPI's****Project Description**

The objectives of the project were to:

- 1) Provide an increased and carefully targeted programme of business support capable of sustaining and generating increased opportunities for local companies and individuals during the period of economic downturn
- 2) Provide increased access to finance for Jersey companies, including expanding schemes such as the Small Firms Loan Guarantee and introducing non-traditional channels such as enterprise loans and business angel support
- 3) Provide Jersey companies with an increased opportunity to benefit from States, consumer and private sector expenditure by opening up and communicating procurement channels to maintain spend on the island and encourage purchasers to give greater consideration towards local procurement



- 4) Secure greater engagement between States and locally based companies, focussing in particular on monitoring and building relationships with key decision makers to minimise the effects of the global economic downturn and the potential for them to exit the local market
- 5) Encourage Jersey companies to consider exploiting export opportunities as a means of securing future business development and new sales or growth opportunities
- 6) Encourage appropriate future inward investment by global companies in Jersey so as to further increase productivity, secure diversification and provide local market competition
- 7) Examine ways of reducing further the impact of Government on local businesses and provide them with a regulatory and trading environment conducive to corporate survival and future success
- 8) Provide an appropriate environment to foster and grow start up or existing small companies through an advanced programme of incubation support
- 9) Develop an appropriate communications strategy and programme to communicate the range of enhanced business support to be made available, sustain business confidence and encourage programme take

**Key Performance Indicators**

| Workstream  | Outputs to date | Original Target+ | Revised Programme Target August 2010 |
|---|-----------------|------------------|--------------------------------------|
| <b>Business Support/Engagement</b><br>Companies directly engaged with Stimulus activities | 600             | 500              | 224                                  |
| Companies provided with information, advice or support on stimulus matters                | 2045            | 2,000            | 895                                  |
| 2 extra stimulus events   | 2               | 2                | 3                                    |
| Increased partnership working with on & off-Island businesses                             | Y               | Y                | Y                                    |
| <b>Offshore Networks</b><br>Extra stimulus events   | 2               | 2                | 2                                    |
| Island ambassadors  | 80              | 50               | 40                                   |
| Investment projects generated   | 0               | 5                | 4                                    |
| Investment enquiries generated  | 0               | 20               | 16                                   |
| <b>Procurement/capital investment</b><br>"Meet the Buyer Events"                          | 9               | 5                | 1                                    |
| Assisting major States investment projects  | 2               | 5                | 1                                    |
| Smaller States investment enquiries generated   | ?               | 20               | 1                                    |
| Assistance towards companies registering on States procurement portal                     | 47              | 100              | 16                                   |
| <b>Inward Investment</b><br>Extra stimulus events   | 1               | 2                | 1                                    |
| Investment projects initiated   | 0               | 5                | 1                                    |
| Investment enquiries generated  | 0               | 25               | 1                                    |
| Evaluation of strategic partnerships commenced  | Y               | Y                | Y                                    |
| <b>Export Development</b><br>Additional companies exporting                               | 9               | 10               | 12                                   |
| Additional mid-sized Jersey presence at export events                                     | Y               | Y                | Y                                    |
| Major export opportunities initiated.   | 3               | 3                | 4                                    |
| Export queries generated  | ?               | 10               | 12                                   |
| Small exporter grants   | 16              | 20               | 24                                   |

|  | Workstream   | Outputs to date   | Original Target+                  | Revised Programme Target August 2010 |
|--|--|---|-----------------------------------|--------------------------------------|
|  | <b><u>Economic Stimulus Communications</u></b>   | Y   | Y                                 | Y                                    |
|  | Delivery of effective, high profile, multi-media campaign. Producing measurable awareness outputs. |   |                                   |                                      |
|  | <b><u>Incubator</u></b>  | 3   | 10                                | 3                                    |
|  | Incubator companies created  | Nil   | 25                                | 9                                    |
|  | Start ups identified & supported   | 3   | 15                                | 10                                   |
|  | Jobs created   |   |                                   |                                      |
|  | <b><u>Enterprise Grants</u></b>  | 40  | 75                                | 53                                   |
|  | Additional start up Grants   |   |                                   |                                      |
|  | <b><u>Business Angels</u></b>  | 51  | 15                                | 8                                    |
|  | Jersey Angels recruited  | 6 Companies in negotiation, 1 completed six figure investment secured | 7                                 | 4                                    |
|  | Companies in negotiation   | Y   | Y                                 | Y                                    |
|  | Network established & manager appointed.   |   |                                   |                                      |
|  | <b><u>Tourism Initiatives</u></b>  | 2 employed 80 Companies supported                                     | 50 people trained                 | 10 companies supported               |
|  | Bien'v'nue Training  |   |                                   |                                      |
|  | <b><u>Rural Economy Initiatives</u></b>  | 10 Additional Producer supported                                      | 10 Additional Producers supported | 4 Additional Producers supported     |
|  | Support to local producers to get additional local product into on-island retailers                |   |                                   |                                      |

|                         |                      |                                    |                  |
|-------------------------|----------------------|------------------------------------|------------------|
| <b>Project Name:</b>    | Support for Tourism  | <b>Date &amp; Reporting Period</b> | March 2011       |
| <b>Department:</b>      | Economic Development | <b>Forecast Project Close</b>      | 31 December 2011 |
| <b>Project Sponsor:</b> | Director of Tourism  | <b>RAG Status</b>                  | Green            |
| <b>Project Manager:</b> |                      | <b>Chief Officer sign-off/date</b> |                  |
| <b>Current Stage:</b>   | Complete             | <b>Chief Officer</b>               |                  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>   |                           |                         |               |               |                        |                                   |
|---|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £  |                           |                         |               |               |                        |                                   |
| Expenditure category  | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <Capital>   |                           |                         |               |               |                        |                                   |
| <Revenue>   | £500,000                  | £479,078                | None          | None          | £479,078               | £20,922                           |
| <b>Comments:</b> The budget was fully deployed against the business case proposal |                           |                         |               |               |                        |                                   |

| <b>Project KPI's</b>  |
|---|
| <b>Project Description</b>  |
| <p><b>Outcomes as described in the Stimulus request document of 16/6/10.</b></p> <p>The outcomes of this work stream will include the following:</p> <ul style="list-style-type: none"> <li>To maintain and build Jersey brand awareness within the UK target market to 12%, as measured by Tourism advertising tracking research study 2010 – current research shows prompted awareness increased during 2010.</li> <li>Increase levels of web activity in excess of 1 million visits during 2010 – currently 6% down as at 16.06.10 – Jan – Dec 2010 = 1.45m (12% up on 2009)</li> <li>Match or increase physical enquiry levels from 2009 (current 30% shortfall) – matched – CRS searches up 5%</li> <li>Maintain and develop sales funnel to facilitate industry booking patterns – 2010 SLV down 1% end of year</li> <li>Sustain level of employment in tourism sector at current levels</li> <li>Facilitate continued on-island expenditure at current levels – spend estimates not yet available</li> </ul> |

### Key Performance Indicators

The success and to a large extent the survival of the visitor economy is dependent upon the investment which the Government of Jersey makes in the destination marketing programme. This was again demonstrated in 2010 when a significant additional investment was made at the beginning of July to boost the high summer season which at that time was flagging in the wake of both the economic recession and the disastrous volcanic ash problem which had reduced the travel confidence and visitor volumes to Jersey as well as all other competitive destinations.

The decision in 2010 to invest in an unprecedented television campaign at the beginning of July to provide an immediate uplift in enquiries and subsequent bookings proved to be correct and the stimulus campaign is regarded by the members of the industry as the catalyst which saved the season. The telephones and the web site literally fired up in response to the campaign and the subsequent anecdotal reports suggested that the response had been immediate and positive. The tourism statistics show that the shortfall which had been evident during April and May was eliminated and subsequently volumes reached and in fact slightly improved upon 2009 levels for the high season.

The 2010 stimulus funding was deployed in the UK which is Jersey's main source market and where performance is crucial to the overall success of the industry. The UK market has been seriously affected by the recession for which 2010 was the third year and this has taken a heavy toll on the holiday industry with reduced margins and many corporate failures as consumer volumes have declined. Jersey businesses have struggled to maintain yield and profitability, but most have survived and will as a result, be well placed to take advantage of any upturn which materialises.

In Europe, the low value of Sterling against the Euro increased the relative value of Jersey as a destination and has helped to increase staying leisure visitor volumes from both France and Germany.

Below are set out the results in response to the Outcomes describes above. These are a combination of Departmental Data and reports from members of the Industry.

The Industry reports have only been supplied to the Department on condition of guaranteed confidentiality.

Six private sector businesses have submitted reports to support the success of this stimulus funded marketing campaign had in generating tourism business. Two tour operating businesses and four hotel organisations submitted detailed reports, which are commercially sensitive but the key points raised are:

- Tour operating organisations reported sales increases in July and stated when funding was deployed in July 2010 that the impact on increased sales was immediate. In 2009 53% of all sales were made via Tour operators/Travel Agents, so this is a significant channel to market.
- Sales increased by a maximum of 24% for the tour operating groups between 1 July and 31 October
- The 4 star hotel organisations that submitted reports stated that there was significant availability at the end of June 2010 with the 'high season' of July and August looking very difficult. They went on to state "The stimulus funding undoubtedly resulted in the extremely high last minute bookings, which changed July and August from a disaster to very good.
- Another Hotel reported that the impact upon revenues which again, similar to 2009, were affected by highly competitive pricing during 2010.
- The combination of occupancy and rate (yield) was still somewhat behind 2008 levels although costs (payroll, food, liquor, energy etc) all increased - thus profitability continued to be depressed. "I have no doubt that without the additional monies made available to Tourism for marketing the Island the 2010 season would have been disastrous."
- if a similar exercise is required for 2011 it would be beneficial to have the campaign start earlier, say early June, with a good push for late summer/autumn sales in Aug/Sep."
- It should be noted that in the month running up to the marketing spend that booking levels were falling off quite significantly. In June, we estimate that we lost

approximately £120,000 worth of business for the months of July, August & September compared to the value of business we would have expected to take during that time. Once the fiscal stimulus advertising started, we saw an immediate improvement in sales and believe that we gained just under £200,000 additional business as a direct result.

- Our conclusion from last year's marketing spend is that it is vital that government commits the appropriate spend in promoting Jersey. The trade can only effectively market their products when sufficient awareness and interest is created in the resort and in our view this was clearly demonstrated through the significant turn around in sales following the stimulus spend. This leads us to question whether the standard annual advertising spend of the resort is sufficient to sustain the industry especially given the large number of unsold beds in recent times.

Data on spend has not yet been compiled for 2010 but should soon be available and will be included in the Tourism Annual Report .  
Similarly data on employment in the Tourism sector is not yet available .

**Facilitate continued on-island expenditure at current levels  
Spend Pattern from a major Tourism retail business****2010 versus 2009**

|           |     |
|-----------|-----|
| January   | -9% |
| February  | -3% |
| March     | -7% |
| April     | -2% |
| May       | -5% |
| June      | 5%  |
| July      | 6%  |
| August    | 5%  |
| September | 2%  |
| October   | 7%  |
| November  | -2% |
| December  | 2%  |

|                         |   |                                    |            |
|-------------------------|---|------------------------------------|------------|
| <b>Project Name:</b>    | Finance Industry Marketing and Promotion          | <b>Date &amp; Reporting Period</b> |            |
| <b>Department:</b>      | Chief Minister's Department (CMD)                 | <b>Forecast Project Close</b>      | 31/12/2011 |
| <b>Project Sponsor</b>  | <a href="#">Director of International Finance</a> | <b>RAG Status</b>                  | Green      |
| <b>Project Manager:</b> |   | <b>Chief Officer sign-off/date</b> |            |
| <b>Current Stage:</b>   |   | <b>Chief Officer</b>               |            |

**BUDGET SUMMARY**

High level Project budget status £

| Expenditure category | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
|----------------------|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| <Capital/>           |                           |                         |               |               |                        |                                   |
| <Revenue>            | £700,000                  | £461,243                | £238,757      |               | £700,000               | £0                                |

**Comments:****Project KPI's****Project Description**

Objective: To simultaneously defend Jersey's current business model and target opportunities for new business in emerging markets.

## KPIs

- Strengthen our presence in Brussels to influence and inform EU opinion and decision making
- Influence and inform key European states (France & Germany)
- Promote the Island to developing markets as an attractive jurisdiction with / through which to do business
- Influence and inform UK Government
- Influence and inform US Government
- Active participation in OECD Peer Review Group



**Key Performance Indicators**

Current Status: Project on course to be completed by close 2011

- Strengthen our presence in Brussels to influence and inform EU opinion and decision making:
  - Channel Islands Brussels Office (CIBO) established: Office Manager in place, Director and Deputy recruited and will be in place in April. Office opening June 23 2011
  - Numerous journalists and other key individuals targeted and met with to influence opinion in EU
  - Various key conferences, conventions and fora attended by senior officials
- Influence and inform key European states (France & Germany)
  - Advised during 2010 not to engage with French media due to likely negative outcomes. But planning political visit to Paris in 2011
  - German media actively monitored during 2010. Jersey not on radar
- Promote the Island to developing markets as an attractive jurisdiction with / through which to do business
  - China visit, 2010
  - India and Abu Dhabi visit, 2011
  - China visit planned for June 2011
- Influence and inform UK Government
  - Numerous MPs, think tanks, journalists and other key individuals met with by senior officials
- Influence and inform US Government
  - US trip by senior officials in April 2010 to influence and inform key individuals in Washington DC. Visiting Washington DC again in June 2011
- Active participation in OECD Peer Review Group
  - Advisor – International Affairs attends OECD Global Forum on Transparency & Exchange of Information for Tax Purposes, Peer Review Group meetings

|                         |  |                                    |            |
|-------------------------|--|------------------------------------|------------|
| <b>Project Name:</b>    | Alternative Investment Fund Managers Directive | <b>Date &amp; Reporting Period</b> | N/A        |
| <b>Department:</b>      | CMD  | <b>Forecast Project Close</b>      | 31/12/2011 |
| <b>Project Sponsor</b>  | Director of International Finance              | <b>RAG Status</b>                  | Green      |
| <b>Project Manager:</b> |  | <b>Chief Officer sign-off/date</b> |            |
| <b>Current Stage:</b>   |  | <b>Chief Officer</b>               |            |

**BUDGET SUMMARY**

High level Project budget status £

| Expenditure category | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
|----------------------|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| <Capital>            |                           |                         |               |               |                        |                                   |
| <Revenue>            | £100,000                  | £27,350                 | £72,650       |               | £100,000               | £0                                |
| <b>Comments:</b>     |                           |                         |               |               |                        |                                   |

**Project KPI's****Project Description**

Objective: To respond to an EU directive which has the capacity to seriously harm Jersey's fund industry, and which has been hurriedly proposed by the European Commission as part of their political response to the financial crisis.

## KPIs:

- Face to face meetings
- Regular briefings
- Information gathering
- Impact assessment
- Redrafting legal amendments, or legal views obtained on the amendments tabled by others

**Key Performance Indicators**

Current status: The European Parliament passed the AIFMD in the form previously agreed on by both the Economic and Financial Affairs Council (ECOFIN) and the European Parliament. The Directive is currently awaiting formal approval by ECOFIN, once approved the Directive will enter force (expected no earlier than June 2011).

Part of the remit of the recently set up European Securities and Markets Authority (ESMA) will be to oversee the implementation and enforcement of the Directive. ESMA have been given a deadline of November 16, 2011, by the European Commission to provide technical advice on the new Directive.

There is not enough detail in the Directive for any impact assessment to be usefully done now. Therefore, we will wait how ESMA takes shape: once all the personnel are in place, they start to look at the issue and provide their advice to the European Commission we will be able to see which direction they are going in.

**KPIs:**

- Face to face meetings: During US trip AIFMD was discussed with various officials there, BNP dinner hosted in London regarding AIFMD attended, [names omitted].
- Regular briefings: Regular written updates have been and continue to be provided to Ministers and officials regarding the progression of AIFMD and ESMA
- Information gathering: Brunswick (Brussels based international corporate communications partnership) and [name omitted] continue to gather information on the progression of AIFMD and ESMA.
- Impact assessment: Cannot be usefully carried out at the moment (please see above)
- Redrafting legal amendments, or legal views obtained on the amendments tabled by others: Not required at this stage of the Directive as other interested parties have done this. But might need doing at ESMA stage.

|                         |                              |                                    |                           |
|-------------------------|------------------------------|------------------------------------|---------------------------|
| <b>Project Name:</b>    | Business Tax Strategy Review | <b>Date &amp; Reporting Period</b> | 14 March 2011 – 2010/2011 |
| <b>Department:</b>      | CMD/Treasury                 | <b>Forecast Project Close</b>      | December 2012             |
| <b>Project Sponsor</b>  | Director of Tax Policy       | <b>RAG Status</b>                  | Green                     |
| <b>Project Manager:</b> |                              | <b>Chief Officer sign-off/date</b> |                           |
| <b>Current Stage:</b>   |                              | <b>Chief Officer</b>               |                           |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>   |                           |                         |               |               |                        |                                     |
|---|---------------------------|-------------------------|---------------|---------------|------------------------|-------------------------------------|
| High level Project budget status £  |                           |                         |               |               |                        |                                     |
| Expenditure category  | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall (under)/over spend |
| <i>Business Tax Strategy Review</i>   | £750,000                  | £404,295                | £345,705      | £0            | £750,000               | £0                                  |
| <b>Comments:</b>  |                           |                         |               |               |                        |                                     |
| <ol style="list-style-type: none"> <li>Staffing. The extension of the project caused by the decision of the EU Code Group to formally assess Jersey's business tax regime has required additional staffing costs.</li> <li>Economic impact. The economic impact work undertaken in 2010 was paid for from another code.</li> <li>The breakdown of forecasts by category shown above for 2011 is an estimate.</li> </ol> |                           |                         |               |               |                        |                                     |

|   |
|---|
| <b>Project KPI's</b>  |
| <b>Project Description</b>  |
| <p>Undertaking a thorough review of potential alternatives to Jersey's zero/ten (0/10) business tax regime, in particular identifying alternatives for achieving tax neutrality which may be acceptable to the UK and EU, to continue our good neighbour policy with the EU, and to protect Jersey's finance industry.</p> <p>The review process includes:</p> <ul style="list-style-type: none"> <li>Technical research to identify alternative tax structures and develop evidence to support any recommendations made.</li> <li>Consultation would local tax experts and industry leaders to ensure any strategy that is developed protects, as far as possible, the finance industry.</li> <li>Economic impact analysis to understand the potential risks or opportunities to business and hence tax revenues.</li> <li>Consolidating technical, consultation and economic impact analysis to formulate a recommendation for a business tax strategy to the Council of</li> </ul> |

Ministers.

The measurable output of this project is the development of a sustainable, internationally acceptable business tax strategy that protects our finance industry.

Acceptance by the UK that our proposal is acceptable to them, having consulted and obtained the buy-in of industry, and that they are willing to take to the EU Code Group is the targeted outcome of this review.

#### **Key Performance Indicators**

The technical research, economic impact analysis and consultation undertaken indicated that retaining 0/10 would be the most beneficial outcome for Jersey's finance industry. As a result, work has focussed in recent months on liaising with the UK and EU in order to clarify and understand the nature of their concerns. Changes have been announced to the 0/10 regime which it is believed will make the regime acceptable to the EU. Work is ongoing to make the necessary changes to legislation, develop improved anti-avoidance mechanisms and broaden Jersey's company tax base.

Negotiations are ongoing with the EU and the UK regarding formal confirmation that the revised 0/10 regime is acceptable to them.

|                         |  |                                    |                  |
|-------------------------|--|------------------------------------|------------------|
| <b>Project Name:</b>    | Jersey Finance – 3 <sup>rd</sup> Representative Office | <b>Date &amp; Reporting Period</b> | 16 March 2011    |
| <b>Department:</b>      | Jersey Finance Limited                                 | <b>Forecast Project Close</b>      | 31 December 2011 |
| <b>Project Sponsor</b>  | Economic Development                                   | <b>RAG Status</b>                  | Green            |
| <b>Project Manager:</b> |  | <b>Chief Officer sign-off/date</b> |                  |
| <b>Current Stage:</b>   | Ongoing  | <b>Chief Officer</b>               |                  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>  |                           |                         |               |               |                        |                                   |
|--|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £   |                           |                         |               |               |                        |                                   |
| Expenditure category   | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| Revenue  | £430,000                  | £106,350                | £323,650      | N/A           | £430,000               | NIL                               |
| <b>Comments:</b> The actual at December 2010 represents the grant that was given to JFL. |                           |                         |               |               |                        |                                   |

|   |
|---|
| <b>Project KPI's</b>  |
| <b>Project Description</b>  |
| Jersey Finance is to set up Representative offices in both India and Abu Dhabi with a single representative to cover both India and the Middle East. The representative will be based in Abu Dhabi and travel to India for one week each month. This will enable Jersey Finance to generate more permanent representation in two key markets.   |
| <b>Key Performance Indicators</b>   |
| The office in Abu Dhabi is up and running with two members of staff – Head of Business Development, GCC and India and a part time assistant. All licensing for the office has been approved.<br>The official launch of the India office took place on 15 <sup>th</sup> March in Mumbai.<br>The Indian Government has asked for a TIEA signing in Delhi to take place on 18 <sup>th</sup> March.<br>The Minister of Foreign Trade and the British Embassy in UAE have confirmed involvement in the office launch which is to take place on 20 <sup>th</sup> March. |

APPENDIX:

March 2011 - Project Status Report – Fiscal Stimulus

|                         |                                 |                                    |                  |
|-------------------------|---------------------------------|------------------------------------|------------------|
| <b>Project Name:</b>    | Jersey Finance - Marketing      | <b>Date &amp; Reporting Period</b> | 16 March 2011    |
| <b>Department:</b>      | Jersey Finance Limited          | <b>Forecast Project Close</b>      | 31 December 2011 |
| <b>Project Sponsor</b>  | Economic Development Department | <b>RAG Status</b>                  | Green            |
| <b>Project Manager:</b> |                                 | <b>Chief Officer sign-off/date</b> |                  |
| <b>Current Stage:</b>   | Ongoing                         | <b>Chief Officer</b>               |                  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>  |                                  |                                |                      |                      |                               |  |
|--|----------------------------------|--------------------------------|----------------------|----------------------|-------------------------------|--|
| High level Project budget status £   |                                  |                                |                      |                      |                               |  |
| <b>Expenditure category</b>  | <b>Project Budget Allocation</b> | <b>Expenditure to Dec 2010</b> | <b>Forecast 2011</b> | <b>Forecast 2012</b> | <b>Forecast Project Spend</b> | <b>Forecast overall under/over spend</b> |
| FS Capital   | £100,000                         | £100,000                       | N/A                  | N/A                  | £100,000                      | NIL                                      |
| <b>Comments:</b> The actual at December 2010 represents the grant that was given to JFL. |                                  |                                |                      |                      |                               |  |

| <b>Project KPI's</b>  |
|---|
| <b>Project Description</b>  |
| Jersey Finance will increase core marketing and promotional activities to enable them to better mitigate reputational risk to Jersey's finance industry in the media by increasing the ability to provide swift, high quality responses during critical times of international focus on Jersey and to maximise the advantage we have gained via our endorsements and increased international reach in new target markets. |

**Key Performance Indicators**

An independent PR strategist was employed to assist in getting better advance warning of potential issues coming our way, and to develop media support and understanding of Jersey with new media and political contacts. Key results included;

- Expose re Tax Justice Network in high profile blog
  - Advance warning of BBC programme focused on Jersey including TJN and opportunity to influence content
  - Development of relationship with [name omitted], now a strong supporter of Jersey who has positively and publically commented on international finance centres generally
  - Development of a range of new media contacts
- Additional PR support for the Jersey Finance visit to Greater China and Hong Kong, as well as our representative on the ground, a regional PR agency was employed on a contract basis for this purpose. Their support resulted in;
- Meetings with 10 key media
  - Significant positive press coverage

Additional PR support for the Jersey Finance visit to India was provided by a regional PR agency on a contract basis for this purpose. Their support resulted in;

- Meetings with 6 national journalists
- Significant positive press coverage

A 3rd regional microsite in the UAE to be built and launched in 2011.

Jersey Finance engaged with the influential think tank, the Adam Smith institute, and ultimately facilitated an event with them focused on debating the role of offshore and other relevant global issues with key London audiences.

Jersey Finance facilitated the entry to and attendance of 3 prestigious awards, for which Jersey was shortlisted one, highly commended for the other, and won the third.

Jersey Finance upgraded our ability to process our databases through improving our CRM system, which previously had been very difficult to use, and also increased our UK prospect database through media partnership.

Jersey Finance has built, designed, generated content for, translated and launched a full Russian microsite to support communications in that region.

Jersey Finance has built, designed, generated content for and launched a full India microsite to support communications in that region.



|                         |                                     |                                    |                  |
|-------------------------|-------------------------------------|------------------------------------|------------------|
| <b>Project Name:</b>    | Jersey Finance – Technical Secondee | <b>Date &amp; Reporting Period</b> | 16 March 2011    |
| <b>Department:</b>      | Jersey Finance Limited              | <b>Forecast Project Close</b>      | 31 December 2011 |
| <b>Project Sponsor</b>  | Economic Development Department     | <b>RAG Status</b>                  | Green            |
| <b>Project Manager:</b> |                                     | <b>Chief Officer sign-off/date</b> |                  |
| <b>Current Stage:</b>   | Ongoing                             | <b>Chief Officer</b>               |                  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>  |                           |                         |               |               |                        |                                   |
|--|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £   |                           |                         |               |               |                        |                                   |
| Expenditure category   | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| Revenue  | £80,000                   | £80,000                 | N/A           | N/A           | £80,000                | NIL                               |
| <b>Comments:</b> The actual at December 2010 represents the grant that was given to JFL. |                           |                         |               |               |                        |                                   |

| <b>Project KPI's</b>  |
|---|
| <b>Project Description</b>  |
| <p>A technical secondee is required by JFL to undertake research, monitor international initiatives and events and prepare analysis and briefings enabling Jersey Finance to fully understand the measures being considered and respond accordingly on behalf of it's members whilst assisting the States of Jersey with market intelligence on event based risks, take proactive actions to influence outcomes and deal with the demands from media, industry and professional gatekeepers.</p> <p>The secondee will be a qualified lawyer or accountant sourced from member firms on a 6 month basis. Recruiting a secondee to undertake this work avoids a permanent addition to our fixed establishment and overhead.</p> |

**Key Performance Indicators**

The seconded is producing papers on Jersey's green business opportunities which will be finalised at the end of Q1 2011 and promotion of Jersey's green initiatives is also ongoing.

The seconded continues to assist with monitoring the performance of the Jersey funds industry and the banking regulatory gap analysis which are to be finalised in Q1 2011.

The seconded is conducting research comparing Jersey's finance industry with Cyprus.

Ongoing assistance is still provided to the technical team generally, including producing a tracker of international threats and opportunities.

The seconded is also updating a number of factsheets produced by JFL for members and available on its website.

|                         |                                    |                                    |                  |
|-------------------------|------------------------------------|------------------------------------|------------------|
| <b>Project Name:</b>    | Jersey Finance – Inward Investment | <b>Date &amp; Reporting Period</b> | 16 March 2011    |
| <b>Department:</b>      | Jersey Finance Limited             | <b>Forecast Project Close</b>      | 31 December 2011 |
| <b>Project Sponsor</b>  | Economic Development Department    | <b>RAG Status</b>                  | Green            |
| <b>Project Manager:</b> |                                    | <b>Chief Officer sign-off/date</b> |                  |
| <b>Current Stage:</b>   | Ongoing                            | <b>Chief Officer</b>               |                  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>  |                                  |                                |                      |                      |                               |  |
|--|----------------------------------|--------------------------------|----------------------|----------------------|-------------------------------|--|
| High level Project budget status £   |                                  |                                |                      |                      |                               |  |
| <b>Expenditure category</b>  | <b>Project Budget Allocation</b> | <b>Expenditure to Dec 2010</b> | <b>Forecast 2011</b> | <b>Forecast 2012</b> | <b>Forecast Project Spend</b> | <b>Forecast overall under/over spend</b> |
| FS Capital   | £132,000                         | £132,000                       | N/A                  | N/A                  | £132,000                      | NIL                                      |
| <b>Comments:</b> The actual at December 2010 represents the grant that was given to JFL. |                                  |                                |                      |                      |                               |  |

|                                   |   |
|-----------------------------------|---|
| <b>Project KPI's</b>              |   |
| <b>Project Description</b>        | Jersey Finance is to assist Jersey Enterprise in the establishment in Jersey of new businesses in the financial services or financial service support fields. JFL will appoint a business development manager who is able to track Inward Investment prospects, evaluate their strategy and likely propensity to respond to an approach and would work with an Inward Investment working group maintaining contact information and providing co-ordination with Jersey Enterprise, regulator, government and other parties. |
| <b>Key Performance Indicators</b> |   |
|                                   | Companies relocated to Jersey in 2010 - 13  |
|                                   | Companies considering relocating to Jersey - 9  |
|                                   | Companies approached but not interested in relocating to Jersey - 20  |

|                         |                                 |                                    |                  |
|-------------------------|---------------------------------|------------------------------------|------------------|
| <b>Project Name:</b>    | Jersey Finance - Insurance      | <b>Date &amp; Reporting Period</b> | 16 March 2011    |
| <b>Department:</b>      | Jersey Finance Limited          | <b>Forecast Project Close</b>      | 31 December 2011 |
| <b>Project Sponsor</b>  | Economic Development Department | <b>RAG Status</b>                  | Green            |
| <b>Project Manager:</b> |                                 | <b>Chief Officer sign-off/date</b> |                  |
| <b>Current Stage:</b>   | Ongoing                         | <b>Chief Officer</b>               |                  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>  |                                  |                                |                      |                      |                               |  |
|--|----------------------------------|--------------------------------|----------------------|----------------------|-------------------------------|--|
| High level Project budget status £   |                                  |                                |                      |                      |                               |  |
| <b>Expenditure category</b>  | <b>Project Budget Allocation</b> | <b>Expenditure to Dec 2010</b> | <b>Forecast 2011</b> | <b>Forecast 2012</b> | <b>Forecast Project Spend</b> | <b>Forecast overall under/over spend</b> |
| FS Capital   | £10,000                          | £10,000                        | N/A                  | N/A                  | £10,000                       | NIL                                      |
|  |                                  |                                |                      |                      |                               |  |
| <b>Comments:</b> The actual at December 2010 represents the grant that was given to JFL. |                                  |                                |                      |                      |                               |  |

#### **Project KPI's**

#### **Project Description**

The insurance sector fits the model of high value low resource businesses the States of Jersey likes to attract to the Island. Insurance as an industry is suited to well regulated jurisdictions such as Jersey  
Jersey Finance should attend an insurance conference in a low key manner (manned JF stand only) to gauge the level of interest in Jersey as a jurisdiction for basing insurance business.

**Key Performance Indicators**

The Insurance Day Summit was promoted to us as an event that attracts the who's who of the UK insurance world. Overall, it was worth attending the event to raise profile and gain feedback. We need to follow up on the contacts made to better understand the issues and/or identify whether there are real opportunities but these are likely to be niche areas of insurance business, at least in the first instance. As this was the only insurance event attended by JFL it would be fair to attend a second (different) conference to reinforce profile and gauge any shift in attitude and should occur once JFSC approach to Solvency II confirmed.

|                         |  |                                    |                              |
|-------------------------|--|------------------------------------|------------------------------|
| <b>Project Name:</b>    | Financial Services Legislative Clearance | <b>Date &amp; Reporting Period</b> | 1 <sup>st</sup> Quarter 2011 |
| <b>Department:</b>      | Economic Development Department          | <b>Forecast Project Close</b>      | 31 December 2011             |
| <b>Project Sponsor</b>  | Economic Development Department          | <b>RAG Status</b>                  | Green                        |
| <b>Project Manager:</b> | Director, Finance Industry Development   | <b>Chief Officer sign-off/date</b> |                              |
| <b>Current Stage:</b>   | In progress                              | <b>Chief Officer</b>               |                              |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| BUDGET SUMMARY                     |                           |                         |               |               |                        |                                   |
|------------------------------------|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £ |                           |                         |               |               |                        |                                   |
| Expenditure category               | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <Capital>                          |                           |                         |               |               |                        |                                   |
| <Revenue>                          | £445,000                  | £149,172                | £295,828      |               | £445,000               | 0                                 |
| <b>Comments:</b>                   |                           |                         |               |               |                        |                                   |

|   |
|---|
| <b>Project KPI's</b>  |
| <b>Project Description</b>  |
| Objective: To defend Jersey's current business model, protect consumers, and develop identified opportunities for new business.   |
| KPIs  |
| <ul style="list-style-type: none"> <li>• Development of the framework for the Deposit Compensation Scheme</li> <li>• Development of Partnership Laws, Recognised Funds Order and other legal developments</li> <li>• Development of a Security Interests Register</li> <li>• Positive assessment of Jersey meeting the SEPA requirements by lawyers acting for European Payments Council</li> </ul> |

**APPENDIX:**

**March 2011 - Project Status Report – Fiscal Stimulus**

**Key Performance Indicators**

*Laws brought into force or projects completed to give the benefit of enhanced services from the Financial Services Industry leading to increased prosperity and enhanced taxation revenues.*

## INFRASTRUCTURE

|                         |  |                                     |   |
|-------------------------|--|-------------------------------------|---|
| <b>Project Name:</b>    | Victoria Avenue Resurfacing – Phases 2 and 3 | <b>Date &amp; Reporting Period</b>  | March 2011 Reporting Period to Completion |
| <b>Department:</b>      | Transport and Technical Services (TTS)       | <b>Forecast Project Close</b>       | COMPLETED                                 |
| <b>Project Sponsor</b>  | Director of Municipal Services               | <b>RAG Status</b>                   | Green                                     |
| <b>Project Manager:</b> |  | <b>Chief Officer sign-off/ date</b> |   |
| <b>Current Stage:</b>   | Completed – December 2010                    | <b>Chief Officer</b>                |   |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| BUDGET SUMMARY  |                           |                         |                 |               |                        |                              |
|---|---------------------------|-------------------------|-----------------|---------------|------------------------|------------------------------|
| High level Project budget status £  |                           |                         |                 |               |                        |                              |
| Expenditure category  | Project Budget Allocation | Expenditure to Dec 2010 | Retentions 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under spend |
| <i>Fiscal Stimulus</i>  | £3,795,452                | £3,671,665              |                 |               | £3,671,665             | £123,787                     |
| <i>TTS</i>  | £1,739,452                | £1,623,822              | £115,178        |               | £1,739,000             |                              |
| <i>Total</i>  | £5,534,452                | £5,295,487              | £115,178        |               | £5,410,665             | £123,787                     |
| <b>Comments:</b> This project was part funded by Fiscal Stimulus and part funded by TTS. Difference of £7,777 to JDE as budget transferred to West Park to cover small overspend as agreed with Treasury. |                           |                         |                 |               |                        |                              |

|                            |   |
|----------------------------|---|
| <b>Project KPI's</b>       |   |
| <b>Project Description</b> | <p>Essential road maintenance work on Victoria Avenue between La Rue de Galet and West Park (phases 2 and 3 have been identified. This is the continuation of the work completed in June 2008, from Bel Royal to Rue de Galet, to improve the island's most important route, which is travelled by 30,000 vehicles per day, and holds several events.</p> <p>The work includes, strengthening the road, renewing the existing kerbs and improving the drainage, widening and improving the central reservation for pedestrian safety, improving visibility at junctions and other safety features, landscaping and renewing street furniture as well as, replacing the 25 year old street lighting with modern energy efficient equipment, fitted with facilities to mount PA systems and banners for events.</p> |



**Key Performance Indicators**

Project is complete with only retentions left to pay.

KPIs set at the start of the project being targeted, timely & temporary have all been met.

Other Success factors:

- First project to receive economic monies
- 107 local workers employed fulfilling vital need at a time of market down turn.
- 11 local plant hire companies used.
- Local materials predominantly used.
- Highway now has further 15 years life. (reducing need for ongoing patching).
- Improved traffic flow along avenue with improvements to pedestrian safety
- New Energy Efficient lights.

APPENDIX:

March 2011 - Project Status Report – Fiscal Stimulus

|                         |                                |                                     |  |
|-------------------------|--------------------------------|-------------------------------------|--|
| <b>Project Name:</b>    | Promenade and Cycle Track      | <b>Date &amp; Reporting Period</b>  | March 11. Reporting Period to Completion |
| <b>Department:</b>      | TTS                            | <b>Forecast Project Close</b>       | <i>Completed</i>                         |
| <b>Project Sponsor</b>  | Director of Municipal Services | <b>RAG Status</b>                   | <i>Green</i>                             |
| <b>Project Manager:</b> |                                | <b>Chief Officer sign-off/ date</b> |  |
| <b>Current Stage:</b>   | Completed – May 2010           | <b>Chief Officer</b>                |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>  |                           |                         |               |               |                        |                              |
|--|---------------------------|-------------------------|---------------|---------------|------------------------|------------------------------|
| High level Project budget status £   |                           |                         |               |               |                        |                              |
| Expenditure category   | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under spend |
| <i>Fiscal Stimulus</i>   | £ 337,000                 | £280,086                | -             | -             | £280,086               | £56,914                      |
| <i>TTS</i>   | £20,000                   | £20,000                 | -             | -             | £20,000                | -                            |
| <i>Total</i>   | £357,000                  | £300,086                |               |               | £300,086               | £56,914                      |
| <b>Comments:</b> This project was part funded by Fiscal Stimulus and part funded by TTS. |                           |                         |               |               |                        |                              |

|  |
|--|
| <b>Project KPI's</b>   |
| <b>Project Description</b>   |
| Replace 600m section of the promenade and cycle track between La Rue du Galet and First Tower. Including repairing & improving surface water drainage. |
| <b>Key Performance Indicators</b>  |
| KPIs of timely, targeted & Temporary fully met   |
| - Works completed on time & Budget   |
| - Additional sector now completed from TTS Funds   |
| - Compliments from Cyclists & Pedestrians on Quality of work   |

|                         |                                 |                                    |                               |
|-------------------------|---------------------------------|------------------------------------|-------------------------------|
| <b>Project Name:</b>    | Railway Walk foul Sewer upgrade | <b>Date &amp; Reporting Period</b> | March 11. Start to Completion |
| <b>Department:</b>      | TTS                             | <b>Forecast Project Close</b>      | <i>Completed</i>              |
| <b>Project Sponsor:</b> | Director of Municipal Services  | <b>RAG Status</b>                  | <i>Green</i>                  |
| <b>Project Manager:</b> |                                 | <b>Chief Officer sign-off/date</b> |                               |
| <b>Current Stage:</b>   | Completed                       | <b>Chief Officer</b>               |                               |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| BUDGET SUMMARY                     |                                     |                         |               |               |                        |                              |
|------------------------------------|-------------------------------------|-------------------------|---------------|---------------|------------------------|------------------------------|
| High level Project budget status £ |                                     |                         |               |               |                        |                              |
| Expenditure category               | Project Budget Allocation           | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2013 | Forecast Project Spend | Forecast overall under spend |
| <Capital>                          | £528,155                            | £437,561                |               | £7,913        | £445,474               | £82,681                      |
| <Revenue>                          |                                     |                         |               |               |                        |                              |
| <b>Comments:</b>                   | Retention only left payable in 2013 |                         |               |               |                        |                              |

|   |
|---|
| <b>Project KPI's</b>  |
| <b>Project Description</b>  |
| Railway walk Foul Sewer Upgrade – Laying of new GRP foul sewer along Railway Walk to replace existing hydrogen sulphide damaged concrete pipe.  |
| <b>Key Performance Indicators</b>   |
| <ul style="list-style-type: none"> <li>- Met 3 key Fiscal Stimulus KPI'S – Timely, targeted and temporary</li> <li>- Reduced Risk of Sewer collapse, all badly damaged pipework replaced or relined</li> <li>- Material used will provide increased protection against hydrogen sulphide in future</li> <li>- Information boards ensured public awareness, resulting in little disruption to public.</li> </ul> |

|                         |                                    |                                     |  |
|-------------------------|------------------------------------|-------------------------------------|--|
| <b>Project Name:</b>    | West Park to Cheapside Resurfacing | <b>Date &amp; Reporting Period</b>  | March 11. Reporting Period to Completion |
| <b>Department:</b>      | TTS                                | <b>Forecast Project Close</b>       | <i>Completed</i>                         |
| <b>Project Sponsor</b>  | Director of Municipal Services     | <b>RAG Status</b>                   | <i>Green</i>                             |
| <b>Project Manager:</b> |                                    | <b>Chief Officer sign-off/ date</b> |  |
| <b>Current Stage:</b>   | <i>Completed Dec 2010</i>          | <b>Chief Officer</b>                |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>              |                                  |                                |                      |                      |                               |   |
|------------------------------------|----------------------------------|--------------------------------|----------------------|----------------------|-------------------------------|---|
| High level Project budget status £ |                                  |                                |                      |                      |                               |   |
| <b>Expenditure category</b>        | <b>Project Budget Allocation</b> | <b>Expenditure to Dec 2010</b> | <b>Forecast 2011</b> | <b>Forecast 2012</b> | <b>Forecast Project Spend</b> | <b>Forecast overall under/ over spend</b> |
| <i>Capital</i>                     | £318,179                         | £240,856                       | £77,323              |                      | £318,170                      |   |
| <i>Revenue</i>                     |                                  |                                |                      |                      |                               |   |
| <b>Comments:</b>                   |                                  |                                |                      |                      |                               |   |

|                                   |   |
|-----------------------------------|---|
| <b>Project KPI's</b>              |   |
| <b>Project Description</b>        | The B87 including St Aubins Road and Cheapside form an important part of the road network in St Helier. This route is identified as a Class1/Protected Route. The route has high traffic volumes and significant peak time traffic.<br>Surface inspections indicated that the section of the road from the roundabout at West Park to the filter-in-turn at Cheapside is nearing the end of its serviceable life: There are indications of structural failure of the sub-base alongside People's Park and failure of the surface course along Cheapside. The road has suffered serious surface defects over Winter 08/09 and has been the subject of numerous patching campaigns. |
| <b>Key Performance Indicators</b> | KPIs set at the start of the project being targeted, timely & temporary have all been met.<br>Other success factors: <ul style="list-style-type: none"> <li>- Road now strengthened resulting in reduced need for patching and the associated disruption caused.</li> <li>- Completed on time allowing for regeneration of Cheapside.</li> </ul>  |

APPENDIX:

March 2011 - Project Status Report – Fiscal Stimulus

|                         |                                   |                                    |  |
|-------------------------|-----------------------------------|------------------------------------|--|
| <b>Project Name:</b>    | St Peters Arsenal Pumping Station | <b>Date &amp; Reporting Period</b> | March 11. Reporting period to Q 1 2011 |
| <b>Department:</b>      | TTS                               | <b>Forecast Project Close</b>      | CLOSED                                 |
| <b>Project Sponsor</b>  | Director of Municipal Services    | <b>RAG Status</b>                  | RED                                    |
| <b>Project Manager:</b> |                                   | <b>Chief Officer sign-off/date</b> |  |
| <b>Current Stage:</b>   | CLOSED                            | <b>Chief Officer</b>               |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| BUDGET SUMMARY                   |                           |                         |               |               |                        |                                   |
|----------------------------------|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status |                           |                         |               |               |                        |                                   |
| Expenditure category             | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| Capital                          | £3,000                    | £1,362                  | -             | -             | £1,362                 | £1,638                            |
| Revenue                          |                           |                         |               |               |                        |                                   |
| <b>Comments:</b>                 |                           |                         |               |               |                        |                                   |

|                                   |   |
|-----------------------------------|---|
| <b>Project KPI's</b>              |   |
| <b>Project Description</b>        | St Peters Arsenal Pumping Station Upgrade – Construction of an emergency overflow sump, a more robust control housing and security fence and the installation of a standby pump at the station. |
| <b>Key Performance Indicators</b> | Site investigation work undertaken and then project removed from Fiscal Stimulus due to land issues with Housing. Will become a future project.   |

APPENDIX:

March 2011 - Project Status Report – Fiscal Stimulus

|                         |                                      |                                    |                               |
|-------------------------|--------------------------------------|------------------------------------|-------------------------------|
| <b>Project Name:</b>    | Queens Road Surface Water Separation | <b>Date &amp; Reporting Period</b> | March 11. Start to Completion |
| <b>Department:</b>      | TTS                                  | <b>Forecast Project Close</b>      | COMPLETED                     |
| <b>Project Sponsor</b>  | Director of Municipal Services       | <b>RAG Status</b>                  | Green                         |
| <b>Project Manager:</b> |                                      | <b>Chief Officer sign-off/date</b> |                               |
| <b>Current Stage:</b>   | Completed                            | <b>Chief Officer</b>               |                               |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| BUDGET SUMMARY                     |                           |                         |               |               |                        |                              |
|------------------------------------|---------------------------|-------------------------|---------------|---------------|------------------------|------------------------------|
| High level Project budget status £ |                           |                         |               |               |                        |                              |
| Expenditure category               | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2013 | Forecast Project Spend | Forecast overall under spend |
|                                    | £370,792                  | £328,154                |               | £3,028        | £331,182               | £39,610                      |
|                                    |                           |                         |               |               |                        |                              |
| <b>Comments:</b>                   | Retention payable in 2013 |                         |               |               |                        |                              |

|                                   |   |
|-----------------------------------|---|
| <b>Project KPI's</b>              |   |
| <b>Project Description</b>        | Queens Road to Midvale Road Surface Water Separation – Laying of new surface water sewer along Rouge Bouillon between the bottom of Queens Road and the top of Midvale Road   |
| <b>Key Performance Indicators</b> | <p>Met 3 Key KPIs namely Targeted, Timely &amp; Temporary</p> <p>Reduction in Risk of Flooding</p> <p>Reduction in pumping costs – now no clean water to Bellozanne</p> <p>Reduction in treatment costs at Bellozanne</p> <p>Provided work to contractors at a time of recession.</p> |

|                         |  |                                    |  |
|-------------------------|--|------------------------------------|--|
| <b>Project Name:</b>    | Rozel 1, 3 and 4 rising main replacement | <b>Date &amp; Reporting Period</b> | March 11. Reporting period to completion |
| <b>Department:</b>      | TTS                                      | <b>Forecast Project Close</b>      | COMPLETED                                |
| <b>Project Sponsor:</b> | Director of Municipal Services           | <b>RAG Status</b>                  | Green                                    |
| <b>Project Manager:</b> |  | <b>Chief Officer sign-off/date</b> |  |
| <b>Current Stage:</b>   | Completed                                | <b>Chief Officer</b>               |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>  |                           |                         |               |               |                        |                                   |
|--|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £   |                           |                         |               |               |                        |                                   |
| Expenditure category   | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <i>Fiscal Stimulus</i>   | £580,000                  | £488,062                |               | £9,490        | £497,552               | £82,448                           |
| <i>TTS</i>   | £111,346                  | £96,346                 | £15,000       | -             | £111,346               | -                                 |
| <i>Total</i>   | £691,346                  | £584,408                |               |               | £608,898               | £82,448                           |
| <b>Comments:</b> This project was part funded by Fiscal Stimulus and part funded by TTS. Retention o/s, payment in 2012. |                           |                         |               |               |                        |                                   |

|   |
|---|
| <b>Project KPI's</b>  |
| <b>Project Description</b>  |
| Rozel 1, 3 & 4 Rising Main Replacement – Existing Class B uPVC pipes to be replaced with higher class material to bring up to best practice and modern day standards. |
| <b>Key Performance Indicators</b>   |
| All 3 main KPI's of timely, targeted and temporary met.   |
| - Reduced risk of raising main burst causing a pollution incident for which TTS could be prosecuted.  |
| - Limited disruption to public  |

APPENDIX:

March 2011 - Project Status Report – Fiscal Stimulus

|                         |                                 |                                     |                                  |
|-------------------------|---------------------------------|-------------------------------------|----------------------------------|
| <b>Project Name:</b>    | TTS – Urban Renewal (Cheapside) | <b>Date &amp; Reporting Period</b>  | March 11. Start to 31 March 2011 |
| <b>Department:</b>      | TTS                             | <b>Forecast Project Close</b>       | May 2011                         |
| <b>Project Sponsor</b>  | Director of Municipal Services  | <b>RAG Status</b>                   | Green                            |
| <b>Project Manager:</b> |                                 | <b>Chief Officer sign-off/ date</b> |                                  |
| <b>Current Stage:</b>   | Substantially Complete          | <b>Chief Officer</b>                |                                  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| BUDGET SUMMARY                     |   |                         |               |               |                        |                              |
|------------------------------------|---|-------------------------|---------------|---------------|------------------------|------------------------------|
| High level Project budget status £ |   |                         |               |               |                        |                              |
| Expenditure category               | Project Budget Allocation                                   | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under spend |
| <i>Fiscal Stimulus</i>             | 400,000*  | 133,671                 | 110,329       | -             | 244,000                | 156,000                      |
| <i>P&amp;E</i>                     | 90,000  | 90,000                  | -             | -             | 90,000                 | 0                            |
| <i>Total</i>                       | 490,000   | 223,671                 | 110,329       |               | 334,000                | 156,000                      |
| <b>Comments:</b>                   | * £7,777 to be transferred to Cheapside resurfacing on JDE. |                         |               |               |                        |                              |

|                                   |   |
|-----------------------------------|---|
| <b>Project KPI's</b>              |   |
| <b>Project Description</b>        | Construction of road space in Cheapside to provide wider pavements, new lighting, trees, bins and seating. New and safer road junctions and pedestrian crossing facilities, improved parking and access for local businesses. |
| <b>Key Performance Indicators</b> | KPI of targeted, timely & temporary fully met.<br>Better, safer traffic measures in accordance with Sustainable Transport Policy.   |



|                         |                                       |                                    |  |
|-------------------------|---------------------------------------|------------------------------------|--|
| <b>Project Name:</b>    | St Aubin's Fort Pier Remedial         | <b>Date &amp; Reporting Period</b> | 08 March 2011                                    |
| <b>Department:</b>      | Jersey Harbours                       | <b>Forecast Project Close</b>      | Mid 2011 (Fiscal Stimulus Phase closed Feb 2010) |
| <b>Project Sponsor:</b> | EDD                                   | <b>RAG Status</b>                  | Green  |
| <b>Project Manager:</b> |                                       | <b>Chief Officer sign-off/date</b> |  |
| <b>Current Stage:</b>   | Fiscal Stimulus Phase closed Feb 2010 | <b>Chief Officer</b>               |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>  |                |                         |               |               |                        |                                   |
|--|----------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £k  |                |                         |               |               |                        |                                   |
| Expenditure category   | Project Budget | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| Capital  | £150,000       | £150,000                | 0             | 0             | £150,000               | nil                               |
| <b>Comments:</b> This project was funded by £150,000 of Fiscal Stimulus funding, the remainder of budget was funded from Jersey Harbour's Trading Fund. The £150,000 was used for pre-contract costs |                |                         |               |               |                        |                                   |

#### Project KPI's

#### Project Description

Part of the wall of the St Aubins Fort Pier wall had started to bulge. It is at risk of collapsing if subjected to significant wave events. Remedial work is necessary to ensure structural integrity and resilience of St Aubins Fort to ensure its utility as a breakwater and maintain its standing as a heritage asset. To enable the scheme to proceed through its early phases, such as detailed design, planning permission and environmental survey, amounts of £150,000 were approved to be allocated to the scheme from the Fiscal Stimulus by the Minister for Treasury and Resources.

#### Key Performance Indicators

Initial FSP funds were used for front end engineering as described above. Remedial works are currently being undertaken to stabilise St Aubin's Fort, they are due to be completed by mid 2011. The result of this stabilisation will mean that the Fort can continue to be utilised as a breakwater and will maintained as a heritage asset for The Public.

## CONSTRUCTION AND MAINTENANCE WORKS

|                         |                                      |                                    |                                  |
|-------------------------|--------------------------------------|------------------------------------|----------------------------------|
| <b>Project Name:</b>    | JPH Backlog Maintenance              | <b>Date &amp; Reporting Period</b> | 15/3/2011 - Period to 31/12/2010 |
| <b>Department:</b>      | Resources                            | <b>Forecast Project Close</b>      | Closed                           |
| <b>Project Sponsor</b>  | Director of Jersey Property Holdings | <b>RAG Status</b>                  | <Green-Amber-Red>                |
| <b>Project Manager:</b> |                                      | <b>Chief Officer sign-off/date</b> |                                  |
| <b>Current Stage:</b>   |                                      | <b>Chief Officer</b>               |                                  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| BUDGET SUMMARY  |                |                         |               |               |                        |                                   |
|---|----------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £k   |                |                         |               |               |                        |                                   |
| Expenditure category  | Project Budget | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <Capital>   | 0              | 0                       | 0             | 0             | 0                      | 0                                 |
| <Revenue>   | 1,421,930      | 1,363,245               | 0             | 0             | £1,363,245             | £58,684                           |
| <b>Comments: Completed project expenditure aligned to budget as at 31/12/2010</b> |                |                         |               |               |                        |                                   |

|  |  |
|--|--|
| <b>Project KPI's</b>   |  |
| <b>Project Description</b>   |  |
| <i>A series of maintenance projects to address high priority health and safety issues in public buildings identified in a recent condition survey.</i> |  |
| <b>Key Performance Indicators</b>  |  |
| <i>Properties in which works were undertaken are:</i>  |  |
| <b>Properties</b>  | <b>Type of Works</b>   |
| Overdale Hospital  | Builders items:-Fire safety upgrade of doors. Mechanical and Electrical:-Checks:- emergency lighting & Lightning protection. |
| General Hospital   | Asbestos removal; making good  |

**APPENDIX:**

**March 2011 - Project Status Report – Fiscal Stimulus**

|  |   |
|--|---|
| <p><b>Piquet House, States Nursery, Bellozanne, Arts Centre</b></p>  | <p>Mechanical and Electrical:-Ventilation to mower store, eye wash facility, vent grille, ventilation to battery charge; Checks boiler; testing, AFD's, check bonding, lightning protection, tests and remedials, new emergency lighting; making good/builders work as applicable</p> |
| <p><b>Toilets and cafes</b></p>  | <p>Repair surfacing, improve access, new nosings, signage, review storage, restrict cupboard access, DDA wheel chair access assess, restrict roof access, bins, security surveillance review, review lighting, replace part tiling, opening windows, improve Vic Pier wcs.</p>        |
| <p><b>Markets, storage , miscellaneous</b></p>   | <p>Building &amp; M&amp;E</p>   |
| <p><b>Cultural and Community facilities - Haut de la Garene, Jersey Arts Trust, Opera House</b></p>  | <p>Building &amp; M&amp;E</p>   |
| <p><b>Youth Clubs</b></p>  | <p>Building &amp; M&amp;E</p>   |
| <p><b>Admin - Cyril Le Marquand House &amp; Magistrates Court</b></p>  | <p>Building &amp; M&amp;E</p>   |
| <p><b>Group Homes (Don Terrace Garage, Alzola, Alzola Garage, Southview, The Haven, 2 Roseville Villa, Tevielka, Old Mill House, 7 Pomona Road, 2 Khartoum Villa - Beach Road, 16 Clairvale Road</b></p> | <p>Building &amp; M&amp;E</p>   |

|                         |                                      |                                    |                                  |
|-------------------------|--------------------------------------|------------------------------------|----------------------------------|
| <b>Project Name:</b>    | Former La Pouquelaye School          | <b>Date &amp; Reporting Period</b> | 15/3/2011 - Period to 31/12/2010 |
| <b>Department:</b>      | Resources                            | <b>Forecast Project Close</b>      | Closed                           |
| <b>Project Sponsor:</b> | Director of Jersey Property Holdings | <b>RAG Status</b>                  | <Green-Amber-Red>                |
| <b>Project Manager:</b> |                                      | <b>Chief Officer sign-off/date</b> |                                  |
| <b>Current Stage:</b>   | Completed                            | <b>Chief Officer</b>               |                                  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>   |                          |                         |               |               |                        |                                   |
|---|--------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £  |                          |                         |               |               |                        |                                   |
| Expenditure category  | Project Budget Allocated | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <Capital>   | 0                        | 0                       | 0             | 0             | 0                      | 0                                 |
| <Revenue>   | 476,673                  | 387,887                 | 0             | 0             | 387,887                | £88,786                           |
| <b>Comments:</b> Budget of £48,000 held at Programme level and was not allocated to the budget. Also, budget return of £40,795 in 2010. |                          |                         |               |               |                        |                                   |

|   |
|---|
| <b>Project KPI's</b>  |
| <b>Project Description</b>  |
| The project effected repairs to the fabric and services of the former La Pouquelaye School to render it fit and safe for shared use by the Centre Point Trust and the Parish of St Helier (CPT and PoSH respectively). CPT will occupy the building to continue its provision of a children's day-care service. PoSH will occupy the building to provide a youth and community service. |
| This new facility will allow the buildings at the former Jersey College for Girls Site, which are presently occupied by CPT, to be vacated, thus allowing redevelopment and disposal of the college site to credit c. £5M to Public funds.  |

**Key Performance Indicators**

A successful outcome for the project was determined as:

- Delivery in accordance with the programme timetable.
- Delivery within the approved budget sum, subject to any approved variations.
- A facility that meets the requirements of both the users, staff and pupils, and achieves the expected longevity of a minimum 20 year additional life.

All of the above have been achieved

**This project targeted the following financial benefits:**

|   | Detail of Benefit   | Saving   |
|---|---|----------|
| 1 | Freeing up additional development potential at the former JCG site              | c. £1.5M |
| 2 | Saving c £750K in removing link blocks between CPT and old JCG and making good. | c. £750K |

The additional site value achieved will not be crystallised until planning permission has been obtained for the extended site and it has been successfully marketed. It is anticipated that this will happen in 2011.

|                         |                                       |                                     |  |
|-------------------------|---------------------------------------|-------------------------------------|--|
| <b>Project Name:</b>    | Housing Backlog Maintenance Programme | <b>Date &amp; Reporting Period</b>  | 30 <sup>th</sup> March 2011 for year to December, 2010 |
| <b>Department:</b>      | Housing Department                    | <b>Forecast Project Close</b>       | Various Dates by Project                               |
| <b>Project Sponsor</b>  | Property Maintenance                  | <b>RAG Status</b>                   | Green  |
| <b>Project Manager:</b> |                                       | <b>Chief Officer sign-off/ date</b> | Various Dates by Project                               |
| <b>Current Stage:</b>   |                                       | <b>Chief Officer</b>                |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>              |                       |                                |                      |                      |                               |  |
|------------------------------------|-----------------------|--------------------------------|----------------------|----------------------|-------------------------------|--|
| High level Project budget status £ |                       |                                |                      |                      |                               |  |
| <b>Expenditure category</b>        | <b>Project Budget</b> | <b>Expenditure to Dec 2010</b> | <b>Forecast 2011</b> | <b>Forecast 2012</b> | <b>Forecast Project Spend</b> | <b>Forecast overall under/over spend</b> |
| Revenue                            | £5,078,753            | £4,074,277                     | £950,405             | £0                   | £5,024,682                    | £54,071                                  |
| <b>Comments:</b>                   |                       |                                |                      |                      |                               |  |

#### **Project KPI's**

#### **Project Description and Aims**

##### **Roof replacement projects**

To improve the standard of social housing properties by:

- replacing roofs;
- replacing rain water goods;
- replacing water tanks; and
- improving loft insulation.

##### **Window and door replacement projects**

To improve the standard of social housing properties, its thermal characteristics and reduce future maintenance costs by:

- replacing windows; and/or
- replacing doors.

### **Electric Heating Project**

To improve the reliability of heating systems, reduce ongoing maintenance and replacement costs whilst giving tenants control over their heating systems by:

- replacing oil, gas and solid fuel heating systems with electric heating systems;
- improving loft insulation;
- checking electrical wiring; and
- replacing smoke detectors.

## **Key Performance Indicators**

### **General**

Use of the e-tendering system to invite tenders and ensure value for money.

### **Roof replacement Projects**

Replace roofs, rain water goods, water tanks and improve loft insulation at:

- Grasett Park Flats;
- St Martin's Arsenal;
- Town Mills Estate;
- Wellington Park;
- Pre de Talbot;
- St George's Estate;
- St Peters Arsenal;
- Grouville Arsenal; and
- Rosemount Estate.

Flat roof replacement only at:

- Old St John's Court.

### **Window and door replacement projects**

Replace windows at:

- Wyvil; and

- Brighton Close.

Replace windows and doors at:

- Clearview Place;
- Wellington Park;
- Vincent Court; and
- Great Union road.

Replace doors at:

- Les Cinq Chenes.

Install secondary glazing at:

- St Martin’s Arsenal.

### **Electric Heating Project**

Replace heating systems at:

- Les Cinq Chenes;
- St Peter’s School Estate;
- Albert Villas;
- Vincent Court;
- Le Petit Clos Gosset;
- Gordon Le Breton Close;
- St George’s Estate;
- Don Farm;
- Bashfords;
- Bingham Court;
- Le Clos du Balmain;
- Le Clos de Petit Felard;
- Le Clos de L’Eglise;
- Wellington Park; and
- Le Douet Clement.

### **Current Status**

#### **General**

- 28 separate fiscal stimulus projects were tendered through the e-tendering portal.
- 8 separate roof replacement projects were tendered and let up to Dec 2010
  - 6 separate window and or door replacement projects were tendered and let up to Dec 2010



- 2 roof replacement and window replacement projects were tendered up to Dec 2010
- 12 separate heating replacement projects were tendered up until the end of December 2010

### **Roof replacement projects**

167 individual properties have had their roofs, rainwater goods and loft insulation brought up to standard and a further 20 will be completed by April 2011

- 187 pitched roofs will have been replaced
- Flat roofs were replaced with insulated roofs on two blocks serving 36 properties
- Rainwater goods and water tanks were replaced to 187 properties
- 187 individual properties had their loft insulation increased to a minimum of 300mm
- 187 properties had their water tanks replaced and loft space pipe-work lagged

### **Window and door replacement projects**

253 properties had aging windows and /or doors replaced and benefited from thermal improvements and a further 36 will be completed by April 2011

- 145 properties had their windows replaced with double glazed uPVC windows
- 59 properties had their front and rear doors replaced
- 132 properties had their front doors replaced

### **Electric Heating Project**

528 properties had their aging fossil fuel heating systems replaced

- 528 properties had their hot water cylinder replaced with an efficient stainless steel cylinder
- 330 properties had their loft insulation increased to a minimum of 300mm
- 912 smoke detectors were replaced in 528 properties
- 31 gas and 58 communal gas systems were decommissioned
- 335 communal oil systems were decommissioned
- 104 solid fuel heating systems were replaced

At the end of the 2010 there were 1,009 fossil fuel systems still to be replaced:

- 408 to complete in 2011
- 378 to complete in 2012
- 223 to complete in 2013

|                         |   |                                     |  |
|-------------------------|---|-------------------------------------|--|
| <b>Project Name:</b>    | New Shelter – 80 St Mark's Road             | <b>Date &amp; Reporting Period</b>  | 30 <sup>th</sup> March 2011 for year to December, 2010 |
| <b>Department:</b>      | Housing Department                          | <b>Forecast Project Close</b>       | Units let by March 2011                                |
| <b>Project Sponsor</b>  | Housing – Director of Strategic Development | <b>RAG Status</b>                   | Green  |
| <b>Project Manager:</b> |   | <b>Chief Officer sign-off/ date</b> | Housing MD signed 14/07/10                             |
| <b>Current Stage:</b>   | Construction                                | <b>Chief Officer</b>                |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

#### BUDGET SUMMARY

High level Project budget status £

| Expenditure category | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
|----------------------|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| Capital              | £464,107                  | £248,410                | £215,697      | £0            | £464,107               | £0                                |

#### Comments:

#### Project KPI's

#### Project Description

*To provide a new facility for the Shelter Trust to allow the St James Street Shelter to close and to improve capacity and conditions.*

#### Key Performance Indicators

Key objectives are to:

- Increase capacity (from 14 to 17 people),
- provide improved facilities and living conditions,
- make the existing St James Street shelter available for redevelopment or disposal

#### CURRENT STATUS

- Project is nearing completion.
- Completion is due 31<sup>st</sup> March 2011.
- Project will provide the required increase in standards both for Shelter clients and for staff.
- The new facility will provide housing for an additional 3 people.

APPENDIX:

March 2011 - Project Status Report – Fiscal Stimulus

|                         |   |                                     |  |
|-------------------------|---|-------------------------------------|--|
| <b>Project Name:</b>    | New Build - Le Squez Phase 2a               | <b>Date &amp; Reporting Period</b>  | 30 <sup>th</sup> March 2011 for year to December, 2010 |
| <b>Department:</b>      | Housing Department                          | <b>Forecast Project Close</b>       | Units let by November 2011                             |
| <b>Project Sponsor</b>  | Housing – Director of Strategic Development | <b>RAG Status</b>                   | Green  |
| <b>Project Manager:</b> |   | <b>Chief Officer sign-off/ date</b> | Housing MD signed 20/05/10                             |
| <b>Current Stage:</b>   | Construction                                | <b>Chief Officer</b>                |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

**BUDGET SUMMARY**

High level Project budget status £

| Expenditure category | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
|----------------------|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| Capital              | £8,137,962                | £1,784,497              | £6,353,465    | £0            | £8,137,962             | £0                                |
| <b>Comments:</b>     |                           |                         |               |               |                        |                                   |

**Project KPI's**

**Project Description**

*New build development to provide 49 new rental homes (21 No. one bedroom flats, 15 No. two bedroom flats, 3 No. two bedroom houses and 10 No. three bedroom houses). Main Contractor – AC Mauer Construction Ltd.*

**Key Performance Indicators**

- Number of new homes completed
- Local staff only used to construct
- Local materials used where possible

**CURRENT STATUS**

*Under construction – due for completion October 2011*

|                         |                                      |                                    |                                    |
|-------------------------|--------------------------------------|------------------------------------|------------------------------------|
| <b>Project Name:</b>    | Jersey Hospice Redevelopment         | <b>Date &amp; Reporting Period</b> | 15/3/2011 - Period to 31/12/2010   |
| <b>Department:</b>      | Resources                            | <b>Forecast Project Close</b>      | Funding allocation - December 2011 |
| <b>Project Sponsor:</b> | Director of Jersey Property Holdings | <b>RAG Status</b>                  | <Green-Amber-Red>                  |
| <b>Project Manager:</b> |                                      | <b>Chief Officer sign-off/date</b> |                                    |
| <b>Current Stage:</b>   | In Progress                          | <b>Chief Officer</b>               |                                    |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>              |                           |                         |               |               |                        |                                   |
|------------------------------------|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £ |                           |                         |               |               |                        |                                   |
| Expenditure category               | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <Capital>                          | 0                         | 0                       | 0             | 0             | 0                      | 0                                 |
| <Revenue>                          | 2,600,000                 | 746,935                 | 1,853,064     | 0             | 2,600,000              | 0                                 |

**Comments:** Allocation is a revenue grant to Jersey Hospice of 50% of the cost of defined project phases up to a maximum of £2.6m. Payment is based on actual costs incurred and is authorised by the JPH office who acts as funder's representative.

| <b>Project KPI's</b>   |
|--|
| <b>Project Description</b>   |
| <p>The matched funding relates to the first two phases of a 7 phase project to extend and modernize the facilities at its Clarkson House site, which will give a significant boost to the construction industry by way of releasing project phases which total £5.2m and will not, in the absence of matched funding from the fiscal stimulus fund, take place at this time.</p> <p>The first two phases are to be carried out within the required time frames for the Fiscal Stimulus, therefore meeting the timely objective, and are:</p> <p>Phase A1 – North car park and new entrance (January 2010 to Sept 2010)</p> <p>Phase A2 – Double the capacity of the Inpatient Unit ( Jul 2010 to Dec 2011)</p> |

**Key Performance Indicators**

The new facility will increase the capacity of the inpatient unit by 100% which will be required by 2016 to service the ageing population.

The day centre will also be a far better equipped facility that has the ability to provide the service to a larger number of clients. At present the day service is open only 3 days a week and the new facility would provide the scope to change this. Therefore, the spend will add a significant capacity to the Hospice as whole.

Delivery of project Phases A1 and A2 in accordance with the agreed time frames and within the approved budgets. Notwithstanding that cost overruns over a total of £5.2m rest with the Hospice, the Funder's Representative attends the project board to ensure that funds are spent wisely, for the purpose for which they were allocated and to ensure that any prospect of completing the matched funding phases within the overall grant budget is vigorously pursued.

APPENDIX:

March 2011 - Project Status Report – Fiscal Stimulus

|                         |                                  |                                     |               |
|-------------------------|----------------------------------|-------------------------------------|---------------|
| <b>Project Name:</b>    | DURRELL WILDLIFE VISITORS CENTRE | <b>Date &amp; Reporting Period</b>  | 16 MARCH 2011 |
| <b>Department:</b>      | ECONOMIC DEVELOPMENT             | <b>Forecast Project Close</b>       | 3 MAY 2011    |
| <b>Project Sponsor</b>  | DURRELL                          | <b>RAG Status</b>                   | GREEN         |
| <b>Project Manager:</b> |                                  | <b>Chief Officer sign-off/ date</b> |               |
| <b>Current Stage:</b>   | CLOSE TO COMPLETION              | <b>Chief Officer</b>                |               |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>   |                           |                         |               |               |                        |                                   |
|---|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £  |                           |                         |               |               |                        |                                   |
| Expenditure category  | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| TOTAL PROJECT   | £3,000,000                | £747,570                | £2,202,430    | £50,000       | 3,000,000              | NIL                               |
| FISCAL STIMULUS FUNDING   | £1,500,000                | £373,785                | £1,101,215    | £25,000       | 1,500,000              | NIL                               |
| <b>Comments:</b> 50% FUNDED BY FISCAL STIMULUS (£1.5M). FORECAST FOR 2012 IS THE RELEASE OF CONTRACTORS RETENTION |                           |                         |               |               |                        |                                   |

|                                   |   |
|-----------------------------------|---|
| <b>Project KPI's</b>              |   |
| <b>Project Description</b>        | REDEVELOPMENT OF DURRELL WILDLIFE TRUST VISITORS CENTRE TO PROVIDE A NEW GATEWAY TO THE WILDLIFE PARK WITH A CAFÉ, ENHANCED RETAIL OUTLET AND UPGRADED CAR PARKING<br>PROJECT GOALS WERE TO OPEN FOR EASTER WEEKEND 2011 HAVING CARRIED OUT THE REDEVELOPMENT WORKS DURING THE WINTER PERIOD SEPTEMBER 10 TO APRIL 11 IN AN EXTREMELY CHALLENGING CONSTRUCTION PERIOD AND WITHIN THE OVERALL APPROVED £3M BUDGET. |
| <b>Key Performance Indicators</b> | CURRENT FORECAST IS THAT THE PROJECT WILL BE OPEN ON TIME AND WITHIN THE APPROVED BUDGET  |

|                         |                                 |                                    |               |
|-------------------------|---------------------------------|------------------------------------|---------------|
| <b>Project Name:</b>    | Refurbishment of Rosewood House | <b>Date &amp; Reporting Period</b> | March 2011    |
| <b>Department:</b>      | Treasury & Resources and Health | <b>Forecast Project Close</b>      | December 2011 |
| <b>Project Sponsor</b>  | Jersey Property Holdings        | <b>RAG Status</b>                  | Green         |
| <b>Project Manager:</b> |                                 | <b>Chief Officer sign-off/date</b> |               |
| <b>Current Stage:</b>   |                                 | <b>Chief Officer</b>               |               |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>              |                           |                         |               |               |                        |                                   |
|------------------------------------|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £ |                           |                         |               |               |                        |                                   |
| Expenditure category               | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <Capital>                          | £2,054,165                | £479,801                | £1,574,364    |               | £ 2,054,165            |                                   |
| <Revenue>                          | £ 235,020                 | £ 189,458               |               |               | £ 189,458              | £45,562                           |
| <b>Comments:</b>                   |                           |                         |               |               |                        |                                   |

|   |
|---|
| <b>Project KPI's</b>  |
| <b>Project Description</b>  |
| Refurbishment of Rosewood House to upgrade the existing care facilities in two Phases<br>Phase1 – Oak Ward<br>Phase2 - Maple Ward   |
| <b>Key Performance Indicators</b>   |
| <ul style="list-style-type: none"> <li>Phase 1 Refurbishment of Oak Ward - Completion 31 March 2011 – approx 9 weeks behind programme</li> <li>Phase 2 Refurbishment of Maple Ward - Commencement 12 May 2011 – Scheduled Completion 27 September 2011</li> </ul> |

|                         |  |                                     |  |
|-------------------------|--|-------------------------------------|--|
| <b>Project Name:</b>    | Beaulieu Convent School – Main House Refurbishment | <b>Date &amp; Reporting Period</b>  | 10 <sup>th</sup> March 2011 Period – February 2010 |
| <b>Department:</b>      | Education, Sport and Culture                       | <b>Forecast Project Close</b>       | September 2011                                     |
| <b>Project Sponsor</b>  | ESC  | <b>RAG Status</b>                   | Green  |
| <b>Project Manager:</b> |  | <b>Chief Officer sign-off/ date</b> |  |
| <b>Current Stage:</b>   | Execution  | <b>Chief Officer</b>                |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>              |                           |                         |               |               |                        |                                   |
|------------------------------------|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £ |                           |                         |               |               |                        |                                   |
| Expenditure category               | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| Capital                            | £578,000                  | £63,000                 | £510,500      | 0             | £578,000               | 0                                 |
| Revenue                            | 0                         | 0                       | 0             | 0             | 0                      | 0                                 |

**Comments: Total project cost is £823,000 of which £578,000 is funded from Fiscal Stimulus, £150,000 has been committed to the school by a private donor and the school will also self fund a small part of the project, likely to represent a £95k injection of cash from school funds.**

#### Project KPI's

#### Project Description

Proposals to refurbish the Main House of Beaulieu Convent School will result in a new classroom and resource space for students at the school who have behavioural or social needs. The project proposes to renovate the upper floors of the former Convent building to provide physical resource from which the requirements of students with special educational learning needs can be met. The school aims to cater for students of all academic abilities including those with specific and challenging learning needs. In order to do so, the school requires additional teaching space and facilities.

Once refurbished, the new teaching space will provide the opportunity to support up to 200 students from Beaulieu's cohort of 760 aged 4-18 from 1st September 2011. This provision would include the ability to create additional alternative curriculum opportunities (Certificate of Personal Effectiveness COPE & Functional Skills Provision) to enable non-academic students to achieve outside the traditional academic curriculum provision. It will also enable Beaulieu to provide and develop its direct intervention programme in support of vulnerable children.

#### Key Performance Indicators

- Percentage Complete – 5% preliminary stripping out and feasibility work was completed last summer. Builders are on site access and crane location cleared and the relocation of staff and students is imminent.



- Time Frame – Delay to original start date proposed in business case (January 2011) as tender process started late but some time has been clawed back and the project is due to complete in time for the start of the autumn term 2011.
- Spend - On target. Initial professional fees and building costs in the sum of £63,000 have been transferred to the school realising a £4,500 under spend which will be allocated to the 2011 budget for this project. Given the fixed price nature of this project and the desire of the school to use its funds to maximum effect, it is anticipated that spend will be within budget. The school will have ultimate responsibility for any costs that exceed money provided by their donor and fiscal stimulus.

Work on the refurbishment of the Main House at Beaulieu Convent School started on 29<sup>th</sup> February. The chosen contractor, Peter Green Builders was one of four compliant tenders and was chosen on the basis of offering the lowest, most affordable tender price. The School is confident that despite the chosen contractor pricing significantly lower, the work will be of equal quality and that there should be no hidden extras

#### High Level Costs

|  |                        |
|--|------------------------|
| Main Contract Price                      | £659,109               |
| Professional Fees                        | £76,500                |
| Fixtures and Fittings                    | £20,000                |
| Total Expenditure                        | <b><u>£755,609</u></b> |
| Contribution by private donor            | £150,000               |
| Diff. to be met by Beaulieu School       | £95,109                |
| TOTAL CONTRIBUTION BY SCHOOL             | <b><u>£238,609</u></b> |
| <b>Total financial support requested</b> | <b><u>£510,500</u></b> |
| from the Fiscal Stimulus programme       | <b><u>£67,500</u></b>  |
| Previously awarded Green Light Funds     | <b><u>£578,000</u></b> |
| Total fiscal Stimulus Investment         |                        |

The School is in a position to self fund up to £150,000 due to a private donor but has also committed to meet any additional costs over and above that covered by proposed Fiscal Stimulus funding and their donor. The additional contribution from school funds is estimated at £95,109 which the school hopes to raise as part of their jubilee fund raising activities and from existing minor works budget.

Overall the project will take approximately 7 months and finish in time for the start of the autumn term, further updates on project progress will be provided on a regular basis both to the SMT and the Fiscal Stimulus Team.

|                         |                                    |                                    |  |
|-------------------------|------------------------------------|------------------------------------|--|
| <b>Project Name:</b>    | Glass Church Bell Tower Renovation | <b>Date &amp; Reporting Period</b> | 10 <sup>th</sup> March 2011 Period - December 2010 |
| <b>Department:</b>      | Education, Sport and Culture       | <b>Forecast Project Close</b>      | July /August 2011                                  |
| <b>Project Sponsor</b>  | ESC                                | <b>RAG Status</b>                  | Amber  |
| <b>Project Manager:</b> |                                    | <b>Chief Officer sign-off/date</b> |  |
| <b>Current Stage:</b>   | Early Execution                    | <b>Chief Officer</b>               |  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>  |                           |                         |               |               |                        |                                   |
|--|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £   |                           |                         |               |               |                        |                                   |
| Expenditure category   | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <Capital>  | £125,000                  | 0                       | £125,000      | 0             | £125,000               | 0                                 |
| <Revenue>  | 0                         | 0                       | 0             | 0             | 0                      | 0                                 |
| <b>Comments:</b> The amount contributed by ESC is considered a one off payment to bolster funds for the church restoration project and will be spent specifically on the first phase, refurbishing the Bell Tower and Main Entrance. |                           |                         |               |               |                        |                                   |

#### Project KPI's

#### Project Description

Fiscal monies in the sum of £125,000 have been awarded to St Matthews Glass Church for the restoration of the Main Entrance and Bell Tower representing the first phases of a whole Church restoration project. Publicity of the Fiscal Stimulus cash injection has greatly boosted the Friends of the Church's private fund raising efforts aimed at finding the remaining £1.2 million needed to complete the project. Preparatory work is due to begin in February 2011. The aim of the project is to protect the Laliqie glass housed within the church which is considered of great cultural and historical value, not to mention the contribution church visits make to the tourism industry.

The contribution of £125,000 is £1 for £1 with the total estimate for phase 1 standing at £248,125, given the discovery of asbestos and the specialist removal required, the cost may increase but the church is clear no further monies will be forthcoming.

**Key Performance Indicators**

- Percentage Complete - 5%
- Spend on Target –£ 125,000 contribution will be spent in full, management of the project finances will be the responsibility of the friends of the Glass church and their nominated project managers / professional advisors. Once the project build is fully underway, site visits by the ESC project manager will provide the necessary information for updates to the Treasury.
- Time Frame – Start date has been delayed due to the nature of the SSI status of the church and also the removal of asbestos on site. Original start date was due to be November 2010 and this is now more likely to be April 2011.

The necessary SSI application has been made and permission for removal of asbestos has also been granted. Asbestos has been identified in several locations subject to the first phase of building works and establishing how to remove it safely and obtaining relevant permission to do so has delayed the project slightly. Agreement with the Planning and Environment Department to remove the church organ has been reached. The protection of the glass in the church was carried out early in January and the asbestos removal commenced just before Christmas.

The tender process for the bell tower works went out to prospective contractors early in February and it is anticipated that at least two contractors may tender for the project. Asbestos removal was due to be completed at the end of February and a chosen contractor should be able to start work within the next month on the first phase which is expected to take in the region of 12 weeks

|                         |                                      |                                    |                                  |
|-------------------------|--------------------------------------|------------------------------------|----------------------------------|
| <b>Project Name:</b>    | Opera House refurbishment            | <b>Date &amp; Reporting Period</b> | 15/3/2011 - Period to 31/12/2010 |
| <b>Department:</b>      | Resources                            | <b>Forecast Project Close</b>      | September 2011                   |
| <b>Project Sponsor</b>  | Director of Jersey Property Holdings | <b>RAG Status</b>                  | <Green-Amber-Red>                |
| <b>Project Manager:</b> |                                      | <b>Chief Officer sign-off/date</b> |                                  |
| <b>Current Stage:</b>   | Awaiting Approval under SO168        | <b>Chief Officer</b>               |                                  |

*Chief Officer Quarterly sign-off: Project Management, governance, and actual monies spent are in accordance with the approved Fiscal Stimulus criteria.*

| <b>BUDGET SUMMARY</b>              |                           |                         |               |               |                        |                                   |
|------------------------------------|---------------------------|-------------------------|---------------|---------------|------------------------|-----------------------------------|
| High level Project budget status £ |                           |                         |               |               |                        |                                   |
| Expenditure category               | Project Budget Allocation | Expenditure to Dec 2010 | Forecast 2011 | Forecast 2012 | Forecast Project Spend | Forecast overall under/over spend |
| <Capital>                          | 921,493.00                | 0                       | 921,493.00    | 0             | 921,493.00             | 0                                 |
| <Revenue>                          | 112,000.00                | 112,000.00              | 0             | 0             | 112,000.00             | 0                                 |

**Comments:** Expenditure in 2010 of £112,000 was incurred by the ESC Department in the form of a grant to the Opera House to bring the project to tender (Business Unit EGGAH1 refers). It was determined that delivery of the project would be undertaken by JPH as the building 'landlord'. In 2011, approval has been obtained from the Minister for Treasury and Resources to allocate capital funding.

|                            |  |
|----------------------------|--|
| <b>Project KPI's</b>       |  |
| <b>Project Description</b> | The project will have four phases:<br><br><b>Phase 1:</b> Improve Café Bar, Reposition WC's, Provide New Corridor and Fire Escape<br><b>Phase 2:</b> Convert Redundant Workshop to Office<br><b>Phase 3:</b> Provision of Multifunction Room<br><b>Phase 4:</b> Alterations to third floor |

### Key Performance Indicators

The JOH Chairman, has provided the positive outcomes of the refurbishment project as listed below:

1. The work fulfils the objective of the FSF in that it provides a package of building work, involving most trades, for a local builder at a time of a downturn.
2. The work will dramatically improve what the JOH offers in terms of activities right across the cultural spectrum. The new studio to be created will be used for small performances, specialist activities, workshops for schools with visiting companies, dance classes and much more.  
It will be an excellent corporate entertainment space. It will also be used for small seminars and meetings.  
The defunct restaurant "Capriccio" on the fourth floor (now The Attic) will be remodelled so that the space can be brought back into use in a variety of ways including corporate use. Its kitchen will be relocated to the ground floor Café Bar which only has a "galley" not a kitchen.
3. The work will significantly improve the catering available to patrons and corporate clients. This, coupled with the increased activities outlined in 2 above, will markedly improve the viability of the JOH.
4. The proposed work will also address the office accommodation issues endured by the Management and staff of the JOH. Refurbishment of this accommodation is long overdue and forms part of the proposed works and is an issue that needs to be addressed in any event.
5. The work fulfils most of the recommendations made for the JOH by the Auditor General in his report on the theatre dated September 2007.
6. The work will be carried out and the funds expended on a building owned and enjoyed by the people of Jersey.
7. This project will give the JOH a bright long term future and because of the increased daytime activity will bring the theatre to life all day rather than just in the evening.

In summary the JOH Fiscal Stimulus Bid meets the objectives of the Fiscal Stimulus Fund, makes the JOH more viable as a business, gives the JOH and its contribution to Culture and Performing Arts a bright long term future and fulfils the recommendations of the Auditor General while providing the management and staff with acceptable modern working conditions.