

# **STATES OF JERSEY**



## **STRATEGIC PLAN 2006 TO 2011**

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**Lodged au Greffe on 10th April 2006  
by the Council of Ministers**

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**STATES GREFFE**

## **PROPOSITION**

**THE STATES are asked to decide whether they are of opinion –**

in accordance with Article 18(2)(e) of the States of Jersey Law 2005, to approve the statement of the common strategic policy of the Council of Ministers as set out in the Vision on page 5, the Council's Top Priorities on pages 14 and 15 and the six Commitments and associated outcomes and initiatives on pages 21 to 54, of the Strategic Plan 2006 to 2011 attached as an Appendix.

**COUNCIL OF MINISTERS**

# **States of Jersey DRAFT Strategic Plan**

**2006 – 2011**

**6th April 2006**



## **Our Vision is that**

- **Jersey has a unique and recognised identity**
- **People living here enjoy a good standard of living based on a strong and prosperous economy**
- **We are an inclusive society where everyone has equality of opportunity and access to the services they need**
- **Our environment sustains a sense of well-being**
- **Government promotes self-sufficiency and enables enterprise**

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# Foreword by the Chief Minister

From time to time in Government, it is necessary to take a step back and to look at the biggest possible picture; where are we now and where do we want to get to in the years ahead? This strategic plan does just that. It is the first such plan produced by the Council of Ministers under the new system of government and builds on previous plans whilst also incorporating new thinking. It spells out exactly what we plan to achieve and by when.

Jersey is an exceptional place with so much to be proud of. Yet there are things that need to improve for today and actions that must be taken now to prepare for the future. We are making six commitments to the people of Jersey to turn our vision into reality, which are that we will:

- Maintain a strong, successful and sustainable economy;
- Create the environment in which everyone in Jersey has the opportunity to enjoy a good quality of life;
- Promote a safe, just and equitable society;
- Maintain and enhance the natural and built environment;
- Create a strong, recognised identity for Jersey and promote a real sense of belonging;
- Ensure that States services are necessary, of high quality and efficiently run.

In recent years, the States have worked hard to create the right environment to enable our economy to grow which, in turn, helps ensure the continued prosperity that provides Islanders with a good quality of life. That work must continue, but with those building blocks now in place we also need to focus on social issues to make sure that everyone in our community is provided for and protected. The improvement of social housing, home ownership, the income support system, law and order, the need to care for the growing number of elderly people in our population, and anti-discrimination measures are, therefore, key features of this plan. So, too, are much needed improvements in our infrastructure and future prospects for our young people.

Young people made it clear at the “Imagine Jersey” event in 2004 that they wanted to play an active role in the policy-making of the Island and we are very keen to ensure that this happens. Measures that will affect young people appear under each of our six commitments and are then drawn into a separate section to create a focus for debate.

The plan addresses all the major issues facing Islanders. It seeks to meet the challenges we all currently face and, at the same time, to develop the many opportunities that are open to us.

An essential part of our vision for the future is recognising that Government should only intervene in the workings of the Island where necessary and we will continually check whether public services are best provided by directly employed staff, by another provider, or through a partnership arrangement.

Tough decisions have had to be made in this Plan to strike the right balance between delivering better public services and maintaining public sector spending at a sustainable level. We believe that we have

managed to achieve this and that this Plan is both achievable and affordable.

This is an ambitious Strategic Plan which lays out clearly what we intend to achieve over the next five years. It reflects the determination of the Council of Ministers to show strong, yet compassionate and thoughtful leadership.

The Council of Ministers will seek the support of the States to achieve what needs to be done and we stand united in our determination to deliver on these aims for the benefit of all.

**Senator Frank Walker**  
**Chief Minister**



# The Strategic Plan

## Vision for the future

### Introduction

Jersey is a small independently-minded and self-sufficient community with a proud tradition of punching well above its weight in the world.

This success has grown from the spirit, skills and commitment of the people of our Island. In recent years our economic success has depended upon the growth of the Finance Industry which has helped us fund excellent public services and a standard of living which is amongst the highest in the developed world.

Jersey is a community where our environment, economy, public and private facilities and services are very interdependent. Whilst the finance industry may fund much of our economy, a sound rural economy and a thriving tourist industry are also important to the quality of life and our diverse society.

However, our success has made us a target for competition and increasing international scrutiny. There is a choice of future direction, either to accept this challenge and grow in international stature and recognition, or try to secure what we have, holding onto current business, trimming costs and accepting a gradual levelling down nearer to the average standards for a developed economy. This is a stark but realistic choice which the Council of Ministers has considered. We strongly believe that, collectively, we should do all we can to maintain Jersey's position of pre-eminence. Our Strategic Plan is therefore based upon continuing to develop our knowledge, business and economy. We believe that only in this way will we be able to protect our heritage and environment and invest in services and policies which promote our good quality of life and increase opportunities and equity for everyone.

Our plan is not based on cost cutting, but commits us to cutting out unnecessary costs wherever they are found. We will deliver the real cost reductions of £20 million promised by the Change Programme. However, we believe such savings should be invested in improved infrastructure and services. We are proposing to invest in modest growth to halt the decline in the standard of our roads and housing and to continue to provide services like Health and Education of which Jersey is justifiably proud. These programmes are based upon using our resources sensibly and pursuing the sound fiscal strategy already agreed by the States.

Our strategies will, we believe, secure our future and safeguard the things that make Jersey such a special place. But it goes further than that. We recognise there are some aspects of our society that we are not proud of. There are also challenges to be overcome if we are to secure our future. This plan identifies the issues and sets out initiatives and actions which will address them.

Doing these things will require investment. We believe that public spending must not exceed what is required for us to achieve success. We believe sound, effective, public, private and voluntary

partnerships can be the best way of harnessing the creativity and resources which exist in Jersey and this will keep taxes and public spending low. There will be some tough decisions to be made about the use of assets or funding initiatives. The Council of Ministers is committed to taking these decisions, but will ensure that they are properly and publicly considered. Our decisions will be based on sound analysis, full consideration of the options and their contribution to achieving the Strategic Plan.

## **Analysis of special features, issues and challenges.**

To decide our priorities for action we considered what is special about Jersey; what we want to keep, what we want to change and what challenges we need to overcome. The plan then proposes the Council of Ministers' priorities for action and a full programme of detailed commitments.

We should consider what it is that makes Jersey such a special place. By understanding these things better, we can take effective action to maintain them.

<b>Jersey is a special place to live and work</b>	
<ul style="list-style-type: none"> <li>• A wonderful environment for children</li> <li>• Low crime rate</li> <li>• Good standards of behaviour</li> <li>• Prosperous</li> <li>• Full employment</li> <li>• Great heritage</li> <li>• Superb natural environment</li> <li>• Excellent health care</li> <li>• Excellent education</li> <li>• Clean and well maintained</li> </ul>	<p>Ours is a society where good manners and good behaviour are the norm. Jersey has a wonderful environment, is very safe, clean and well maintained. Our economy is the envy of most other countries, with full employment and generally high levels of income. Whilst numbers of public employees relative to the population are lower than our comparators we are rightly proud of the quality of our major services like Education and Health.</p>

Whilst Jersey offers an excellent quality of life for most people there are still some areas that need to be improved.

<b>Issues that have to be addressed</b>	
<ul style="list-style-type: none"> <li>• Social inequalities</li> <li>• Public engagement</li> <li>• Anti-social behaviour</li> <li>• Costs and prices</li> <li>• Transport</li> <li>• The standard of public housing and roads</li> </ul>	<p>The Island suffers from high cost levels which impact on both business and individuals. As a result, people on lower incomes find it harder to make ends meet. However, income is not the only reason for inequality; the housing controls (important to safeguard many aspects of our society) mean some people are disadvantaged and the introduction of appropriate employment and anti-discrimination laws also have a part to play. In such a close society, the low levels of voter turnout and high levels of criticism of the States show that changes have to be made.</p>

This plan looks forward to make sure that we are prepared for future challenges. Some of these are not unique to Jersey, but by taking action now we will be well placed to maintain our position as an Island with one of the highest standards of living in the developed world.

<b>Challenges to prepare for</b>	
<ul style="list-style-type: none"> <li>• External economic threats</li> <li>• Transforming the economy</li> </ul>	<p>Being an economic success means that there is increasing international competition as other large and small nations strive to achieve the same. Not only</p>

- Defining a Jersey brand and place in the world
- The Waterfront and a plan for St. Helier
- An ageing population
- Prospects for youth

do we need internal economic reform, but we need to create a stronger understanding of ourselves in the world and use that to open new markets and new opportunities.

We have to plan for major changes in the make up of our society. As people live longer and our society ages we have to prepare not just appropriate support, but also new work, leisure and voluntary opportunities. If we are to manage our economic transformation without detriment to our environment we need to become more self sufficient in terms of knowledge and skills. Providing more opportunities and investing in skills will provide a stronger future for young people to participate in the future, and should also address emerging concerns about issues of anti-social behaviour.

So at the core of our thinking about the future we have considered three principle factors that inform this plan. Firstly we need to nurture those aspects of Jersey that already make it a very special place to live and work; secondly, we need to tackle certain problems such as the inequalities that exist in our society; and, thirdly, to prepare for the challenges that we face in the future.

## **Council of Ministers' commitments**

We have made six commitments to achieve these goals:

**We will**

1. **Maintain a strong, successful and sustainable economy**
2. **Create the environment in which everyone living in Jersey has the opportunity to enjoy a good quality of life**
3. **Promote a safe, just and equitable society**
4. **Maintain and enhance the natural and built environment**
5. **Create a strong, recognised identity for Jersey and promote a real sense of belonging**
6. **Ensure that States services are necessary, of high quality and efficiently run**

Making these six commitments happen will require Government to continue to deliver its existing, vital core services whilst at the same time putting into place a series of new initiatives that address the shifts in emphasis and direction that we want to bring about.

Within the total body of work that will be taken forward over the lifetime of this plan, the Council of Ministers have identified their top priorities for action.

# Council of Ministers' Top Priorities

There are many initiatives and services to be delivered over the coming years. These are set out in some detail in the body of the Plan. The following are our top priorities for action to ensure that our six commitments are delivered.

## Existing Priorities

1. **Update, agree and implement existing strategies, including:**
  - Fiscal Strategy - implement
  - Economic Growth Plan – update and implement
  - Income Support - implement
  - Migration Policy - implement
  - 14-19 curriculum and higher education development – agree and implement
  - Rural Economy Strategy - implement
  - Criminal Justice Policy – update and implement
  - Integrated Travel and Transport Plan – agree and implement
  - Cultural Strategy - implement
  - States modernisation programme “Better, simpler, cheaper” – implement

## New Priorities

2. **Update the Island Plan with a new emphasis on forward planning, including:**
  - Regeneration of St. Helier and its Waterfront
  - Planning for the next generation of inert waste sites
  - Delivering the new Town Park
3. **Develop an integrated Social inclusion strategy to include:**
  - Early years childcare
  - Access to high quality affordable Housing
  - Anti-discrimination policies
  - Policies to address social inequity
4. **Develop and implement a Health and Social Care Strategy**
5. **Plan for demographic change, including:**
  - Integrated Strategy for an Ageing Society
  - Security and sustainability of pensions – both public and private
6. **Maintain and improve infrastructure, including:**
  - The road network
  - Public transport
  - Main drains and sewers
  - Public housing stock and buildings

7. **Secure air and sea transport links**
8. **Develop and implement an Energy Strategy that addresses:**
  - Economic efficiency
  - Social equity
  - Security of supply
  - Environmental impacts
9. **Strengthen Jersey's international personality and review our constitutional relationship**
10. **Assist the Privileges and Procedures Committee in reviewing the composition of the States & electoral reform**

# Resources Statement by the Minister for Treasury and Resources

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## Financial Framework

Our aim is steady and sustainable public finances for Jersey. We will achieve this by having balanced budgets and eliminating deficits over the economic cycle.

In order to have a sound economy, we need to deliver our anti-inflation strategy which is to keep RPI (X) at or below 2.5%. We also need to avoid boom and bust in the economy. We will do this by establishing a stabilisation fund into which we will pay budget surpluses in times of economic growth and from which we will draw in times of recession.

We will have clear and credible economic policies that are communicated and measurable.

Within the period of this Strategic Plan we will review the ownership of States-owned utility companies. Any sale proceeds will go into the Strategic Reserve and will not be used to generate either capital or revenue spending.

We are committed to a prudent Fiscal Strategy so the Goods and Services Tax will not be more than 3%. We will not introduce any taxes other than those compatible with the Fiscal Strategy.

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## Strategic Plan Resource Implications

### Revenue Expenditure

The efficiency programme will deliver £10 million by the end of 2006 and £20 million by the end of 2009.

The Plan reinvests the £20 million efficiency savings in health and the rising costs of welfare.

The plan also makes provision for investment in vocational training and economic growth, the unavoidable repayments on the Opera House and the deficiency in the Teachers pension scheme. This investment equates to an additional £4m a year from 2007 onwards.

In July 2005 the States approved P.93/2005 which set out certain principles for the future management of States property. One aspect of this was the development of the States Property Plan, Appendix A to this Strategic Plan, which outlines the strategy for introducing greater efficiency to the delivery of services through property and for extracting optimum benefit from the States property portfolio. A new organisation, Property Holdings, is being created which will bring together the various property resources currently scattered across States departments. Property Holdings will make a substantial contribution toward the efficiency savings referred to above, while continuing to ensure that States property needs are met.



## Capital Expenditure

The Strategic Plan gives greater priority to the refurbishment of the States social rented housing stock and to road maintenance than the previous capital programme. The revised capital programme will also include funding for the Town Park and the commencement of a new reclamation site. The overall capital programme will be increased by £3m a year from 2008 onwards.

## Resources Forecast

The Strategic Plan is fully funded from within existing spending limits, when the contributions from savings and potential new income flows are taken into account. The forecasts beyond 2009 can only be considered indicative, particularly with the scale of change anticipated in our tax policies.

	2006 £' m	2007 £' m	2008 £' m	2009 £' m	2010 £' m	2011 £' m
States Revenues (2006 Budget)	472	488	501	514	462	471
Anticipated States Revenues - GST, 20/20	-	-	47	49	51	53
<b>Potential States Revenues <sup>1</sup></b>	<b>472</b>	<b>488</b>	<b>548</b>	<b>563</b>	<b>513</b>	<b>524</b>
Revenue Expenditure Forecasts	442	463	479	493	504	518
Capital Expenditure Forecasts	39	39	42	42	45	46
<b>Total Net Expenditure Forecasts <sup>2</sup></b>	<b>481</b>	<b>502</b>	<b>521</b>	<b>535</b>	<b>549</b>	<b>564</b>
<b>Expenditure growth</b>	<b>2.8%</b>	<b>4.4%</b>	<b>3.8%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>
Transfer of Parish welfare and residential care (May 06) <sup>3</sup>	7	10	10	10	10	10
<b>Total Net Expenditure Forecasts (incl Parish transfer)</b>	<b>488</b>	<b>512</b>	<b>531</b>	<b>545</b>	<b>559</b>	<b>574</b>
Contribution from Dwelling Houses Loan Fund <sup>4</sup>	-	4	7	7	7	7
Funding from Island Rate for transfer of Parish Welfare <sup>3</sup>	7	10	10	10	10	10
<b>Expenditure growth after Dwelling Houses Loan Fund and Island Rate income</b>	<b>2.8%</b>	<b>3.5%</b>	<b>3.2%</b>	<b>2.7%</b>	<b>2.7%</b>	<b>2.7%</b>
<b>Projected Suplus/(Deficit)</b>	<b>(9)</b>	<b>(10)</b>	<b>34</b>	<b>35</b>	<b>(29)</b>	<b>(33)</b>

### Notes to the forecast:

#### Potential States Revenues <sup>1</sup>

The potential States revenues are those previously reported in the 2006 Budget with the addition of the anticipated revenues from the Goods and Services Tax and the phasing out of income tax allowances for higher earners (20/20). These revenue estimates, particularly in the later years, are likely to change and should be treated with caution. The revenue projections will be reviewed at least twice yearly and the updated figures will be published in the States Business Plan and the Annual Budget.

#### Total Net Expenditure Forecasts <sup>2</sup>

The net expenditure forecasts provide for the new initiatives identified within the plan and the

additional costs to implement GST and the new income support scheme.

### **Transfer of Parish Welfare and Residential Care <sup>3</sup>**

The figures provide for the estimated costs of native welfare and residential care to be transferred from the parishes in May 2006, the first full year being 2007. These additional costs are to be funded by the income to be raised from the new Island Rate, which is also shown separately.

### **Dwelling House Loan Fund <sup>4</sup>**

The net increase in capital and revenue expenditure proposed in the Strategic Plan is £7m a year. Through to 2011 this will be funded from the £32m balance in the Dwelling Houses Loan fund.

**Senator Terry Le Sueur**

**Minister for Treasury and Resources**

## How the rest of this plan is structured

The rest of the plan is designed to show how the six commitments made by the Council of Ministers will be addressed.

Each section is prefaced by a short statement describing the main issues that relate to that commitment.

Under each of the six commitments there are a series of boxed headings that set out the outcomes that we want to achieve. Each of the outcomes has underneath it a list of bulleted points which are the indicators that will be measured to assess progress toward that outcome.

The achievement of each outcome will be shaped by everything we do, including routine service provision and those major new initiatives which are described in a set of numbered statements set out in each of the sections.

They also show which Minister has the lead responsibility for delivering them using the following notation:

<b>CM</b> – Chief Minister	<b>ED</b> – Economic Development
<b>ESC</b> – Education Sport & Culture	<b>HA</b> – Home Affairs
<b>HOUS</b> – Housing	<b>HSS</b> – Health & Social Services
<b>P&amp;E</b> – Planning & Environment	<b>SOC SEC</b> – Social Security
<b>T&amp;R</b> – Treasury & Resources	<b>TTS</b> – Transport & Technical Services

This plan sets out those actions that will be completed over the next three years and identifies work that must be started to then be implemented within five years. Some tasks, such as planning for an ageing society, an energy policy and developing the Waterfront and St. Helier, need to look forward to the next twenty years and beyond, so we must start them now to safeguard the Island's long-term future.

The level of detail contained in this plan is deliberately high level as it would be inappropriate to describe all the activities of every government department in such a strategy document. However, there is a clear linkage between the high-level priorities set by this strategy and the detailed departmental business plans that are published annually. The diagram on page 60 shows this relationship.

Throughout the following sections there are references to existing government policy documents. Readers wishing to explore these documents can find them by accessing the government website

[www.gov.je](http://www.gov.je)

and typing the name of the document into the search facility. Alternatively, the relevant department can be contacted directly for a hard copy.

# **Detailed Plan**

**Commitment One: We will maintain and enhance a strong, successful and sustainable economy**

Jersey has a highly specialised economy. Its strong, internationally competitive Finance Industry provides a high standard of living and security for its direct employees, but also strengthens the economy of Jersey to benefit the whole community. Appropriate investment and action is required to retain and enhance this industry in the face of strong international competition.

Continuing success will also depend on Jersey providing world class business infrastructure, excellent local and international communications and reliable transport links. Tightening regulatory standards and enforcement regimes must be mirrored in Jersey to maintain our reputation for financial probity.

At the same time we will promote existing industries, which play a large part in preserving the Island's heritage and character. The role of these and emerging industries in enhancing the beauty of the Island, attracting people to locate here and providing diverse employment opportunities for Jersey people remains vitally important to both our quality of life and the health of our economy.

Whilst building on these traditional strengths, the Island will encourage new businesses and opportunities to broaden and deepen its economic base. Maximising local employment opportunities will require tailored educational programmes to develop relevant professional and vocational skills.

As an international financial centre we will not ignore the global threats of international terrorism and organised crime. Jersey is, and will remain, synonymous with the highest standards of practice and security in this industry around the world.

Our overall aim is to achieve and maintain low inflation rates whilst improving productivity to help create real economic growth of at least 2% per annum. In this way we can fund the Island's services and provide employment for local people.



## 1.1 Economic growth is sustained through improved productivity

### Indicated by:

- 2% per annum sustained increase in real Gross Value Added (the most useful measure of change in our gross domestic product).
- Productivity of all industry sectors increased (2% growth in GVA is achieved with growth in total workforce at less than 1% per annum)

### What we will do:

- 1.1.1 Between 2006 and 2011, develop and implement existing and new strategies which will support the five key drivers in the economy – investment in physical capital, skills and human capital, innovation, competition and enterprise – and address the factors that are necessary for economic growth for existing, emergent and new sectors of the economy (ED)
- 1.1.2 Negotiate fiscal agreements with countries in order to increase opportunities for growth and diversification of the finance and other industries (CM)
- 1.1.3 Further develop economic and trade links with France and other European neighbours. (ED)

## 1.2 Low inflation is sustained

### Indicated by:

- Annual percentage change in RPI(X) is close to, or below, the set target

### What we will do:

- 1.2.1 Ensure that States income matches or exceeds States expenditure over the economic cycle (T&R)
- 1.2.2 Review and enhance our anti-inflation strategy during 2006 (T&R)
- 1.2.3 Improve overall fiscal framework e.g. implement stabilisation fund by 2008 (T&R)

## 1.3 The potential of the Island's workforce is maximised

### Indicated by:

- Sustained low unemployment
- Increased employment opportunities for all, particularly the under-25s and over-50's
- Increased participation rates in the workforce by local people
- Increased numbers of local graduates returning to the Island

### What we will do:

- 1.3.1 Encourage growth in existing businesses across all sectors through a business and enterprise development strategy (ED)
- 1.3.2 Investigate the benefits of a vocational skills centre for 14-19 year olds during 2006 which would create a shift from imported skills to home grown skills (ED)
- 1.3.3 Increase employment levels by improving incentives/removing disincentives to work; addressing barriers to work; ensuring that unemployed people receive the right training to re-enter employment (ED)
- 1.3.4 Raise awareness of best practice in human resource management and in all aspects of business operation (ED)
- 1.3.5 Develop strategically important higher education programmes in the Island co-ordinated by the Higher Education Steering group and partnerships with HE institutions 2006-2009 (ESC)
- 1.3.6 Establish an international business school presence in the Island (ESC)

## 1.4 The economy is diversified and developed

### Indicated by:

- Raised awareness of opportunities and support available to individuals and business
- Increased business start-up rates
- Business growth across all sectors of the economy
- New and worthwhile jobs created within net growth in workforce of up to 1%

### What we will do:

- 1.4.1 Develop and implement an Enterprise and Business Development Strategy that will:
  - Provide a customer services centre for businesses by 2007 (ED)
  - Introduce in 2006 products and programmes to remove the main barriers to enterprise, including establishing a Jersey Business Angel Network, a Small Firms Loan Guarantee Scheme, an enhanced Business Advice Service, access to venture capital, development of enterprise skills and a business incubator (ED)
  - Build strategic partnerships between secondary schools and Highlands College, Jersey Business School, Chamber of Commerce, British Venture Capital Association, local financial institutions, professional associations, Jersey Business Angels Network and government departments. (ED)
  - Build strategic partnerships with first tier UK universities to deliver necessary academic and research elements of enterprise and business development (ESC)
- 1.4.2 In 2006, develop a revised Tourism Strategy that places greater emphasis on matching the Jersey offering to current market requirements whilst retaining characteristics that preserve our existing tourism base. This will also include a revised marketing strategy that achieves a balance between existing and new opportunities and niche markets (ED)



- 1.4.3 Fully integrate marketing and promotional activity for the Harbours and Airport and the Tourism sector (ED)
- 1.4.4 Through the Island Branding Project this marketing will be aligned with marketing of the Finance and other sectors which is aligned with the Island branding project (ED)
- 1.4.5 Introduce an economic measure to encourage the return of students (ED)
- 1.4.6 Implement the Rural Economy Strategy from 2006(P&E/ED)

## 1.5 Jersey is a world class business centre

### Indicated by:

- Internationally competitive Communication and Technology (ICT) provision
- External and competitive transport links maintained/improved
- Competitive cost of travel
- Positive international media image

### What we will do:

- 1.5.1 Encourage the provision of sufficient competition in the ICT industry (ED)
- 1.5.2 Develop a comprehensive air and sea transport policy for consideration by the States by early 2006 (ED)
- 1.5.3 Complete a fundamental review of the airport and harbour operations in 2006 that recognises their pivotal role in tourism and the wider economy (ED)

## 1.6 The economy is more competitive

### Indicated by:

- RPI(X) at or below target level
- 2% p.a. sustained increase in real GVA after inflation
- Increased competition within business sectors leading to lower prices
- Reduced “red-tape” making it easier to set up business in Jersey
- Increase in the number of wealthy individuals attracted to live in the Island particularly those who can contribute to economic activity

### What we will do:

- 1.6.1 Monitor the effects of the Competition Law now in force, leading where necessary to more effective control over monopolies or organisations in a dominant position (ED)
- 1.6.2 Introduce consumer protection legislation – e.g. the Distance Selling Law and the Supply of Goods and Services Law will be lodged in 2006 (ED)
- 1.6.3 Seek to enhance the role of the Jersey Consumer Council (ED)
- 1.6.4 Aim to reduce the levels of “red tape” and regulatory legislation in 2006 (ED)
- 1.6.5 Complete implementation of the Fiscal Strategy 2006-2010 (T&R)
- 1.6.6 Review and implement a high value residency strategy (ED)

## 1.7 There is a flourishing finance industry with an international reputation for

**Indicated by:**

- Growth, in real terms, in the financial sector
- Compliance with the international financial integrity standards to which Jersey has subscribed.
- Increased number of: Bank deposits, collective funds, assets under value, type of assets, number of licensed insurance businesses, number of company incorporations

**What we will do:**

- 1.7.1 Implement the Financial Services Plan during 2006 (ED)
- 1.7.2 Introduce new information and disclosure powers with draft Law approved by the States Assembly by December 2006 (HA)
- 1.7.3 From 2006; meet the requirements of the EU Savings Directive and monitor developments with the EU to ensure that we are well place to respond (CM)
- 1.7.4 From 2006; participate in the OECD global forum on taxation to safeguard the Island's interests and ensure a level playing field in the application of international standards (CM)
- 1.7.5 From 2006; negotiate individual Tax Information Exchange Agreements with OECD members and implement agreements in our own right where reciprocal economic benefits are of sufficient value to Jersey (CM)
- 1.7.6 Implement and resource changes arising from –
  - new EU Money Laundering Directives
  - new UK primary and secondary legislation on financial crime
  - Corruption (Jersey) Law (CM)
- 1.7.7 Introduce powers to assist other jurisdictions pursuing civil confiscation of criminal proceeds by 2008 (CM)

## **Commitment Two: We will create the environment in which everyone in Jersey has the opportunity to enjoy a good quality of life**

Our future depends on developing our economy. To make sure that everyone benefits from a growing economy and enjoys a high quality of life, we will ensure that the Island provides educational opportunities for people to develop the knowledge and skills they need to take up rewarding jobs. We recognise that all forms of investment in the Island's children from the earliest years are an important and necessary investment in the Island's future. Whilst there will always be a need to supplement the local workforce with inward migration, our emphasis will encourage local people to higher levels of attainment. Inward migration will be managed to avoid unsustainable population pressures.

For people who are not economically active, we will ensure that the system helps everyone to have a share in Jersey's prosperity. We will introduce an integrated tax, spending and welfare system allowing more effective help to go to those who need it most. At the same time, we will encourage people into employment and remove disincentives that work against this. Policies will be developed to provide greater opportunities for older people to remain in employment and to help people with disabilities to remain socially and economically active.

Our thinking must anticipate changes in the structure of our society – in particular the increasing proportion of older people. We must plan now to ensure that the funding is in place to meet these growing demands. We will encourage more people to invest in secondary pension provision.

Health and social service provision in Jersey is already of a very high standard. The Government will work to ensure that all members of society have equal access to the Island's facilities and services. We must plan carefully to guarantee that all modern services are available to Islanders. We shall place an increasing emphasis on the promotion of health and well-being. In particular, we shall encourage participation in sport and introduce measures that encourage walking and cycling as an alternative to reliance on the car.

The Government will also support, provide or enable the provision of the wide-range of cultural and leisure activities in the Island so that islanders can continue to pursue their interests.

## 2.1 Jersey is well prepared to meet the challenges and opportunities presented by an ageing population

### Indicated by:

- Increase in the number of older people provided with support to remain in their own homes
- States pension scheme funding sufficient to cover the anticipated demographic shift
- Increase in personal financial provision for old age (savings, pension schemes, investments etc)
- More people opting to work beyond normal retirement age

### What we will do:

- 2.1.1 Examine the economic consequences of an ageing population during 2006 (CMD)
- 2.1.2 Monitor actuarial predictions and then prepare and start to introduce a co-ordinated plan, including a review of pension provision, to meet the challenges and opportunities presented by ageing population by 2010 (SOC SEC)
- 2.1.3 Amend building bye-laws to incorporate Lifetime Home Standards by 2007 (P&E)
- 2.1.4 Support interdepartmental working within the Island-wide Strategy for an Ageing Society (ISAS) and repeat ISAS-barometer 'attitudes to ageing' in 2008 (HSS)
- 2.1.5 By 2008 develop a concordat between the private, the voluntary and charitable, and public sector as a means of building capacity for the care of older people who require residential accommodation (HSS)

## 2.2 Better health and well being for all the people of Jersey

### Indicated by:

- Positive performance against population level indicators
- Fewer financial barriers preventing access to primary health facilities (including medical, dental and optical)
- Indication of appropriate use of health facilities e.g. visiting GP rather than Accident & Emergency
- Reduction in primary care costs to individuals with chronic health conditions

### What we will do:

- 2.2.1 Develop a strategic report identifying the high-level plan for the re-design of health and social care in Jersey by the end of 2006 (HSS)
- 2.2.2 Undertake a comprehensive review of the Island's existing health insurance scheme by 2010 (SOC SEC)
- 2.2.3 Implement a set of health indicators which are meaningful for monitoring year on year progress at a population level in Jersey in 2006 (HSS)

- 2.2.4 Complete a health related survey among school students in 2006 and distribute findings to schools for action by 2007 (HSS)

## 2.3 Health and Social Services are of a consistently high standard

### Indicated by:

- Positive outcome from independent inspection
- Positive result from benchmarking of quality and standards
- An annual report from the Medical Officer of Health on the health and well being of the people of Jersey

### What we will do:

- 2.3.1 The performance of the Health and Social Services Department in meeting “Standards for Better Health” will be independently inspected by the Healthcare Commission in April 2007 and the results of that inspection will be published (HSS)
- 2.3.2 Undertake regular service user reviews to benchmark quality and standards (HSS)

## 2.4 Full employment

### Indicated by:

- Low levels of registered unemployed
- Increased employment opportunities for under-25s
- Increased employment rate in ages 50 +
- Reduction in unemployment for under-25s

### What we will do:

- 2.4.1 Review apprenticeship schemes in 2006. Introduce new schemes allied to developments in 14-19 curriculum in 2007 (ED)
- 2.4.2 Create a Higher Education Development Group in 2006 to co-ordinate strategically important higher education provision in the Island (ESC)
- 2.4.3 Introduce the 14-19 education curriculum with a view to increasing vocational options for young people from 2006 (ESC)

## 2.5 A skilled, motivated and qualified local workforce able to meet the Island’s economic and social objectives

**Indicated by:**

- Increase in the percentage of the workforce with appropriate qualifications/skills to match the skills needed
- More local graduates returning to the Island to work
- Increased participation in the workforce

**What we will do:**

- 2.5.1 Implement a Skills Strategy seeking to secure appropriate skills in the workforce to meet economic requirements (ED)
- 2.5.2 Develop strategically important higher education programmes in the Island via the Higher Education Steering Group and partnerships with HE Institutions 2006-2009 (ESC)
- 2.5.3 Report on the need for the development of an Island Academy for Higher Education by 2009 ( plan for its development, if required, 2010 onwards) (ESC)

## 2.6 Access to high quality learning opportunities

**Indicated by:**

- Higher proportion of children have access to affordable early years education and care
- Favourable comparison of level 2 and 3 examination results with other jurisdictions
- Staying-on rates at 16 yrs maintained
- Maintain proportion and profile of people entering higher education
- School performance continues to compare favourably with UK benchmark authorities

**What we will do:**

- 2.6.1 Bring proposals to the States in 2006 for an Early Years Strategy which will increase the number of children with access to affordable early years education and care (ESC)
- 2.6.2 Sustain ongoing school improvement by continuing to invest in critical skills and Assessment for Learning (ESC)
- 2.6.3 Introduce a revised scheme for school evaluation during 2007 (ESC)
- 2.6.4 Enhance 14-19 education curriculum with a view to increasing vocational options for young people in 2006 (ESC)
- 2.6.5 By end of 2007, consolidate arrangements for further higher and adult education which take account of changing patterns of participation, provision and funding (ESC)
- 2.6.6 Review school funding during 2006 to ensure that schools can meet curriculum needs within available resources (ESC)
- 2.6.7 Establish a strategy for youth work in St. Helier including replacement provision for the Old Harbour Office in 2006 (ESC)
- 2.6.8 Develop partnerships with parishes and a range of other providers to support informal work

with young people (ESC)

## 2.7 An active programme of cultural development

### Indicated by:

- Higher participation rate in cultural activities

### What we will do:

- 2.7.1 Form a Council for Culture, with priority actions to be identified and achieved by end 2006 (ESC)
- 2.7.2 Implement the Cultural Strategy and publish an action plan by end 2006 (ESC)
- 2.7.3 Establish partnership agreements for all cultural providers in receipt of States funding by the end of 2006 (ESC)

## 2.8 Increased participation in sport

### Indicated by:

- Increase in the number of participants in sport

### What we will do:

- 2.8.1 Develop a new strategy for sport in 2006 for the period 2007 – 2011 (ESC)
- 2.8.2 Agree a plan by the end 2006 to secure the future of sports and leisure facilities currently provided at Fort Regent (ESC)
- 2.8.3 Use the opportunity provided by the London Olympics to increase the profile of sport within the Island (ESC)

## 2.9 Island-wide transport systems and policies which meet the needs of the community

### Indicated by:

- Decrease in the relative share of trips made by private car
- Increased numbers of bus passengers
- Increased levels of car occupancy
- Reduced road congestion
- Improved cycle and pedestrian network



- Safer road network
- Improved air quality with a move to International air quality standards

**What we will do:**

- 2.9.1 In 2006, bring proposals to the States to adopt a sustainable travel and transport plan and by end of 2007 have in place funding for implementation (TTS)
- 2.9.2 By 2007 bring forward a package of environmental tax and spend measures that will replace Vehicle Registration Duty by 2008 and fund key deliverables as outlined in a sustainable travel and transport plan (P&E)
- 2.9.3 In 2006 agree a rolling programme of funding that will secure improvements in the condition of Jersey's roads (TTS)
- 2.9.4 By end 2006, deliver a new parking strategy to incorporate a revised charging system for public parking (TTS)

<h2>2.10 Inward migration matched to the Island's needs</h2>
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**Indicated by:**

- Minimal number of unemployed local people
- Net growth in the working population of less than 1% per annum
- Net migration contained within limits that can be accommodated within existing projections for housing need and the release of land for development.

**What we will do:**

- 2.10.1 Set up a Population Office with effect from 2008/9 that will work towards amalgamating the functions of housing consent, regulation of undertakings and development and social security registration (CM)
- 2.10.2 Create a register of the Island population introducing three categories of registration – entitled, licensed and registered in 2006 (CM)
- 2.10.3 Monitor migration and regulate the factors that govern migration through a system of job licensing for employers and overall control of employment in place by 2008 (CM)
- 2.10.4 Introduce policies to ensure that essential economic migrants have access to decent accommodation (see also 3.8.5) (CM)





## **Commitment Three: We will promote a safe, just and equitable society**

The Government signalled its commitment to protecting the rights of all individuals in the community with the enactment of the Human Rights Law in 2004, which will be brought into force in 2006, ensuring the basic principles of respect and equality for all. This protection will be extended specifically to ensure the rights of all employees and employers by 2009.

Important in the reduction in inequalities is the provision of a good standard of secure and affordable accommodation for all. This will require increased spending on the maintenance and refurbishment of the States-owned social housing stock and will be funded from the Capital Programme and the sale of property that is no longer required. Home ownership will be encouraged.

We will implement an integrated system of benefits which help residents to achieve and maintain financial independence and which provides appropriate financial support for local households and individuals unable to support themselves.

Low levels of crime are a feature of life in Jersey and we want to ensure that the Island remains a safe place to live, work and visit. Jersey faces the same threats as any other place in the developed world and we must maintain our vigilance in protecting our community from them. A priority is to educate people about the dangers and anti-social nature of drug taking and binge drinking, and to deal with its consequences.

Where there is crime we shall ensure that offenders are brought to justice fairly, promptly and cost-effectively. We will improve our custodial facilities and work to reduce re-offending.

We will ensure that Jersey is protected against threat. We will review immigration controls and port security. We will continue to update our major incident planning and place a new emphasis on making sure that the Island is as resilient as possible against threats to its security and way of life.

### 3.1 Basic rights and equal opportunities are established for all sectors of society

#### Indicated by:

- Legislation in place that provides rights to employees and employers in line with best practice worldwide
- Reduction in avoidable health and safety incidents in the workplace
- Policies compliant with equal opportunities legislation
- Policies compliant with anti-discrimination legislation
- Government/public sector workforce more accurately reflects the make-up of the community
- Increase in employment of people with disabilities

#### What we will do:

- 3.1.1 Extend existing legislation to provide a full range of basic rights to employees and employers by moving onto the second phase of employment legislation, starting with redundancy and *TUPE* (*Transfer of Undertakings (Protection of Employment)*) provision by 2008 (SOC SEC)
- 3.1.2 Implement the Human Rights Law during 2006 (HA)
- 3.1.3 Develop and implement anti-discrimination legislation commencing in 2007 (HA)
- 3.1.4 Develop and implement policies during 2006 to ensure that planning and resource priorities reflect the needs of people with disabilities (SOC SEC)

### 3.2 A safe community protected against crime and disorder

#### Indicated by:

- High levels of public confidence in emergency services provided
- Low levels of crime
- High detection rates
- High public perceptions of neighbourhood safety
- Reduced levels of substance misuse
- High public perceptions of safety of town at night

#### What we will do:

- 3.2.1 Identify, cost and implement service agreements with new national and regional Police services by 2009 (HA)
- 3.2.2 Introduce new public order legislation by 2006 (HA)
- 3.2.3 Fully implement the Alcohol Strategy by 2009 (HA)
- 3.2.4 Review licensing legislation by end 2008 (HA)

- 3.2.5 Introduce civil asset recovery legislation targeting local criminals by 2008 (HA)
- 3.2.6 Fully implement "Building a Safer Society" by 2009 (HA)
- 3.2.7 Develop Victim Agency Forum by end 2006 (HA)
- 3.2.8 Increase opportunities for hard-to-reach groups to participate in sport and active recreation (ESC)
- 3.2.9 Review the effectiveness of the Children's Executive and the Youth Action Team by 2008 (HSS/HA/ESC)

### 3.3 Ensure offenders are brought to justice fairly, promptly and cost effectively

#### Indicated by:

- Reduced rate of re-offending behaviour
- Reduction in the proportion of unresolved crimes
- High success rate in the rehabilitation of offenders achieved through sentence planning and other programmes.
- Custodial facilities for prisoners improved

#### What we will do:

- 3.3.1 Start implementing the recommendations of the Integrated Criminal Justice Scoping Study as appropriate in 2006 (HA)
- 3.3.2 Introduce the Crime (Disorderly Conduct and Harassment) (Jersey) Law 2000- in 2006 (HA)
- 3.3.3 Complete the new prison wing by 2009 (HA)
- 3.3.4 Introduce discretionary supervised release of prisoners by 2008 (HA)
- 3.3.5 Establish an informal forum for the criminal justice policy and planning involving the Executive, the Judiciary and the Prosecution by 2008 (HA)
- 3.3.6 Resolve possible introduction of civil asset recovery legislation targeting local criminals by 2008 (HA)

### 3.4 Strong frontier protection against threats to the security, social and economic integrity and environment of the Island

#### Indicated by:

- Effective immigration controls
- Security services at Jersey ports meet recognised standards

- Effective interception and deterrence of the illegal importation of prohibited or restricted goods

**What we will do:**

- 3.4.1 Introduce biometric passports concurrently with UK (HA)
- 3.4.2 In 2007 bring forward measures within the migration strategy that will have the effect of deterring criminal elements entering Jersey (CM)

3.5 Effective measures in place to deal with risks to life, property and the environment from major incidents and emergencies

**Indicated by:**

- Deaths, injuries and economic losses due to fires and other emergency incidents reduced
- A resilient and effective response to major incidents and emergencies in line with best practice

**What we will do:**

- 3.5.1 Fully implement the Integrated Risk Management Plan by 2009 (HA)
- 3.5.2 Carry out an annual major accident simulation exercise and produce a report of the lessons learnt (HA)



3.6 An integrated system of benefits which help residents to achieve and maintain financial independence and which provides appropriate financial support for local households and individuals unable to support themselves

**Indicated by:**

- Reduction in the proportion of working age residents needing income support during each stage of the economic cycle
- Increase in the proportion of working age residents with long term health conditions in paid employment and retaining their jobs
- Equity and access to benefits for children and pensioners living in relatively low income households
- Increase in the employment rates for people with special employment needs
- Value of benefits maintained

**What we will do:**

- 3.6.1 Determine the priorities for future development of the Social Insurance system as reported in "Policy Review of a the Social Insurance System in Jersey – Interim Report" by undertaking public consultation and developing future strategies for the States to consider by 2007 (SOC SEC)
- 3.6.2 Introduce a unified Income Support system that supports people in times of need and promotes work by mid 2007 (SOC SEC)
- 3.6.3 Continue to develop programmes to support people with long-term health conditions to retain, and where necessary, find suitable employment, both directly and in partnership with other providers by 2008 (SOC SEC)
- 3.6.4 Introduce a regular cycle of income distribution surveys and complete a poverty audit by 2008 (CM)

3.7 Social care to protect and support vulnerable people

**Indicated by:**

- Increased numbers of older people supported to live at home
- Improved choice and flexibility in the range of care settings available
- Reduction in the number of children in residential care and increase in the proportion of family placements available for vulnerable children from 2006

**What we will do:**

- 3.7.1 By 2007; develop care pathways for young people with mental health problems who require hospital admission (HSS)



3.7.2 Implement a substantial three year programme of investment by early 2006 to increase the number of foster carers through improved recruitment, training and financial support (HSS)

## 3.8 Good standard of affordable accommodation for all

### Indicated by:

- Increased levels of home ownership
- Reduction in the number of people waiting to be adequately housed
- A supply of homes that better meets the Island's housing requirements
- Equity in access to the housing market
- Stable housing market/prices
- Building standards that are equal to those in the UK
- Increase in the percentage of homes in public ownership at "Decent Homes Standard"

### What we will do:

- 3.8.1 From 2007, commence a programme to bring States-owned housing stock up to United Kingdom 'Decent Homes Standard' by 2016 (HOUS)
- 3.8.2 Review Housing demand/supply through the publication of 'Planning for Homes' in 2006 (HOUS)
- 3.8.3 Produce detailed proposals for the procurement of funding to sustain a programme of refurbishment works for States rental accommodation with acceptance of a report and proposition by July 2006 (HOUS)
- 3.8.4 Review, develop and implement strategies for the provision of Social Housing in the Is including the long term management of States rental accommodation (HOUS)
- 3.8.5 Introduce new policies which will ensure more equality in entitlement to accommodation by 2008 (see also 2..10.4) (HOUS)
- 3.8.6 Amend building bye-laws to incorporate Lifetime Homes Standards by 2007 (P&E)
- 3.8.7 Review building bye-law standards for fire safety, energy efficiency and structure following their forthcoming review and adoption in the UK (P&E)
- 3.8.8 Introduce a shared equity and, if appropriate, potential discount scheme, initially using existing Housing Department stock to increase home ownership (HOUS)

## **Commitment Four: We will maintain and enhance the natural and built environment**

A clean, healthy and safe environment is absolutely fundamental to the quality of our lives in Jersey. The Island's basic infrastructure – our roads, sewers, water supplies, public transport and sea defences - must be maintained and renewed to support a healthy environment. Historically, levels of funding have allowed many of these assets to deteriorate and this poor housekeeping has to be reversed.

Our physical environment is essential to both our well-being and to the Island's economy. Uncontaminated land, air and water should exist as a basic right for all people. To achieve this, both community efforts and comprehensive, long-term environmental policies will be required - and we have made good progress recently to establish these.

Few islanders would disagree with the need to protect the Island's coast, countryside and built heritage - and to conserve and enhance the natural habitats that make Jersey unique. But this must be achieved at the same time as maintaining a diverse, working countryside and a vibrant town integrated with a new waterfront that recognises the needs of today – so some change is inevitable.

Town and country land-use planning is also a key tool to protect and improve our quality of life. We must plan for a vibrant and vital town and waterfront for St. Helier that delivers the economic growth we seek - but in a way that is welcomed by the community. We also need to ensure that we can provide the homes, offices, shops and other essential community facilities – like those that deal with our waste – in a way that minimises their impact on the environment. And we need to manage change in the countryside to make sure that it remains economically viable whilst protecting and enhancing the features that make it special. The competing pressures for the use of the Island's coastal zone – both on land and at sea – also need to be carefully handled so as not to jeopardise this valuable asset.

There are worrying trends in world energy markets and Jersey must quickly develop and implement a robust and forward-looking energy policy. Associated with such a policy will be a package of environmental taxation/expenditure measures that will encourage beneficial shifts in behaviours.

## 4.1 A diverse working countryside

### Indicated by:

- 2% increase, in real terms, of GVA of Rural Sector
- Increase in land area supported by environmental initiatives
- Increase in number of new entrants into the agricultural industry
- Greater public access to the countryside

### What we will do:

- 4.1.1. In 2006 fully implement the measures contained within the Rural Economy Strategy, including;
- Implement the dairy industry recovery plan
  - Complete the improvements at the abattoir
  - Build on the initial success of the countryside renewal scheme (P&E)
- 4.1.2 In 2006 complete a review of countryside planning policy (P&E)

## 4.2 A vibrant town and waterfront for St. Helier

### Indicated by:

- Progression of St. Helier Waterfront
- Active retail/evening economy ground floor-space levels in St. Helier maintained
- Areas of public open space maintained and enhanced in St. Helier
- Increase in family domestic accommodation in St. Helier

### What we will do:

- 4.2.1 By the end of 2006, produce a Development and Regeneration Strategy for St. Helier that integrates the town and the waterfront and promotes high quality design and architecture (P&E/ED)
- 4.2.2 Implement a series of urban improvement projects in St. Helier during 2006 (P&E)
- 4.2.3 Develop a viable proposal in 2006 to provide a new town park for St. Helier within three to four years (P&E/TTS)
- 4.2.4 By the end of 2006, agree a plan to secure the future of Fort Regent (T&R)
- 4.2.5 Publish updated planning guidance for the Waterfront in 2006 (P&E)
- 4.2.6 Support and encourage the Waterfront Enterprise Board to deliver high quality development which promotes economic benefits and provides housing and leisure facilities for residents and visitors (CM/P&E)

### 4.3 An energy policy for Jersey

**Indicated by:**

- Policy agreed by the States
- Greenhouse gas emissions contained at 1990 levels
- Increase in percentage of energy production from indigenous sources
- Decrease in the number of households experiencing fuel poverty
- Reduction in energy use in Government buildings

**What we will do:**

- 4.3.1 In 2006 bring forward for consultation and debate a comprehensive Energy Policy for Jersey that addresses (P&E) :
- Economic efficiency
  - Social equity
  - Security of supply
  - Environmental impacts
- 4.3.2 Within the Energy Policy for Jersey, examine the potential for exploiting the Island's indigenous energy resources to reduce the dependence on energy imports to satisfy the Island's energy requirements (P&E/ED)

### 4.4 Clean air, clean water and uncontaminated land

**Indicated by:**

- Achievement of international standards for air quality, drinking water, bathing water and land contamination
- Reduced number of pollution incidents
- Reduction in pollution-related health issues such as asthma
- Increase in effluent treatment works compliance
- Emissions standards achieved for new energy from waste plant

**What we will do:**

- 4.4.1 In 2006; bring into force the Waste Management (Jersey) Law 2005 (P&E)
- 4.4.2 In 2006; debate and bring into force the Water Resources (Jersey) Law 200- (P&E)
- 4.4.3 In 2007; bring forward for consultation and debate a package of environmental tax and expenditure measures (P&E)
- 4.4.4 In 2007 consult on, then debate and implement, a Contaminated Land Strategy (P&E)

## 4.5 Jersey's natural and built heritage is sympathetically managed

### Indicated by:

- Increase in the area of natural habitats achieving favourable conservation status
- Sustained levels of fish stocks, measured through landings
- No loss of indigenous species and a reintroduction of those that have been lost
- Increase in the number of Sites of Special Interest (SSI) registered
- SSIs and other conservation designations are respected and such sites are protected from damage and development

### What we will do:

- 4.5.1 Deliver a vibrant, working countryside through the implementation of the Rural Economy Strategy
- 4.5.2 In 2006 designate a further seven ecological, 10 geological sites and additional archaeological, architectural or historic Sites of Special Interest (P&E)
- 4.5.3 Bring forward, in 2006, new measures to control over-fishing by large scale trawling and modified pots in Jersey waters (P&E)
- 4.5.4 Through the Ecology Trust Fund - sponsor a project in 2006 that will create a dedicated environmental resource pack for Jersey Schools (P&E)
- 4.5.5 In the period 2006-2009 implement the historic towers and forts project (TTS/P&E)

## 4.6 Waste systems meet international standards and the use of resources is improved

### Indicated by:

- Increased recycling and composting to at least 32% by 2009
- Decrease in cost per tonne of handling waste once new Energy from waste plant (EfW) in operation
- Emissions standards achieved for new EfW plant
- Reduction in per-capita consumption of resources
- Waste growth reduced in line with the waste strategy

### What we will do:

- 4.6.1 From 2006; implement the Solid Waste Strategy to promote waste minimisation and better manage that waste which is generated (TTS)
- 4.6.2 In 2007; develop a sustainable liquid waste policy to comply with EU standards (TTS)
- 4.6.3 In 2007; bring forward for consultation and debate a package of environmental tax and

expenditure measures that address current unsustainable patterns of resource use (P&E)

4.6.4 In 2006; complete and implement new guidance to the construction industry on waste management (P&E)

<p>4.7 A new Island Plan that meets the Island's social, economic and environmental aspirations</p>
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**Indicated by:**

- Low number of departures from the Island Plan
- More new commercial floor-space provided
- More new homes developed relative to anticipated need
- Percentage of land that remains undeveloped

**What we will do:**

- 4.7.1 Carry out a review of the Island Plan during 2006/2007 (P&E)
- 4.7.2 Implement Planning and Building (Jersey) Law 2002 and associated secondary legislation in 2006 (P&E)
- 4.7.3 Hold meetings of the Planning Applications Panel in public from 2006 (P&E)
- 4.7.4 Introduce new supplementary planning guidelines in 2006 which promotes high quality design and architecture (P&E)
- 4.7.5 In 2006; bring forward for consultation and debate a Coastal Zone Management Plan (P&E)

<p>4.8 A physical infrastructure which supports the economic and social needs of the Island</p>
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**Indicated by:**

- Annual maintenance costs at least equal to minimum investment identified to maintain assets
- Sea defences not breached
- No pollution incidents caused by lack of maintenance of infrastructure
- Percentage of highway maintenance undertaken annually measured against the recommended whole life cycle requirements

**What we will do:**

- 4.8.1 By 2008 secure adequate investment and implement a programme of maintenance to ensure waste management infrastructure is maintained to at least minimum standards (TTS)
- 4.8.2 By 2008 implement a rolling programme of funding to improve the condition of highways infrastructure (TTS)
- 4.8.3 Over the period 2006-2010 implement the Sea Defence Strategy to ensure that the Island does not suffer breaches resulting in flooding (TTS)

## 4.9 Valued and well maintained public places

### **Indicated by:**

- Positive public feedback on cleanliness of municipal areas
- Maintain and improve current standards of cleanliness
- Customer satisfaction of facilities

### **What we will do:**

- 4.9.1 Work with the parishes to achieve an agreed plan of co-ordination by end of 2007 that ensures best use of resources (TTS)
- 4.9.2 New town park in place by 2010 (TTS)

**Commitment Five: We will create a strong recognised identity for Jersey and promote a real sense of belonging**

Jersey's proud and independent heritage is a cause for celebration. Today, Jersey is successful, cultured and provides residents with a safe home for families. Jersey people are generous, proud of their Island and talk about it with enthusiasm and passion when they meet visitors, or when they are away.

We want to move toward a society that has an improved sense of self-confidence, backed up by improved marketing of Jersey to the rest of the world - and where the public has a greater say in our affairs

In an increasingly globalised world, it is more important than ever that we present the very best Jersey has to offer to an international audience. It is essential for the Island to create a strong international profile to ensure that the images and facts presented abroad reflect the very best the Island has to offer. This will improve marketing of Jersey and our influence in the world.

In order to achieve this, it will be important for the Island to strengthen existing diplomatic and political links with both the United Kingdom and the European Union, as well as with international organisations. Constitutional arrangements will be reviewed and a way forward agreed.

The States accepts that it must keep the public much better informed of its activities to improve mutual understanding and increase confidence and pride in what we do. To add to this, the new system of Government will provide greater openness and accountability - assisted by the Scrutiny process - which will help to engage the community with the work of Government.

These improved processes are designed to reconnect the public with its Government, and establish a stronger sense of citizenship and community, so that Jersey becomes a place of confidence in which important issues are honestly presented, widely debated and clearly understood.



## 5.1 A stronger sense of citizenship and community

### Indicated by:

- High levels of public satisfaction with government
- Positive public perception of access to services
- Formal consultation documents issued for all major policies
- Increased electoral turnout
- Fewer unfilled vacancies for honorary service
- Regular public briefings

### Strategic Initiatives

- 5.1.1 Work with the Privileges and Procedures Committee in reviewing the composition of the States, electoral reform and alternative methods of voting (CM/PPC)
- 5.1.2 During 2006; develop a mechanism for effective public participation (CM)
- 5.1.3 Introduce a framework of formal consultation for all major policy developments from 2006 (CM)
- 5.1.4 Continue to work with young people towards the further development of the Youth Forum (ESC)
- 5.1.5 Review the work of the Detached Youth Work Project in St. Helier in 2006 (ESC)
- 5.1.6 Introduce Prince's Trust provision within the Island by 2007 (ESC)
- 5.1.7 Review and enhance the Citizenship Curriculum provided in schools by 2007 (ESC)
- 5.1.8 Continue to support Island community events such as Liberation Day, the Battle of Flowers and the Battle of Britain display (ED)
- 5.1.9 Encourage support from States Departments and private sector employers to support the honorary system (CM)

## 5.2 Continued development of the Island's international constitutional position and international profile

### Indicated by:

- Jersey is internationally recognised and more widely understood
- An enhanced international reputation as a co-operative and generally well- regulated jurisdiction
- Jersey enters into international agreements directly with 3rd countries where appropriate
- Compliance with relevant and reasonable international treaties
- Increased direct ministerial contact with leaders and senior ministers in other countries

- The development of a successful, highly visible and well regarded brand for Jersey
- Overseas Aid as a percentage of Gross National Income
- Increased participation at international organisations and fora

**What we will do:**

- 5.2.1 Endeavour to agree a protocol with the Lord Chancellor which will support further extension of the Island's international personality and independence of action by December 2006 (CM)
- 5.2.2 Review our constitutional relationship with the UK to determine a long-term programme of action which will secure the Island's ability to maintain and enhance our independence in decision-making, review completed in 2007(CM)
- 5.2.3 Establish a new Jersey brand in 2006 (CM)
- 5.2.4 From 2006; participate in the OECD global forum on taxation to safeguard the Island's interests and ensure a level playing field in the application of international standards (CM)
- 5.2.5 From 2006; negotiate individual Tax Information Exchange Agreements with OECD members and implement agreements in our own right where reciprocal economic benefits are of sufficient value to Jersey (CM)
- 5.2.6 Participate at international fora either as part of the UK delegation or in our own right (CM)
- 5.2.7 Establish presence and regular contact with EU institutions by 2007 (CM)
- 5.2.8 Over the period 2007-2010; meet, where possible, international standards set through the extension of international treaties and conventions (CM)

## **Commitment Six: We will ensure that States services are necessary, efficient and of good quality**

Services provided by the States of Jersey are of an overall high quality, well used by the public and capable of withstanding benchmarking against similar services provided in other jurisdictions. The quality and reliability of public services are right at the heart of any community large or small. They should be a source of pride to both those who use them and those who work in them.

There is a tension between the demands of the public for more and better services and the need to maintain public sector expenditure within affordable limits that do not cause an increase in inflation or lead to increased taxation. Government will constantly check whether public services are best provided by directly employed staff, by another provider, or through a partnership arrangement

At the core of good public services is sound financial management and balanced books. Jersey faces the need to make major changes in the tax system to remain competitive as a financial centre. This will make it doubly important to ensure that income and expenditure in the public sector are balanced over the financial cycle.

The efficiency programme will deliver £10 million by the end 2006 and £20 million by the end of 2009. The Plan reinvests the £20 million efficiency savings in health and the rising costs of welfare, and also makes provision for investment in vocational training and economic growth, the unavoidable repayments on the Opera House and the deficiency in the Teachers pension scheme.

Limited growth has been allowed to support economic growth initiatives and skills development. The Strategic Plan also gives greater priority in the capital programme to the refurbishment of the States social rented housing stock and to road maintenance to reverse historic under-investment in public infrastructure. The revised capital programme will also include funding for the Town Park, and the commencement of a new reclamation site. The overall capital programme will be increased by £3m a year from 2008 onwards.

The States Strategic Reserve is a prudent investment for our future. We will add to the Strategic Reserve if possible. Within the period of this Strategic Plan we will consider doing this through the sale of the States-owned utility companies. The Utilities are strategic assets so any sale proceeds will go into the Strategic Reserve and will not be used to generate either capital or revenue spending.

### **6.1 States income and expenditure balanced over the economic cycle**

#### **Indicated by:**

- Percentage increase in tax revenue
- Budget deficit/surplus
- Cash limits within forecasts
- Return to balanced budget by 2008

- Positive reviews of government

**What we will do:**

- 6.1.1 Introduce a Goods & Services Tax (GST) by early 2008 (T&R)
- 6.1.2 Introduce the 0/10% corporate tax reforms and related provisions with draft Law approved by the States Assembly by 31<sup>st</sup> December 2006 (T&R)
- 6.1.3 A phased reduction of tax allowances and reliefs for those with higher incomes with the draft Law approved by the States Assembly by 31<sup>st</sup> December 2006 (T&R)

<p>6.2 Public services that are recognised as efficiently and effectively meeting people's needs</p>
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**Indicated by:**

- Planned efficiency savings achieved with no significant loss of service
- The costs and standard of States services compare favourably with other appropriate jurisdictions
- Positive reviews of Government policies and programmes by Scrutiny

**What we will do:**

- 6.2.1 Implement the Head of Profession model for the finance function within the States with financial savings of £1.13 million by 2008 (T&R)
- 6.2.2 Complete the transformation of the HR and IT functions by 2008 delivering annual savings of £1.6 million (CM)
- 6.2.3 Create a new States Department responsible for all States property assets (except social rented housing and property under the administration of trading bodies) charged with delivering the first Property Plan (see Appendix A) and revenue savings from property of £1.5 million by 2009 as well as capital receipts of £4 million by the same year (CM)
- 6.2.4 Implement an action plan to ensure States 2007 accounts are GAAP (Generally Accepted Accounting Principles) compliant (T&R)
- 6.2.5 Make it easier for the public to access services by creating a Customer Access Centre to centralise customer-facing services, achieving efficiency savings of £510k by 2009 (CM)
- 6.2.6 Secure efficiency through improved procurement arrangements for goods and services to achieve efficiency savings of £1.9 million by 2009 (T&R)
- 6.2.7 Implement and test a full business continuity programme for the Income Tax Office by 31<sup>st</sup> December 2006 (T&R)
- 6.2.8 Review the resourcing and organisation of Law Officer functions to ensure that prosecution, legal advice and implementation of Laws are handled as efficiently and effectively as possible (CM)
- 6.2.9 By the end of 2006 complete a feasibility study into the proposal to combine the Jersey and

Guernsey meteorological services into a single, more efficient Channel Island service. (P&E)

### 6.3 Maximised long-term value of States-owned strategic resources

**Indicated by:**

- Strategy approved by the States
- Cost to the public purse
- Long-term asset value
- Cost to the consumer

**What we will do:**

- 6.3.1 Review ownership of Jersey Electricity Company, Jersey New Waterworks and Jersey Telecom and have strategy approved by the States by December 2008 (EDD/T&R)
- 6.3.2 Review the ownership structure of Harbours and Airport in line with an air and sea transport policy by 2008 (ED)

## Focus on Young People

Measures that will affect young people can be found throughout the outcomes and initiatives set out in the Plan. This is a deliberate departure from the previous strategic plan where “Youth issues” were dealt with as a separate Strategic Aim which had arisen out of the Imagine Jersey event and the desire of young people themselves to play an active role in the policy-making of the Island. Young people felt that their voices were not really being heard.

We have come a long way since the first Imagine Jersey; the Youth Forum has been established and we have consulted with young people on a number of key issues, including tax and the waterfront development. For the present plan, therefore, we have decided that it is preferable for issues concerning young people to be considered throughout all policy-making and not in isolation. We want young people to be taken into account in everything that we do.

We realise that many young people and their parents need reassurance that they can look forward to a safe and secure future in the Island. Policies on issues such as education, employment, housing, crime and the environment will impact on their future and also on the decisions of university graduates to return to the Island.

A greater range of jobs and employment opportunities within the island, and an increased emphasis on skill acquisition will encourage trained and educated younger people back to the Island and secure the Island’s future skills base. We will ensure that there is a much better process for the two-way matching of skills and the economic activity base of the Island.

Whilst Jersey has some good facilities for young people in many areas, we realise that there is always scope to improve both the access and the range of opportunities available. But in particular, young people wish to have a say in how these activities are designed and delivered and to be consulted about the way that they operate. We will ensure that their voices are heard.

## **Summary of those measures that will directly affect young people:**

### **1.3 The potential of the Island's workforce is maximised**

- Increased employment opportunities for all, particularly the under-25s and over-50's
  - Increased numbers of local graduates returning to the Island
- 1.7.8 Encourage growth in existing businesses across all sectors through a business and enterprise development strategy (ED)
- 1.3.2 Investigate the benefits of a vocational skills centre for 14-19 year olds during 2006 which would create a shift from imported skills to home grown skills (ED)
- 1.3.5 Develop strategically important higher education programmes in the Island co-ordinated by the Higher Education Steering group and partnerships with HE institutions 2006-2009 (ESC)
- 1.3.6 Establish an international business school presence in the Island (ESC)

### **1.4 The economy is diversified and developed**

- 1.4.1 Develop and implement an Enterprise and Business Development Strategy that will:
- Build strategic partnerships between secondary schools and Highlands College, Jersey Business School, Chamber of Commerce, British Venture Capital Association, local lending banks, professional associations, Jersey Business Angels Network and government departments
  - Build strategic partnerships with first tier UK universities to deliver necessary academic and research elements of enterprise and business development (ESC)
- 1.4.5 Introduce an economic measure to encourage the return of students (ED)

### **2.2 Better health and well being for all the people of Jersey**

- 2.2.4 Complete a health related survey among school students in 2006, findings to be disseminated to schools for action by 2007 (HSS)

### **2.4 Full employment**

- Increased employment opportunities for under-25s
- Reduction in unemployment for under-25s

- 2.4.1 Review of apprenticeship schemes in 2006. Introduce new schemes allied to Developments in 14-19 curriculum in 2007 (ED)
- 2.4.2 Create a Higher Education Development Group in 2006 to co-ordinate strategically important higher education provision in the Island (ESC)
- 2.4.3 Introduce the 14-19 education curriculum with a view to increasing vocational options for young people from 2006 (ESC)

## 2.5 A skilled, motivated and qualified local workforce able to meet the Island's economic and social objectives

- More local graduates returning to the Island to work
- 2.5.2 Develop strategically important higher education programmes in the Island via the Higher Education Steering Group and partnerships with HE institutions 2006-2009 (ESC)
- 2.5.3 Report on the need for the development of an Island Academy for Higher Education by 20089 (plan for its development, if required, 2010 onwards) (ESC)

## 2.6 Access to high quality learning opportunities

- Higher proportion of children have access to affordable early years education and care
- Favourable comparison of level 2 and 3 examination results with other jurisdictions
- Staying-on rates at 16 yrs maintained
- Maintain proportion and profile of people entering higher education
- School performance continues to compare favourably with UK benchmark authorities
- 2.6.1 Bring proposals to the States in 2006 for an Early Years Strategy which will increase the number of children with access to affordable early years education and care (ESC)
- 2.6.2 Sustain on-going school improvement by continuing to invest in critical skills and Assessment for Learning (ESC)
- 2.6.3 Introduce a revised scheme for school evaluation during 2007 (ESC)
- 2.6.4 Enhance 14-19 education curriculum with a view to increasing vocational options for young people in 2006 (ESC)
- 2.6.5 By end of 2007 , consolidate arrangements for further, higher and adult education which take account of changing patterns of participation, provision and funding (ESC)
- 2.6.6 Review school funding during 2006 to ensure that schools can meet curriculum needs within available resources (ESC)
- 2.6.7 Establish a strategy for youth work in St. Helier including replacement provision for the Old Harbour Office in 2006 (ESC)
- 2.6.8 Develop partnerships with parishes and a range of other providers to support informal work with young people (ESC)



### 3.2 A safe community protected against crime and disorder

- Reduced levels of substance misuse
- High public perceptions of safety of town at night

3.2.6 Fully implement "Building a Safer society" by 2009

3.2.9 Review the effectiveness of the Children's Executive and the Youth Action Team actions by 2008 (HSS/HA/ESC)

### 3.6 An integrated system of benefits which help residents to achieve and maintain financial independence and which provides appropriate financial support for local households and individuals unable to support themselves

- Equity and access to benefits of children living in relatively low income households

### 3.7 Social care to protect and support the vulnerable

Reduction in the number of children in residential care and increase in the proportion of family placements available for vulnerable children from 2006

3.7.1 By 2007; develop care pathways for young people with mental health problems who require hospital admission (HSS)

3.7.2 Implement a substantial three-year programme of investment by early 2006 to increase the number of foster carers through improved recruitment, training and financial support (HSS)

### 4.5 Jersey's natural and built heritage is sympathetically managed

4.5.4 Through the Ecology Trust Fund sponsor a project in 2006 that will create a dedicated environmental resource pack for Jersey Schools

### 5.1 A stronger sense of citizenship and community

5.1.5 Continue to work with young people towards the further development of the Youth Forum (ESC)

5.1.6 Review the work of the Detached Youth Work Project in St. Helier in 2006 (ESC)

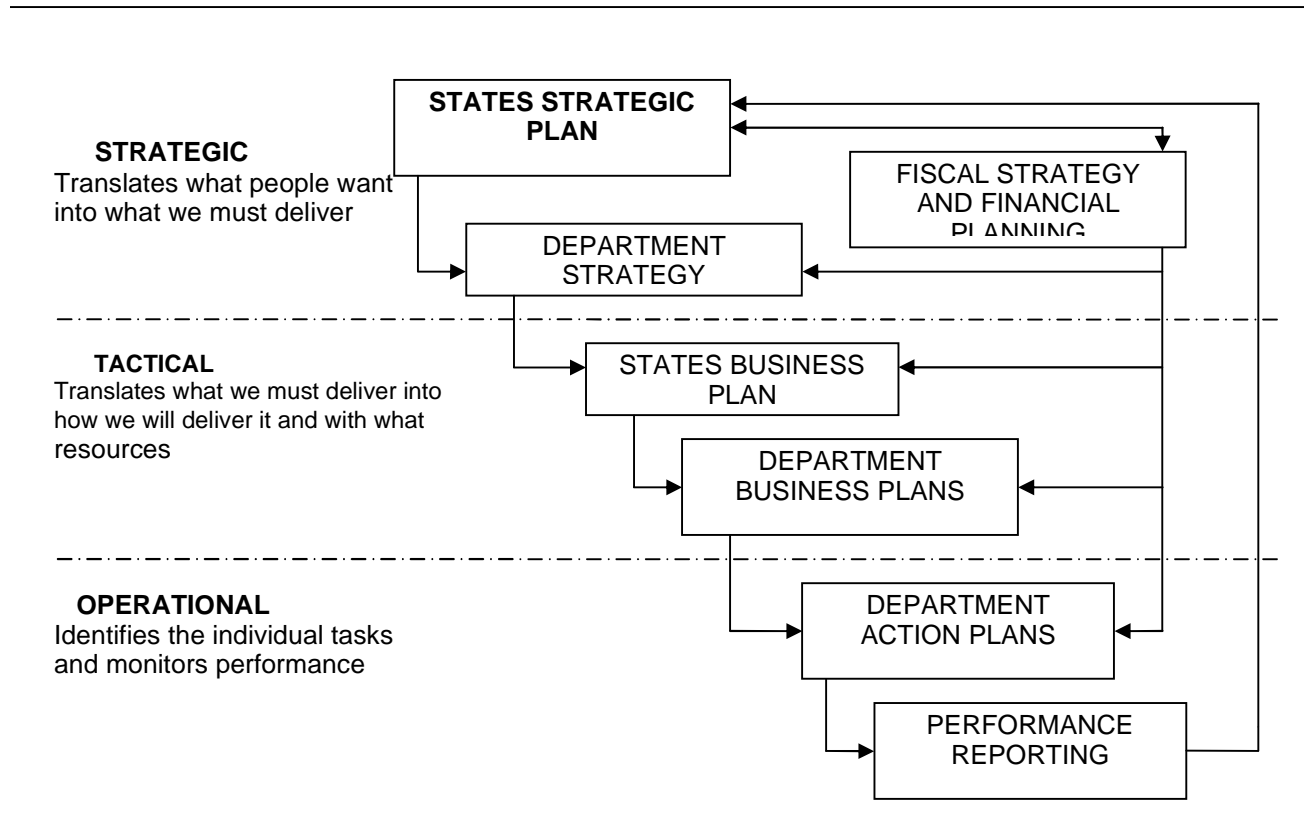
5.1.7 Introduce Prince's Trust provision within the Island by 2007 (ESC)

5.1.8 Review and enhance the Citizenship curriculum provided in schools by 2007 (ESC)



# How we will ensure that the plan is delivered

This Plan sets the high level direction. Throughout it defines indicators which will be used to measure success. However, the Plan will be translated into actions by States Departments, our staff and our partners. A full performance management framework is now in place and which is shown in a diagram below. Indicators of progress are reported on publicly through the Annual Performance Report in May of each year to coincide with the publication of the Accounts.



## The States Property Plan

### Summary

This plan sets out how Property Holdings intends to work toward delivering:-

- a corporate approach to property management;
- the extraction of optimum benefit from property assets;
- the valuation of all States property by April 2007;
- greater cost effectiveness in service delivery from 2006;
- measurement of property performance from 2007;
- reduction in net revenue expenditure of £1.5m p.a. from 2008; and
- net capital receipts from sale of property of £4.0m p.a. from 2009

## Introduction

In June 2005 the States, in approving P.93/2005, States of Jersey Property Holdings: Establishment, agreed *inter alia* to –

- (a) **the creation of a new States department, Property Holdings, to be responsible for the administration of all States property assets, except social rented housing and property under the administration of States trading bodies;**

and

- (b) **the development of a modern approach to the management of States property which will optimise operational efficiency, minimise under-performing assets and maximise opportunities for cost reduction and the extraction of capital from the portfolio.**

States property has been conservatively valued at over £1.6bn. It has a wide range of uses including public open space, roads, schools, health facilities, housing, waste disposal, sports facilities, emergency services and offices. While States needs for property can often be met from the existing portfolio, where this is not possible either additional land is acquired or new buildings constructed, or in some cases both. This places demands on the States for capital expenditure and accounts for the majority of the proposed annual capital allocation over the next few years.

As needs change, it is to be expected that some States property will become unnecessary or underutilised, and yet, historically, the States has been slow to dispose of redundant or low performing assets. A key feature of P. 93/2005 was the desire to make more efficient use of the property held for the delivery of services as well as to identify and deal with any property which is not fulfilling a useful purpose.

In the last few weeks of 2005 and early part of 2006, Property Holdings has conducted interviews with key staff in departments across the States to make an initial assessment of the impact of departmental strategic and service requirements on current and future property needs. In addition, questionnaires have been completed by the departments outlining the suitability, sufficiency, economy in use and condition of the property they occupy. From these exercises useful information has been gathered for inclusion in this Plan.

The Act of the States recording the decision to adopt P.93/2005 is attached at the end of this document.

## Strategy

The States Strategic Plan calls for more effective government which will deliver improved performance and efficiency.

For Property Holdings this means that the States property portfolio should be appropriate for, and make an active contribution to, the effective delivery of States services and objectives.

This Plan is guided by the need to:-

- **Meet the current and future property requirements of States services in order to improve performance;**
- **ensure that property is used, managed and maintained effectively;**
- **acquire assets only when to do so makes a contribution toward achieving States strategic or business objectives; and**
- **dispose of, or extract better value from, property which is not contributing satisfactorily toward service delivery or the achievement of States objectives.**

A change in emphasis, with greater focus on the value of property, will be vital if the States is to achieve the following savings targets which have been built in to budget forecasts for the next few years.

Year	2006	2007	2008	2009	2010	2011		6 year total
Source								
	£m	£m	£m	£m	£m	£m		£m
Revenue	0.4	0.9	1.5	1.5	1.5	1.5		7.3
Capital		0.7	2.3	4.0	4.0	4.0		15.0
Total	0.4	1.6	3.8	5.5	5.5	5.5		22.3

In summary, these targets are to deliver revenue savings of £1.5m from 2008 and annual net capital receipts rising from £0.7m

**[1] in 2007 to £4m from 2009 onward. The property contribution is a very significant part of the States' £20m a year efficiency savings, factored into spending plans for the period 2006-2011. Not to achieve these property targets will mean that the States will have to cut services to an equivalent value.**

## **How will the strategy be achieved?**

As the Property Holdings organisation is developed during 2006/2007 it will contribute the following toward achieving the strategy:

### **Managing the States property assets to obtain optimum benefit**

- annually review the office and other property requirements of service providers;
- assess the suitability, sufficiency, economy in use and condition of the property available to meet assessed needs;
- match those needs in the most suitable and cost effective way;
- identify property which is or may become surplus to requirements;
- commission use and potential use studies of larger sites;
- assess the most advantageous options for disposal of surplus property;
- implement disposal of surplus properties effectively;
- require all property users to develop asset management plans.

### **Developing a corporate approach to property management**

- bring together the property management functions previously carried out by individual service departments, with their associated staff and budgets;
- set a standard across the States of providing and maintaining property fit for purpose;
- offer a comprehensive property service to all States departments

### **Identifying and valuing all States property**

- update and confirm all States property records;
- produce a ten year, costed, schedule of property maintenance for the property in use.
- value all property in accord with generally accepted accounting principles;
- record and monitor the running cost of property in use;
- charge property users on the basis of value in use.

### **Introducing more cost effectiveness to service delivery**

- analyse existing approaches to procurement of services with a view to improvement of value;
- examine procedures and policies with a view to reducing unnecessary bureaucracy;
- provide training to ensure up to date skill base;
- utilise information technology to increase speed of transfer and accessibility of data;
- ensure best practice is applied when developing new property assets
- consider the complete lifecycle costs of capital projects

### **Measuring performance**

- compare fitness for purpose of property in use in terms of suitability, sufficiency, economy and condition;
- achieve high levels of customer satisfaction;

- meet revenue savings targets;
- achieve target for net capital receipts;
- deliver capital projects on time and within budget.



## **The Plan for 2006/2007 and beyond**

### **Creating a new department**

From 1st January 2006 the Property Holdings Department took over responsibility for the administration of States' property (except as noted above). The Department also became partly operational from that date, under an interim structure, with the former Property Services Department and the States' Architectural Services division forming the first elements of Property Holdings.

It is intended to build on this start so that, by September 2006:-

- property maintenance will be managed centrally;
- staff and budgets will be transferred in from individual departments;
- an accurate record of States properties will be held;
- a full range of property services will be available;
- proposals will be in place to seek States approval for Property Holdings to operate in 2007 as a trading department with the appropriate accounting structure.

During 2007 the valuation of property assets will be completed and a charging mechanism for property will be developed for introduction from January 2008.

### **Property needs**

The findings from the initial review of departments' property needs are outlined below.

In future years Property Holdings will develop a formal property and asset management planning process as an integral part of States' business planning. Through this process, property needs will be more closely linked to service requirements.

### **Land**

The review indicated that no major land acquisitions are required in the short term (end 2006) to enable agreed capital projects to proceed. Some minor acquisitions are desirable but not essential.

During the period to 2011 it is to be expected that the need to acquire land will arise for projects where land needs cannot be met from the existing property portfolio.

### **Office portfolio**

The States have about 429,000 sq. ft. of office space on over 30 sites spread across the island. Offices exist in buildings that range from modern purpose built to conversions of schools and residential accommodation.

As at 1st January 2006, 27,000 sq. ft. (about 6% of States office space) was leased from the private sector. This will reduce to about 20,000 sq. ft. by the end of 2006 with a resultant net reduction of about £100,000 in rent due.

The initial review has revealed that, while all offices are currently serviceable, about 25% will require significant expenditure on maintenance within the next three years. Some 11% of offices were assessed as unsuitable for the service provider either because of layout or location.

Evidence from UK government organisations indicates that the overall review and rationalisation of office accommodation can release significant benefits for the organisation. As part of the change programme, new ways of working should result in reduced demands on office space and reduced cost. Cost efficiencies could be generated from:-

- A reduction in the overall amount of office space required;
- Improved service delivery through better ways of working;
- Improved facilities management and less duplication of support services as a result of fewer sites;
- Better work environments with flexibility of use;
- A reduction in the number of office building locations and release of valuable sites for disposal.

The potential for the release of these benefits needs to be assessed through further detailed study. Outcomes may result in the need for acquisition of new office accommodation, on a temporary or permanent basis, should this be the key to releasing sites which have a higher potential value than currently as offices.

Two studies are currently being undertaken to establish whether better use can be made of parts of the States office portfolio and whether some rationalisation can take place. Those carrying out the studies, while concentrating on different parts of the organisation, will work on a complementary basis.

- (a) The first study relates to the use of offices at Philip Le Feuvre House, Huguenot House, Jubilee Wharf and offices leased from the private sector.

An influx of staff transferring from other departments, arising from the introduction of the Income Support Scheme, will need to be accommodated in or near Philip Le Feuvre House. However, in dealing with this issue there may be opportunities to make better use of the other office sites in the study as well as improve service delivery.

- (b) The second study relates to the use of offices at South Hill, Howard Davis Farm, 23 Hill Street, Maritime House and La Collette. At present Transport and Technical Services staff are based (mainly) in three separate locations. Planning and Environment Services are based in two locations. In the second half of 2006 Property Holdings will have staff based in potentially up to ten different locations. The intention is to bring together departmental staff where this would be advantageous to service delivery, use the available office space more effectively to reduce overheads and secure better value from these properties.

An example of the benefits that can arise from this type of exercise can be seen in the changes taking place at Cyril Le Marquand House. A recent review to determine future user requirements has resulted in alterations to the building, some of which are in progress, which will lead to a more efficient use and better service to the public. On completion of works and transfers in and out of staff the building will provide workstations for 348 employees compared to the 320 before the alterations. The net increase in

workstations will allow the return to Cyril Le Marquand House of staff currently located in part of offices leased from the private sector (see above) where the lease is not to be renewed. The relevant saving from this part of the exercise, in terms of rent no longer due, is about £40,000 per annum.

The two studies currently in progress will provide options for improving the current arrangements within a relatively short timescale of 1-3 years. It is intended to commission a further broad ranging study into office accommodation across the States, with a view to identifying more opportunities to apply cost cutting measures whilst ensuring that changes to accommodation serve to enhance rather than compromise the delivery of States services

### **Other property needs**

The review carried out by Property Holdings has not identified any significant variations from the property related bidding submissions which resulted in the current agreed capital programme. Decisions will need to be taken during 2006 on the location of the proposed Energy from Waste plant and relocation of the Green Waste treatment plant but it is anticipated that both can be sited on land currently in States ownership. During 2006/2007 progress will need to be made on identifying a new land reclamation or landfill site to replace La Collette 2.

The Treasury Corporate Capital unit will review capital bids and confirm existing bids before submitting a report to the Council of Ministers in April 2006, recommending any changes to the 2007-2010 programme as well as projects to be included in the States Business Plan 2007-2011. All new projects will be subject to the approval of feasibility studies by the Treasury Corporate Capital unit and Capital Projects Review Panel.

The 2006-2010 States Business Plan, approved in September 2005, sets out the 2006 agreed projects and provisional capital programme beyond 2006. The latter will be reviewed by the Corporate Capital unit as outlined above but from 2007 Property Holdings will recommend to the Council of Ministers the priority order for capital projects related to building construction. The Council will decide on the programme to be submitted to the States for approval.

### **Property in use**

The review has also identified a number of sites owned by the public which could potentially be put to better use, although some of these sites currently deliver important services. As identified above, if the desire of the States is to be more efficient in its use of property and meet the targets set for net capital receipts, then sites that are not delivering optimum value should be managed more effectively to achieve a greater return to the States through disposal, lease or alternative use.

The following criteria will be applied when reviewing these sites:-

- Does the site make a contribution to the delivery of services or the achievement of States strategic aims?
- Is the site required for future strategic purposes?
- Could services on the site be delivered more cost effectively elsewhere?
- Is there a business case for disposing of the property?

- Are there constraints on realising the capital value of the asset or the use to which any capital raised can be applied?

With these questions in mind, Property Holdings has divided the sites identified into three groups:-

- Sites which require further study
- Sites for disposal or lease in 2006
- Sites for disposal or lease

The States own a very significant amount of land and property and the sites currently recommended for disposal represent just a small fraction of the portfolio.

#### **Sites requiring further study**

Property Holdings, in some cases in conjunction with others, will during 2006/2007 review the use of the following sites and prepare reports outlining options for the future.

#### **St. Saviour's Hospital and Overdale**

These two sites form part of the property used by the Health and Social Services Department. Preliminary discussions indicate that full use of these sites will not be required to meet the Department's needs in the next ten years. The whole range of property used by the Department and associated services will be taken into account when assessing options for the future.

#### **Howard Davis Farm**

With the decline in the agricultural industry parts of this site are not fully utilised. However, options for the future must take into account the wishes of the benefactor who donated the site to the States.

#### **D'Hautrée/Highlands campus**

With the demolition of some buildings on the former D'Hautrée school site a considerable area is now used as temporary car parking. Land to the south of the Education Department offices was granted planning permission for a small residential development several years ago. These areas need to be considered in the light of the future requirements for the Highlands facility and the Education Department.

#### **Fort Regent**

In April 2000 the States approved P.181/99, supporting the proposed redevelopment of Fort Regent as a modern community health and sports centre. However, funding for this venture was not forthcoming and the project has not progressed. A new working group, to be set up by Property Holdings, will review options for this site and present preliminary findings to the States by early 2007.

#### **East of Albert/La Collette 2**

A steering group has been set up, coordinated by Property Holdings and with representation from Harbours, Transport and Technical Services, Planning, Economic Development, Waterfront Enterprise Board (WEB), Treasury, Chief Minister's Department and the Parish of

St. Helier. The group will commission the production of a development masterplan for the 'East of Albert' area for consideration by the States in 2007.

#### 38 La Motte Street, offices and car park to the rear

The Youth Service currently occupies most of this site, which includes the Sounds Workshop. More intensive use of the site may be possible, subject to more suitable premises being found for the existing users.

#### Belle Vue, St. Brelade, residual land.

Most of this site was developed for first time buyers and social rented housing in the late 1990's. An area of land remains on which the Health and Social Services' Department had proposed a scheme for a residential home and day care centre. It has been decided not to proceed with this project and the site now offers opportunities for various development options, including a possible part rent, part sale housing scheme for the elderly.

#### La Pouquelaye School, St. Helier

Use as a primary school ceased in July 2005 and the premises are currently occupied by the Parish of St. Helier which, with other approved parties, utilises the building for community purposes. A licence agreement with the Parish is scheduled to expire in September 2006.

The property has a significant value, either for redevelopment purposes or as a building for community use.

#### 1 Oxford Road, workshops

The property is one of several left to the States 'for the benefit of the aged, infirm and needy residents of the Island' by Mr Harold Le Seilleur, who died in 1996. In May 2003 a proposition to sell the property for £365,000 was rejected by the States and unfortunately since that date the property, which is dilapidated, has simply incurred costs. The property is classified as a Site of Special Interest.

Hue Street, Dumaresq Street car park, St. Helier

The site comprises residual land following the development of Hue Court (1981) and refurbishment of the Hue Street cottages (1990's).

It is currently used for car parking but has long been identified as suitable for redevelopment.

1 and 2 La Mabonnerie, La Rue D'Asplet, Trinity

A pair of houses formerly used as staff accommodation. The houses are not designated for Category A use but may be suited to meeting special needs.

Fields 298 and 298A St. Peter

The fields have been used by the Transport and Technical Services Department for the storage and processing of green waste. This activity has largely transferred to La Collette although some temporary buildings remain on site. There is limited potential for development of this site which lies in the Countryside Zone.

#### **Sites recommended for disposal during 2006**

The following sites are recommended for disposal or possibly long lease:-

1. **Former Mascot Motors site, Georgetown, St. Clement**
2. **Former Jersey College for Girls, St. Helier**
3. **The Quarry and Anchorage, Gorey Pier, St. Martin**
4. **Mont Mado shed site, La Rue de la Mare des Pres, St. John**
5. **Mont Mado Quarry, La Route du Mont Mado, St. John**
6. **Chateau du Port, St. Peter**
7. **7 Devonshire Place, parking area, St. Helier**
8. **Rozel Mill, St. Martin**
9. **Fields 34 and 37 Queens Valley, Grouville**

A summary description and reasons for disposal for each property is shown in the 'Property Reports' section of this appendix (below).

#### **Sites recommended for disposal or lease**

The following sites are likely to be recommended for sale or lease, with full details to be provided in the States Business Plan for 2007:-

2-4 Dumaresq Street, 19-20 Charing Cross, St. Helier

The properties were acquired as part of the Dumaresq Street road widening scheme which was abandoned in 1996. The site has had various temporary uses since, including car parking. A petition was launched in 2006 seeking the prevention of any development on the site.

Seaton Youth Centre, Seaton Place, St. Helier

This former church was acquired by the States in 1959 and has been used as a youth centre. The internal layout of the building and limited means of escape in the event of fire has meant this use has had to be terminated. The property is listed as a Building of Local Interest which

restricts the development potential of the site.

#### Samarès School houses, St. Clement

A pair of houses built in 1990 as staff accommodation for teachers. The properties lie between the school and the Housing Le Squez phase 1b development which is due to start on site shortly. The houses are no longer required for staff and, as they are not designated for Category A use, they will probably be offered for sale once the Housing development is suitably advanced.

#### Headingley, La Route du Fort, St. Helier

This substantial dwelling was acquired in 1990 to provide accommodation for single nursing staff. The demand for this type of accommodation is falling and the property is expected to be surplus to requirements within twelve months.

#### 74 and 76 Colomberie, St. Helier

Established commercial units which were acquired in 1991 for possible extension of the Keith Baal Gardens housing scheme. There are no plans to pursue that course. Both units are let with break clauses in the leases arising in 2007.

#### Drury Lane workshop

This workshop was acquired by the States in 1995 to remove a 'bad neighbour' from a primarily residential area. This was achieved and the workshop has been let on a temporary basis to the voluntary group 'Tools for Self Reliance'.

#### Fields 823, 849, 851, 853, 864 and 865, Trinity

The fields, to the south of Howard Davis Farm, were acquired with Le Rondin Farm in 1986. The farm was subsequently sold and the fields are currently used under licence by various parties. In 1991 Field 823 was planted as an orchard of traditional Jersey apples. Field 864 is in the Green Zone and the other fields are all in the Countryside Zone.

#### Field 373, Les Creux, St. Brelade

This field was purchased in 1994 as part of the land assembly for the municipal golf course project. This project was abandoned and the majority of the land acquired has been utilised to form the Les Creux Country Park. Field 373 does not form part of the Park.

### **Disposal process**

Property Holdings will use the most appropriate means for disposal of sites. This may be open tender, by marketing at assessed value, by private treaty where there is justification for dealing with a single potential purchaser or by other means where appropriate. In future years a list of sites identified through this process will be included in the annual Business Plan.

### **Other Property**

The States owns a number of properties which have a net revenue cost but provide a particular benefit to the community. These include historic buildings, the Opera House, St. James' Church,

accommodation used by various Trusts and voluntary agencies for the homeless and those with special needs. A review of this property will be carried out in 2006/2007 in order to establish the full annual cost of maintaining these arrangements and the benefits arising for the community.

### **Valuation of States Property**

By March 2007 all property will have been valued in compliance with generally accepted accounting principles. Each department of the States will produce an asset management plan which will contribute to future States property plans.

The cost in use of property will be recorded and monitored.

A ten year maintenance schedule will be prepared and costed by April 2007.

A charging system for States property users will be developed in the second half of 2006 with a view to partial introduction in 2007 and full implementation from January 2008.



# **PROPERTY REPORTS**

# **1 Former Mascot Motors Garage Site (NS 1780)**

## **Description**

A vacant plot of land measuring 0.9 vergées, acquired by the Public in 2002, by way of land exchange partly to alleviate a “bad neighbour” situation but also having regard to its potential as a housing site.

## **Location**

The site is situated at Georgetown Park Estate, St. Clement in a residential area.

## **Current/previous use and any special features**

Though formerly occupied by the Mascot Motors Coach Garage, commercial use of the premises ceased in November 2002. The site benefits from vehicular access from its easterly boundary via Georgetown Park Estate. There is an adjacent drainage culvert, party-ownership of which rests with the site, situated towards the northerly boundary.

In conjunction with or prior to the possible sale of the site, an approved scheme of remediation will be undertaken in respect of the existing ground conditions. A specification of works has been provided by a specialist consultant (July 2005), though a formal tender process has yet to be carried out.

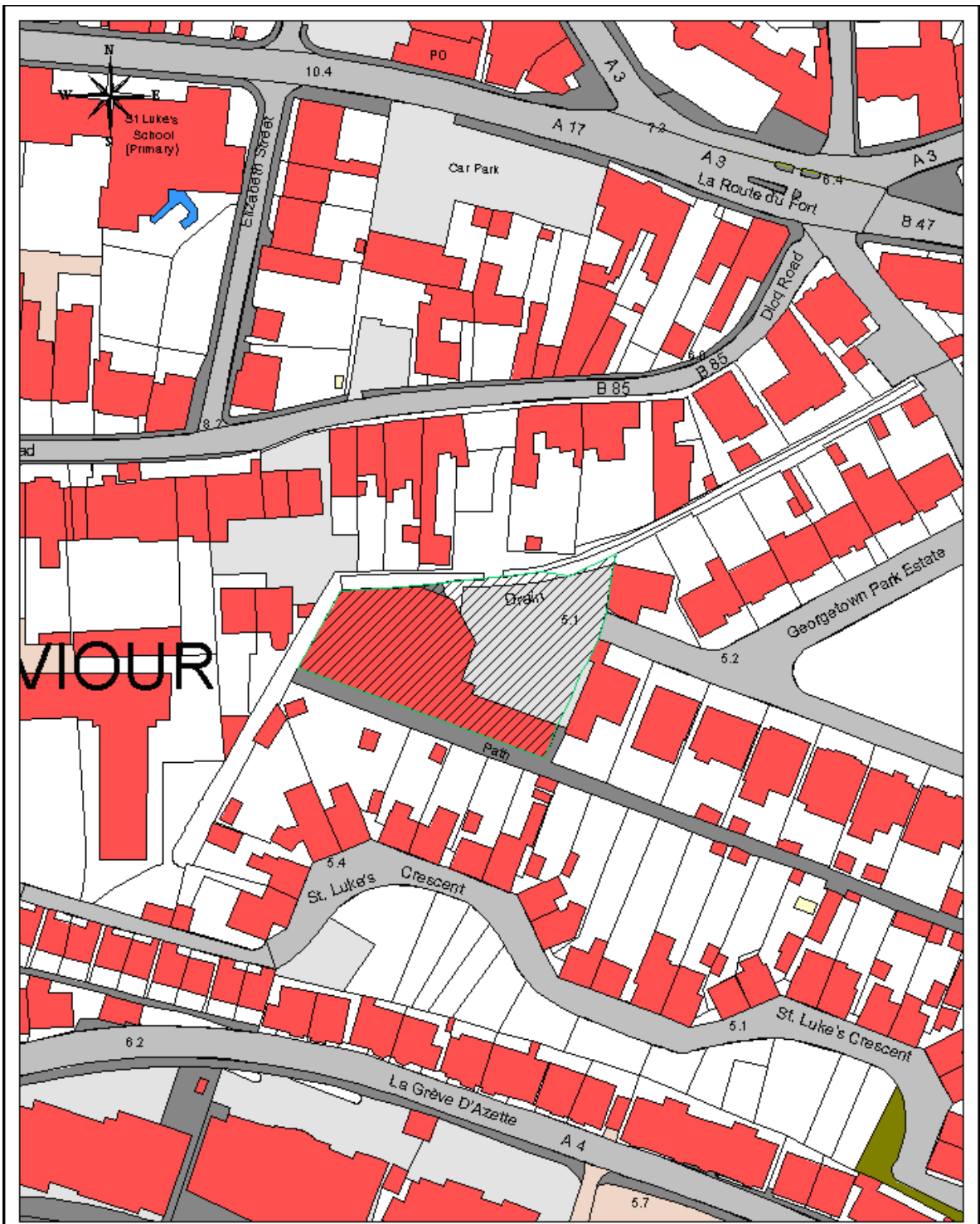
## **Reasons why the property is no longer required**

Following consideration of a number of feasibility studies to deliver social rented housing, it has been determined that the site would be best suited to development by the private sector.

The site has no strategic value to the States and is currently unused. Social rented housing can be delivered more cost effectively elsewhere.

## **Redevelopment potential (if any)**

Planning permission has been granted on 07 February 2005 for the construction of 10 no. 3 bedroomed terraced houses with gardens, parking and garden sheds. Provision for visitor parking and a children’s play area is also included.



Former Mascot Motors Site, Georgetown, St. Clement

Drawing No: 1780

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## **2 Former Jersey College for Girls School (PT 05/115/1)**

### **Description**

The original college building was constructed in 1888 with a major extension added in 1892.

It is a large and imposing building in front of which there are grass lawns identified as an important area of open space. It is within the Built-Up Boundary and part of the Green Backdrop Zone as designated by the Island Plan 2002. All trees on the site are protected by a Tree Preservation Order.

In 2005, the Environment and Public Services Committee made an order designating the building and some external areas as a Site of Special interest (SSI) by reason of the special architectural, historical and cultural interest attached to the property. There are features within the building, together with the associated areas of enclosure such as walls, gates, pillars and ironwork which are afforded significant protection through its designation as an SSI.

The main building has a gross area of 29,300sq ft. The site area bordered by Rouge Bouillon, Drury lane and La Pouquelaye is 8,197sq m, about 4.5 vergées.

### **Location**

The site is on the northern side of the St. Helier Ring Road with relatively good access. It is bordered to the north by the buildings used by the Centrepont Children's Resource Centre and the Janvrin School site. Drury Lane to the east of the site is currently being acquired on behalf of the Public by compulsory purchase from unknown owners.

### **Current/previous use and any special features**

Originally built as a school but during the Second World War the building was used by the German Occupying Forces for the accommodation of construction workers and later by the Red Cross as a hospital.

Since 1999 the buildings have been used as a temporary location for Grands Vaux School whilst it was rebuilt, as a tuition centre by the Schools Music Service, as offices and workshops by a TV film production company and for other temporary educational uses.

### **Reasons why the property is no longer required**

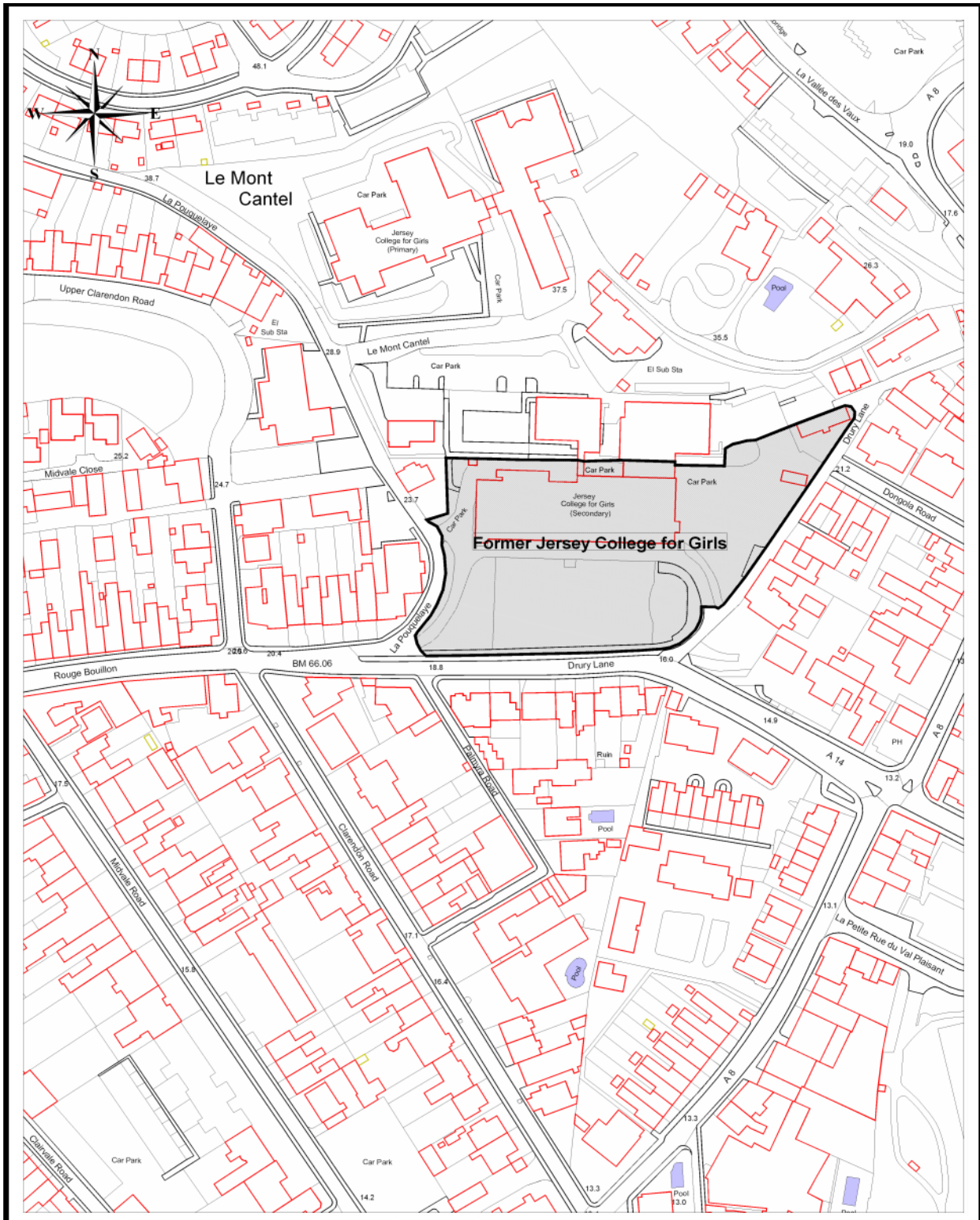
The college was replaced by the new Jersey College for Girls at Mont Millais in 1999, with the building not considered acceptable for the needs of a modern day school. The building is in need of maintenance and repair, and more recently has suffered badly through vandalism. Two feasibility studies undertaken to assess the opportunities for converting it into social housing and later as replacement office accommodation showed that both were costly and unviable, and did not meet the needs of the relevant States committees.

### **Redevelopment potential (if any)**

The development brief does not seek to safeguard the site for category A housing needs but welcomes schemes for Category B housing, together with such uses as office accommodation, community, cultural or a tourism linked purpose.

In August 2005, the Environment and Public Services Committee agreed to seek expressions of interest from developers in undertaking a scheme of refurbishment or redevelopment of the site, excluding the former sixth form block and gymnasium currently the subject of lease agreements with third parties. In seeking a preferred developer, the Committee looked for an imaginative but sensitive scheme and a use or uses which reflect the architectural, historical and cultural importance of the building and its surrounds.

Following advertising, four expressions of interest were received. A preferred developer has been chosen and is currently working with Property Holdings on a proposed scheme which involves residential provision but retains all the important features of the building and its surrounds. His design team are currently preparing a planning application and if successful the intention is to complete negotiation and seek approval for the sale of the site.



**Former Jersey College for Girls**

Drawing No: 115 D1

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### **3 The Quarry and Anchorage, Gorey Pier, St. Martin (PG 356 1/2)**

#### **Description**

The Quarry and Anchorage form one site but can be physically separated as at present.

The property to the rear (known as the Quarry) includes the access route via the side of the Anchorage. The site area of the Quarry is approximately 5,100 sq ft comprising a single storey building with a footprint of 3,800 sq ft (g.e.a.). This part of the property has remained unoccupied since circa 1998 following the collapse of the business of the last two lessees. The property, built in 1965, has been altered and extended over the next 20 years. It is currently in poor condition.

The Anchorage is a two storey building that makes the front of the building. It comprises 346 sq ft of retail space on the ground floor with 275 sq ft of storage to the rear and a total of 643 sq ft on the first floor again used for retail space. The current passing rental is £12,800 p.a. on the basis of a full repairing lease to the tenant who trades as 'The Old Sail Loft'.

#### **Location**

The properties are located on the north end of Gorey Pier and are surrounded by a mix of commercial properties.

#### **Current/previous use and any special features**

The Quarry is currently vacant but is used occasionally for temporary storage. The former Planning and Environment Committee had agreed a redevelopment package with a chosen developer but this was ultimately not pursued. The site's former use, amongst others, was as a marine work shop and chandlers.

The Anchorage is currently let to a long established local business with the lease due to end in September 2006. It has been agreed that, pending a decision as to what happens to this part of the property, the lease will be extended until December 2007, with notice to terminate being given by the end of December 2006.

#### **Reasons why the property is no longer required**

The Public has no current direct use for either of the properties nor do they have a strategic value. The rental return from part of the property does not represent a good return on the capital value tied up in the whole site.

#### **Redevelopment potential (if any)**

The Anchorage is a registered Building of Local Interest (BLI) and as such total redevelopment is likely to be restricted. The Quarry is also on the BLI register but some redevelopment should be acceptable.



## **4 Mont Mado Shed Site, La Rue de la Mare des Pres (JQ 1861/1&2)**

### **Description:**

An area of approximately 17,125 sq ft (0.9 of a vergée) within which is sited a shed of approximately 1,431 sq ft and a masonry structure of approximately 250 sq ft.

### **Location:**

Within the Parish of St. John, access to the site is via a single entrance off La Grande Route de Mont Mado (B52) to the West. The site lies within a semi-residential area.

### **Current/previous use and any special features**

The site's earlier uses have included that of a private contractor's yard/depot and more recently as a PSD store/workshop. Also, the Parish of St. John has used the yard area on an ad-hoc basis for storing abandoned vehicles.

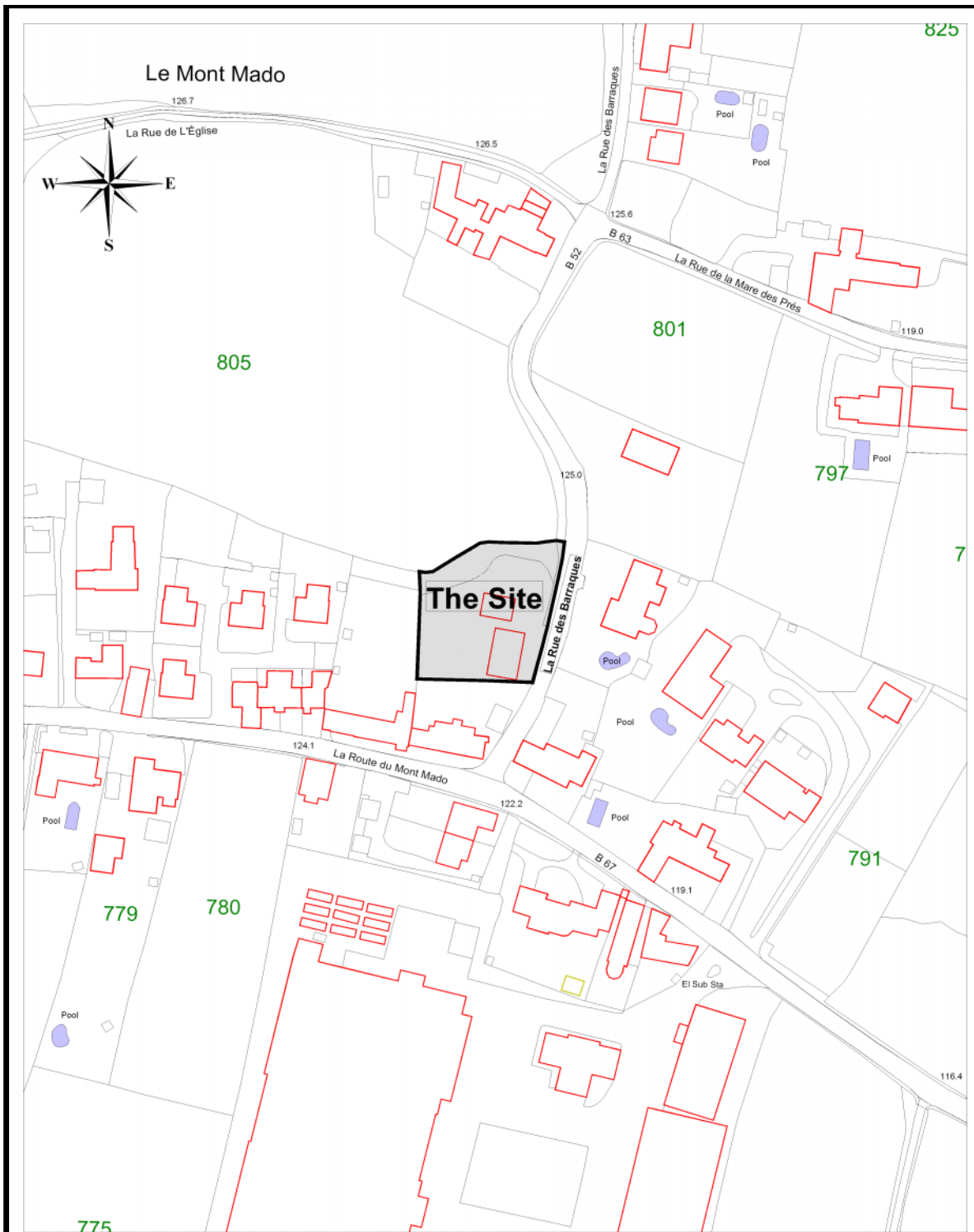
The shed has recently been licensed for use as a store for materials/plant relating to the "Pride of Jersey" boat construction project. The licence may be terminated by either the Public or licensee with six months notice.

### **Reasons why the property is no longer required**

Since the private contractor vacated in the late 1990's the area has had little use and the two storage facilities have become increasingly dilapidated. The Public Services Department's former requirement for the site as a store/workshop has also been reduced and since the licence was granted at the beginning of 2006 no further requirement from the department for the site has been forthcoming.

### **Redevelopment potential (if any)**

The site holds good development potential as a housing site and would accommodate up to four mid – high end three bedroom houses (category B) with parking and communal courtyard.



Mont Mado Shed Site, St John

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## **5 Former Quarry, Mont Mado, St. John (PBA 15/388/1)**

### **Description**

A former quarry site which has been leased by the States as a Stonemason's yard since the 1970s. The tenant has constructed some basic sheds on the land.

The site area is approximately 0.65 vergées.

### **Location**

The site is located off, and is accessed via, La Route du Mont Mado, and borders La Ruelle de la Carriere.

### **Current/previous use and any special features**

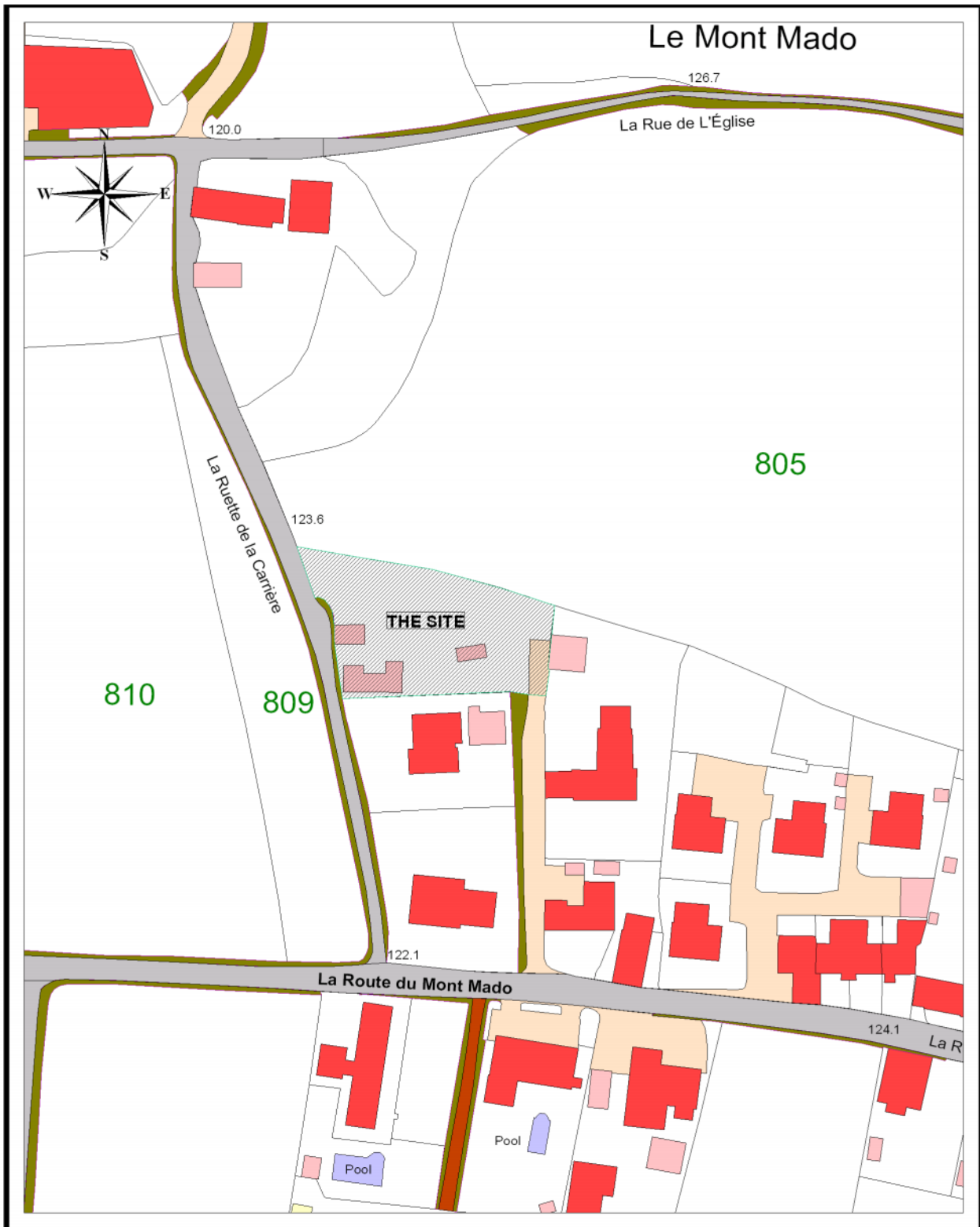
As mentioned above, the land is leased as a stonemason's yard.

### **Reasons why the property is no longer required**

The present rental is modest at £7,850 per annum, and the site offers no scope for earning a significantly higher rent in its current form. There are issues of noise and dust disturbance with the neighbouring residential properties. It is accepted that the light industrial nature of this site is not compatible with its country residential location. There is no planned use for the site by the States.

### **Redevelopment potential (if any)**

Subject to a detailed planning brief, it appears that the site could be suitable for the provision of two, possibly three dwellings. The site would require infilling.



Former Quarry, Mont Mado, St John

Drawing No: 388 D1

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## **6 Chateau du Port, La Grande Route des Mielles, St. Peter (PBA 12/68/7)**

### **Description**

A one bedroom cottage acquired by the States in 1988, which is let to the Environment Department's Senior Countryside Officer.

The gross floor area of the cottage is approximately 970 sq ft.

The property was acquired on the recommendation of the former Island Development Committee "in order to ensure that the premises were not developed privately, which would inevitably mean that the site would not be in keeping with the 'Les Mielles' development programme".

### **Location**

The cottage is located on the west side of La Grande Route des Mielles (Five Mile Road), close to its junction with La Route du Port (see attached location plan).

### **Current/previous use and any special features**

The property is a residential unit.

### **Reasons why the property is no longer required**

The cottage is let to the Environment Department's Senior Countryside Officer. Previously, when a number of the Environment Department's staff were located in the Francis Le Sueur Centre, there was a case made for a countryside officer to be resident in the Les Mielles area. Now that the department is located at Howard Davis Farm Trinity, there is less ground to support that case.

The cottage, being located on the west coast, suffers from being exposed to the prevailing elements and consequently has relatively high maintenance upkeep. The dwelling is in poor condition internally, there being no maintenance budget to renew bathroom and kitchen fittings and other interior elements. It is sub-standard by comparison with present good building practice.

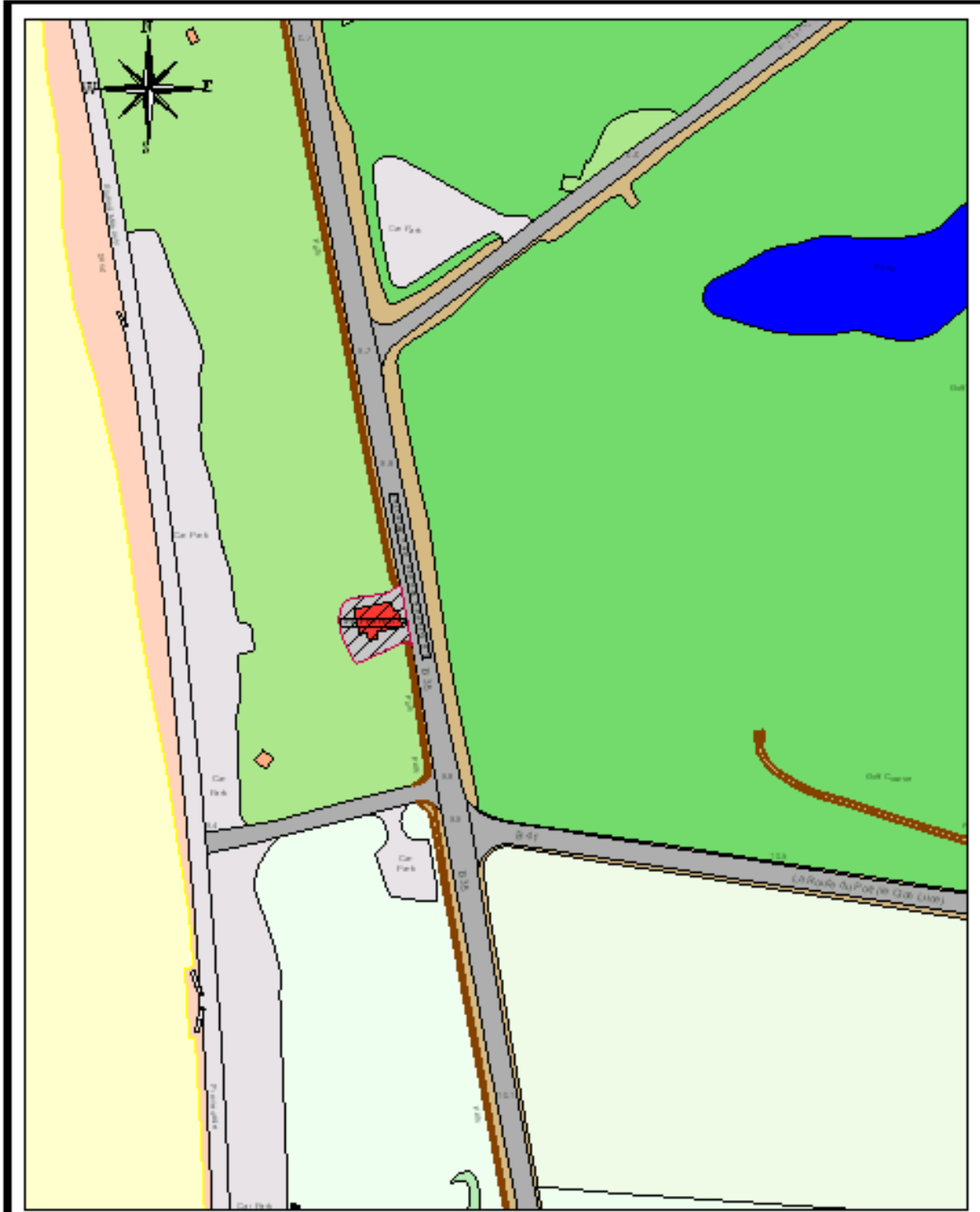
The States has no use for the property, and it is considered that it would benefit from being in private ownership to receive investment to create a comfortable dwelling. It is also considered that the Planning Department could effectively control any proposed alterations to the dwelling to reflect the "Les Mielles" location.

### **Redevelopment potential (if any)**

It seems likely that a private owner of the dwelling would wish to apply to Planning to construct a minor extension or even to demolish and rebuild the cottage to modern standards and slightly larger. As mentioned above, it is considered that the Planning Department could effectively control any proposed alterations to the dwelling.







**Chateau du Port**

Drawing No: 68 D1

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## **7 7 Devonshire Place – Parking Area, St. Helier (PBA 12/317/1)**

### **Description**

A site acquired by the States in 1968 as part of the road widening planned for Devonshire Place.

It is used as a car-parking area for six or seven cars by the Royal British Legion on an informal basis.

The site area is approximately 77 sq m (834 sq ft).

### **Location**

The site fronts onto Devonshire Place, opposite the junction with Great Union Street .

### **Current/previous use and any special features**

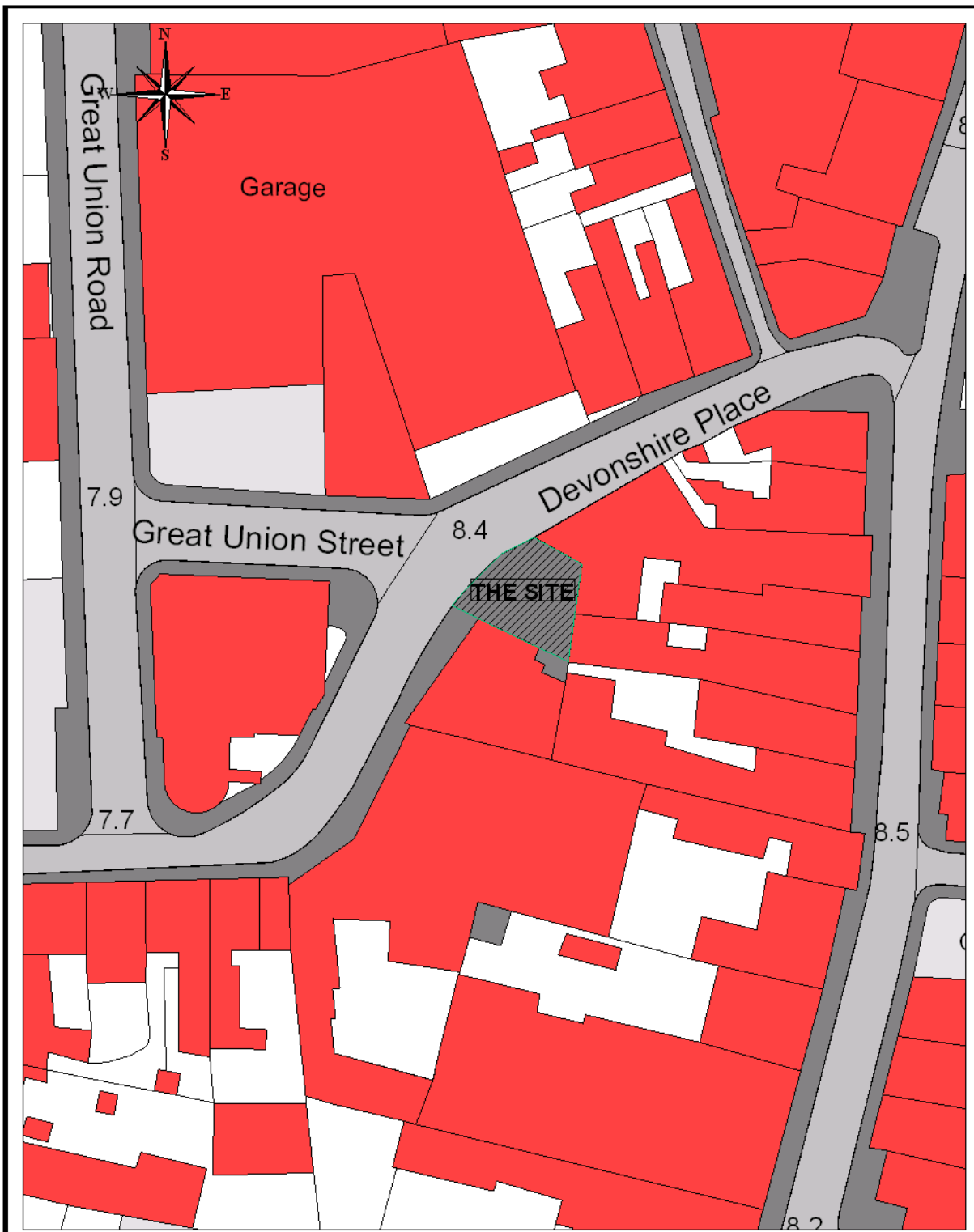
The site is used as a car-parking area for six or seven cars by the Royal British Legion on an informal basis.

### **Reasons why the property is no longer required**

There is no further road widening planned in Devonshire Place that would require land from this site and therefore no longer a strategic reason for holding the site. There is no other identified use for the site by any States department. Although the availability of six to seven parking spaces in close proximity to Cyril Le Marquand House and the Magistrate's Court could be viewed as a useful asset, this is not necessarily the best use of the site.

### **Redevelopment potential (if any)**

The site does have development potential. Uses could include ground floor parking with offices or residential above, or retail on the ground floor with other use above. Possibly the site would be of most interest to one or more of the neighbouring property owners in order to expand their existing premises. Equally, the site could be of interest to a town business requiring private parking spaces for its staff or customers.



7 Devonshire Place - Parking Area

Drawing No: 317 D1

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## **8 Rozel Mill, St. Martin (NS 343)**

### **Description**

An historic former windmill, in granite, arranged on 4 levels, possibly dating from about 1800. The structure, which provides about 270 sq ft of basic storage, was altered in the 1940's by the occupying forces when an observation level was added.

### **Location**

The mill is located within the grounds of the adjacent private residence, also known as Rozel Mill, with both properties sharing the access serving the larger, main dwelling.

### **Current/previous use and any special features**

Given its location/access requirements the property has been let to the owner of the principal dwelling, since it is not realistically capable of use by a third party. The current owner of the adjacent house, has recently exercised an option to renew a recently expired contract lease that will see her use continue until 2026 at a rent of £350 per annum (subject to review every 7 years) that reflects the limited storage use of the structure.

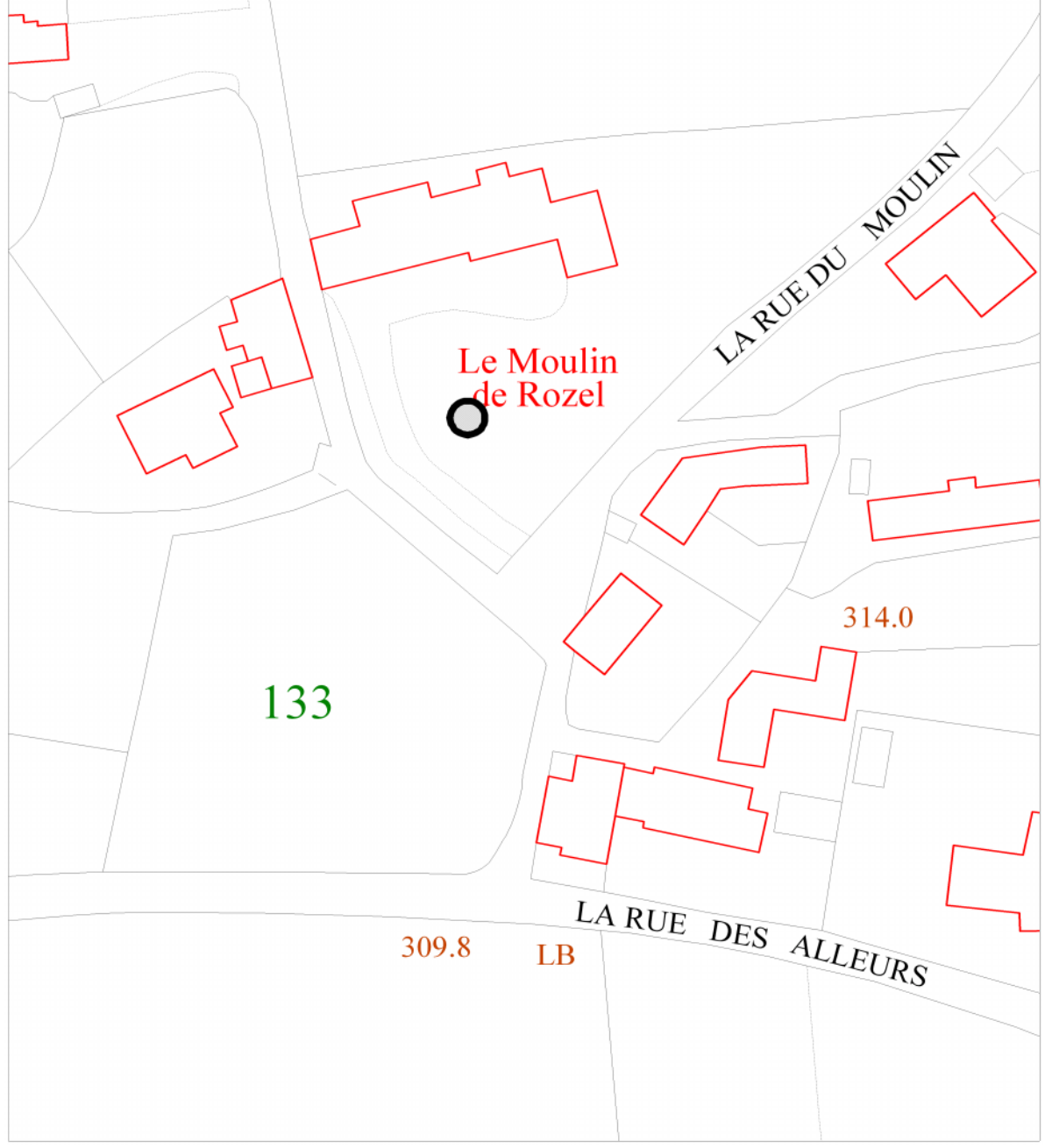
### **Reasons why the property is no longer required**

The size, construction and limited uses of the mill, dictates that it will only generate a modest income. Though currently considered to be in reasonable repair, having been the subject of extensive remedial works in 1998, the costs of maintaining the structure/exterior of the mill could be relatively high in future years. As a proposed Site of Special Interest the building would be afforded a high level of protection in terms of requiring consent for any alterations both internally and externally, though this would not necessarily extend to maintenance and repair.

### **Redevelopment potential (if any)**

None. Due to its location, the Mill would only be offered for sale to the owner of the principal dwelling.

131A



Rozel Mill St Martin

Drawing No: 15/343/1

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## 9 Fields 34 and 37, Queen's Valley, Grouville (SRS 1138/1)

### **Description**

Formerly referred to as Fields 34, 35, 37, 38 East and 54 Part, the fields are now just classed as Fields 34 and 37. The majority of the fields were purchased on 17 August 1863 along with the St. Saviour's Hospital (Queen's House) site.

Field 34 is known as "Le Grand Clos des Monts". The adjacent Field 35 was sold to Jersey Water, for the formation of Queen's Valley Reservoir, at the end of 1982. Field 34 has an area of 23,849 sq m (13 vergées 10 perch).

Field 37 is known as "Le Ravenel". Field 38 is known as "Le Clos d'Amy", and the Public acquired the eastern portion bordering Field 37, measuring approximately 3 vergées, on 19 November 1971. Field 54, directly to the South of Field 37, was originally in States ownership but was sold on the same day, as part of an exchange of land.

Fields 37 and 38 (Part) together measure about 26,482 sq m (14 vergées 28 perch) and are now classed as one field.

### **Location**

Field 34 is located to the south-west of Queen's House, and to the East of Queen's Valley reservoir. It is accessed directly from the lane known as La Rue du Douettin, which forms the field's eastern boundary.

Field 37 is located to the South of Queen's House, and to the West of Queen's Valley reservoir. It is accessed, via a track, from the lane known as La Rue es Philippes, to the West of Field 37.

### **Current/previous use and any special features**

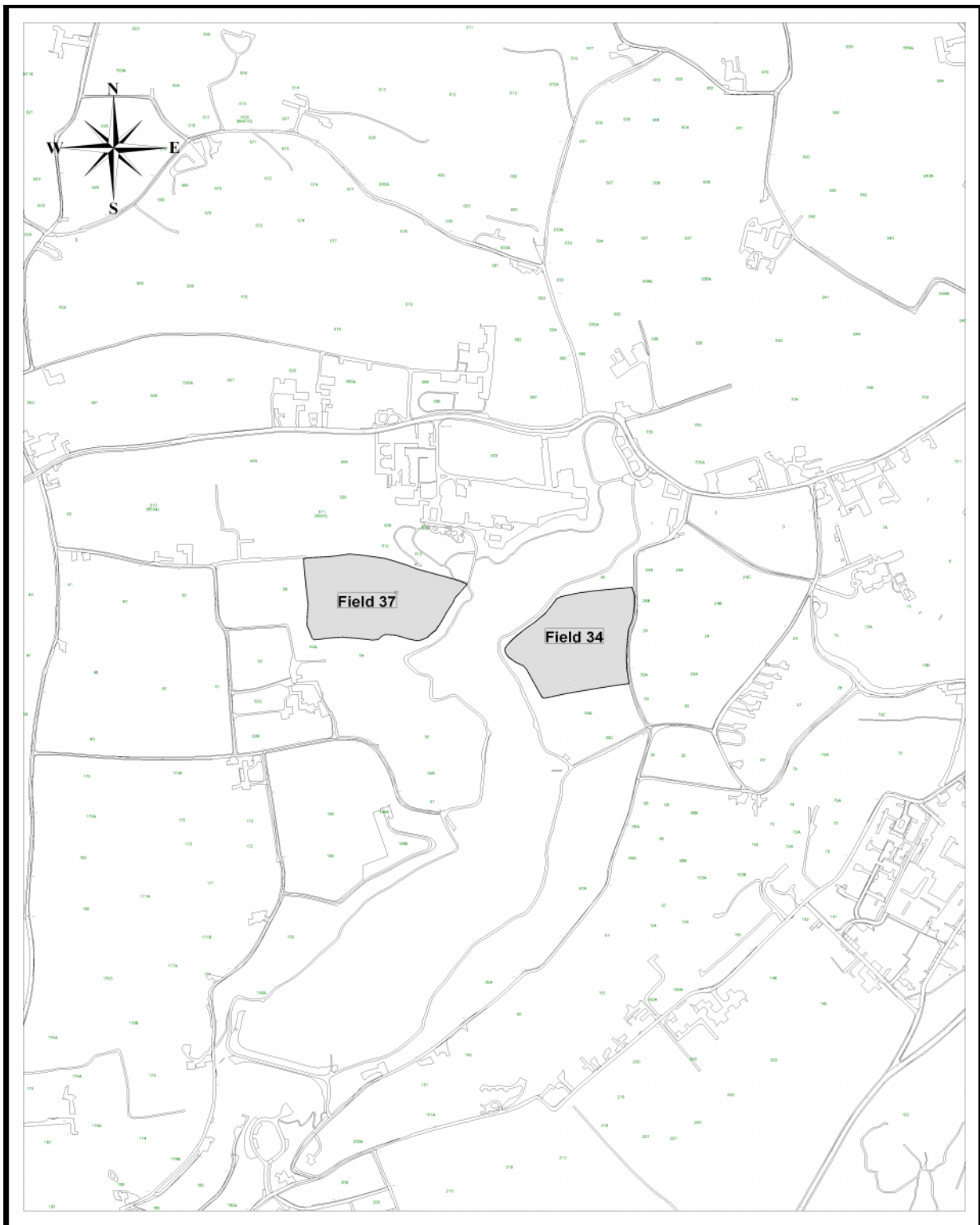
These two agricultural fields are currently under a 9-year lease to a nearby farmer, who has used them since 25 December 1971 for dairy farming. The lease is due to end 24 December 2007. Field 37 is being used for grazing, whilst Field 34 is being cultivated.

### **Reasons why the property is no longer required**

The fields are no longer required and, as green zone land have no development potential to add to the St. Saviour's Hospital site. It is suggested that the fields are sold by tender to gain maximum yield, once the current lease has ended.

### **Redevelopment potential (if any)**

None. These agricultural fields are in the Green Zone.



Fields 34 & 37 Queen's Valley, Grouville

Drawing No: 1138 D1

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**States of Jersey Property Holdings: establishment – P.93/2005**

THE STATES commenced consideration of a proposition of the Policy and Resources Committee, and, following consideration, adopted a proposition of the Deputy of St. Peter that, in accordance with Standing Order 26A(1) the question be now put.

THE STATES, adopting a proposition of the Policy and Resources Committee, referred to their Act dated 24th July 2002, regarding the Machinery of Government proposed departmental structure and transitional arrangements and –

- (a) approved the following principles for the future management and administration of States property –
  - (i) the creation of a new department to be known as ‘States of Jersey Property Holdings’ under the Finance and Economics Committee and its successor Ministry, in order to develop a modern, innovative approach to the management of property and deliver the aims as set out in section 3 of the report;
  - (ii) the transfer of administration of all States property assets, with the exception of those assets under the administration of Trading Committees and Social Housing currently administered by the Housing Committee, to States of Jersey Property Holdings;
  - (iii) the transfer of existing staff with property responsibility to States of Jersey Property Holdings;
  - (iv) the development of a States Property Plan, which would include all States property, to be agreed by the States as part of the States Strategic Plan;
  - (v) the development of a States of Jersey Property Holdings Business Plan in accordance with the agreed States Property Plan and approved by the States as part of the Annual States Business Plan, which would authorise the department to develop, sell, buy, re-allocate or otherwise manage the property or interests in property as identified within the plan;
  - (vi) the development of a fully integrated landlord and tenant system of property provision and maintenance between States of Jersey Property Holdings and States Departments, regulated through Service Level Agreements;
  - (vii) the introduction of a charging mechanism for all property assets to reflect the true cost of occupation;
- (b) charged the Policy and Resources Committee, in conjunction with the Finance and Economics and Environment and Public Services Committees, to facilitate the organisational changes necessary to implement the proposals for the future administration and management of States property;
- (c) charged the Finance and Economics Committee to restructure relevant budget allocations and develop the necessary financial asset management arrangements to achieve (a)(i) to (vii) above; and
- (d) charged all Committees of the States to co-operate with the Policy and Resources, Finance and Economics and Environment and Public Services Committees in the development of the proposals.

Members present voted as follows –

**POUR: 41      CONTRE: 0      ABSTAIN: 0**

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[1] Actual receipts will vary significantly from year to year, with the targets set to allow a regular contribution to be made over a period of years.