

# **STATES OF JERSEY**



## **STRATEGIC PLAN – PROGRESS AGAINST INITIATIVES**

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**Presented to the States on 16th January 2007  
by the Chief Minister**

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**STATES GREFFE**

## **STRATEGIC PLAN – PROGRESS AGAINST INITIATIVES**

During the Strategic Plan debate in June 2006, I gave an undertaking to report back to the States on a regular basis on the progress being made on the individual initiatives set out within the Plan.

Accordingly, I am pleased to present to the States the first update which records progress as at 31st December 2006. Further updates will be provided at 6-monthly intervals.










Members will recall that the Strategic Plan allocated responsibility for delivery for each of the initiatives to individual Ministers. The report is therefore divided into sections which show each Minister's area of responsibility. I hope you find it a valuable check on the work of the Council of Ministers and the progress we are making in meeting States agreed objectives.

Senator Frank Walker  
CHIEF MINISTER

# STRATEGIC PLAN INITIATIVES – PROGRESS REPORT









## as at 31st December 2006

7:

- |     |   |   |
|-----|---|---|
| en  |    | On track – no change from last reporting period   |
|     |    | On track – progress/improvement on last reporting period  |
|     |    | On track – but some slippage since last reporting period  |
| ber |    | Slightly behind schedule/off track – not critical – no change from last reporting period          |
|     |    | Slightly behind schedule/off track – not critical – progress/improvement on last reporting period |
|     |   | Slightly behind schedule/off track – not critical – more slippage since last reporting period     |
| l   |  | Off track – serious delays/disruption to project – no change from last reporting period           |
|     |  | Off track – serious delays/disruption to project – progress/improvement on last reporting period  |
|     |  | Off track – serious delays/disruption to project – more slippage since last reporting period      |

**CHIEF MINISTER**

<b>31st December 2006</b>			
<b>f</b>	<b>Initiative</b>	<b>RAG status</b>	<b>Comment – current position</b>
	Negotiate fiscal agreements with countries in order to increase opportunities for growth and diversification of the finance and other industries (CM)	➔	Negotiations with France, Germany, Australia/ New Zealand and Ireland are current, advanced and there may be a likelihood of propositions in respect of potential agreements with them coming to the States over the next 3 – 6 months. Some final details need to be tied up in each case. To this we should add the Netherlands where negotiations / benefit package are complete but putting the proposition to the States will depend on resolving a technical matter with the UK about language in related documents. This also potentially affects the countries named above. Negotiations with Canada, Iceland, Italy and Spain are also underway but in a lull at present. The UK TIEA is similar but there are a number of related issues peculiar to our relationship with the UK which will need to be addressed and resolved before those discussions can recommence. The USA TIEA was signed in 2002 and came into force – in full – recently.
	From 2006; meet the requirements of the EU Savings Directive and monitor developments with the EU to ensure that we are well placed to respond (CM)	➔	European Savings Tax Directive (ESD) arrangements in place and fully operational since 010705. Active monitoring and continuing participation in scope/remit discussions via EU and other States.
	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)	➔	Jersey remains a very active player in the OECD Global Forum (GF) process and a key participant in the GF Sub-Group (Steering Committee).
	From 2006; negotiate individual Tax Information Exchange Agreements with OECD members and implement agreements in our own right where reciprocal economic benefits are of sufficient value to Jersey (CM)	➔	As 1.2.2 above
	Implement and resource changes arising from – – new E.U. Money Laundering Directives	➔	Underway and now needs to be accommodated with preparations for 2008 IMF evaluation.
	– new U.K. primary and secondary legislation on financial crime	➔	Ditto
	– Corruption (Jersey) Law (CM)	➔	Continue to work with U.K. Authorities on the possible steps which would enable Jersey to join the convention after U.K. ratification.
	Introduce powers to assist other jurisdictions pursuing civil confiscation of criminal proceeds by 2008 (CM)	➔	Law drafting instructions being prepared by the States of Jersey Police.

Examine the economic consequences of an ageing population during 2006 (CM)		First draft of report has been discussed by relevant officers and is feeding into the considerations of the Population Officer Group.
In 2006/7 bring forward proposals to ensure that such regulatory functions as are carried out by the States are appropriate, and impartial (CM)		To be addressed early in 2007
In 2006/7 investigate the feasibility and potential efficiency savings of providing regulatory services in partnership with Guernsey and report back to the States (CM)		To be addressed early in 2007
Set up a Population Office in 2006 that will work towards amalgamating the functions of housing consent, regulation of undertakings and development and social security registration (CM)		Population Office operational. Office is developing an integrated approach to business on Regulation of Undertakings and Housing Law. Social Security registration will be combined with registration for the purposes of accessing housing and employment as part of the development of the Population Register.
Draft legislation to enable the creation of a register of the Island population introducing three categories of registration – entitled, licensed and registered by 2007 (CM)		Working with Information Services, Chief Minister's Department and liaising with the Data Protection Commissioner on the development of Population Register proposals to manage migration, and protect local employment and housing markets. Migration Advisory Group reviewed draft proposals Oct 06; but continuing to work on a range of detail around the registration process, and also on ensuring compliance with Data Protection Principles, with a view to developing proposals for public consultation in 2007.
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)		Work is ongoing on the development of policy, with RUD and Housing policies being reviewed, and aligned with migration policies where appropriate. Formal policy proposals to reflect migration policies to be produced in 2007, and subject to consultation.
Introduce policies to ensure that essential economic migrants have access to decent accommodation (see also 3.8.5) (CM)		Essential economic migrants (those currently classed as 'j' employees) have good access to the housing market as a result of recent changes, being able to buy in their own company name, and an increasing proportion having the certainty of a non-time limited consent. The position continues to be monitored on an ongoing basis, including as part of the development of the migration policies in the context of the housing market.
In 2006 engage the relevant authorities in France, through appropriate channels, in discussions, and, in 2007 or earlier, bring forward measures to provide improved communication in relation to the nuclear activities on the Cotentin peninsula and compensation arrangements in the event of a nuclear accident (CM)		The Emergencies Planning Officer has proposed that meetings be arranged with the French authorities early in 2007.
By the end of 2007, review the		The new emergencies planning officer has

Emergency Measures Plan to ensure that provision is being made for the Island to deal with major incidents affecting:	→	now taken up his post and has begun working to a prioritised action plan. Preliminary meetings have taken place with key figures in the Island's emergency planning community and early progress on the further development of local plans is expected.
– Economic stability e.g. changes to the economy arising from sudden increases in fuel prices; and	→	In the process of finalising draft report on implications/causes of inflation in Jersey. Work on stabilisation fund/strategic reserve finished – R&P lodged (Oct 2006). Other aspects of new Anti-inflation Strategy to be reviewed (Dec 2006/Jan 2007)
– Environmental stability e.g. an accident involving one of the nuclear installations on the Cotentin Peninsular (CM)	→	As 3.4.3
Introduce a regular cycle of income distribution surveys and complete a poverty audit by 2008 (CM)	→	Household Expenditure Survey published in June 2006.
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)	→	Discussions have been taking place with WEB in connection with the proposed establishment of a new development company to act as the lead agency in the development of States property assets. This company, which would include WEB, would take on responsibility for future waterfront developments and the development of other major assets.
Work with the Privileges and Procedures Committee in reviewing the composition of the States, electoral reform and alternative methods of voting (CM/PPC)	→	PPC has lead responsibility in this area, and it plans to bring forward draft proposals towards the end of this year – CoM will have the opportunity to comment.
During 2006; develop a mechanism for effective public participation (CM)	→	Proposals considered by CMB December, to be considered by Council of Ministers January 2007
Introduce a framework of formal consultation for all major policy developments from 2006 (CM)	→	Completed. A framework was agreed by the States in October which is now being reviewed in the light of 14 months' experience. A draft has been completed which proposes improvements to the existing Code of Practice in two ways: refinements to the existing guidelines for written consultation; a number of alternative processes for consulting the public, to be used when written consultation would not be appropriate nor effective. This draft will be considered by the Council of Ministers on 25th January.
Work co-operatively and in consultation with the Comité des Connétables in providing services to the public (CM)	→	Working Party of members of CoM/Comité des Connétables has been established – will address these and other issues.
Encourage support from States Departments and private sector employers to support the honorary system (CM)	→	Discussions have taken place with the Comité des Connétables and this will be progressed in 2007.
Endeavour to agree a protocol with the Lord Chancellor which will support further extension of the	→	We are continuing to discuss with the Department of Constitutional Affairs.







Island's international personality and independence of action by December 2006 (CM)		
Review our constitutional relationship with the U.K. 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)	→	An interim report of the Constitutional Review Group was provided to the Constitutional Advisory Panel on 19th December.
Establish a new Jersey brand in 2006 (CM)	↘	Following consultation over the final concept with the key stakeholders it was felt that more work needed to be done on this project before a final decision could be taken. When one considers the overall importance of the project and the number of stakeholders involved this is not surprising. Further research has now been carried out and meetings are scheduled to take place in January 2007.
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)	→	As 1.8.4
From 2006; negotiate individual Tax Information Exchange Agreements with OECD members and implement agreements in our own right where reciprocal economic benefits are of sufficient value to Jersey (CM)	→	As 1.2.2
Participate at international forums either as part of the UK delegation or in our own right (CM)	→	Continued involvement in British Irish Council meetings and anticipate participation in UK delegations on Human Rights issues in 2008.
Establish presence and regular contact with EU institutions by 2007 (CM)	→	Periodic discussions with EC contacts continue as appropriate.
Over the period 2007-2010; meet, where possible, international standards set through the extension of international treaties and conventions (CM)	→	Human Rights (Jersey) Law Appointed Day Act approved by the States and Law brought into force in December in accordance with European Convention on Human Rights. We have indicated we wish to be included in the U.K. ratification of the EU Albanian Stabilisation and Association Agreement only to the extent necessary for consistency with protocol 3; and we have confirmed our compliance with the WHO Protocol for notification of potential public health emergencies of international concern (PHEIC).
Ensure that any new policies will be financed within existing resources unless otherwise agreed by the States Assembly in the Annual Business Plan (CM)	→	See T&R comments 6.1.8
Deliver the £20 million cash savings as identified in the Change Programme by 2009 (CM)	→	On schedule. A method of tracking efficiency savings is in place.











Deliver all savings as identified in Public Sector reorganisation: Five Year Vision for the public sector (P.58/2004) (CM)	→	As 6.1.6
Implement a programme of internal reviews to check at frequent and regular intervals whether public services are provided efficiently and effectively, including the use of new technology and whether services are best provided by directly employed staff, by another provider, or through partnership arrangements (CM)	→	Proposals developed to be discussed by Council of Ministers in the New Year.
Fully implement the efficiency programme which delivers savings of £20 million per annum by 2009 and continue to identify and implement all possible efficiency savings (CM/T&R)	→	As 6.1.6
Complete the transformation of the HR and IT functions by 2008 delivering annual savings of £1.6 million (CM)	→	Both HR and IT savings on track.
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)	→	New department set up. All senior posts filled. Transfer of revenue budgets from T&TS, Education and Housing actioned; transfer from Treasury, P&E, Home Affairs, EDD to be actioned 1/1/07. Responsibility for relevant capital developments transferred – budgets to follow 1/1/07. Health to transfer in 2007, subject to resolution of IR issues. Delay to approval of 2007 Property Plan – reviewed by PAC, to be lodged this session and debated February 2007.
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)	→	Approach and plans to be developed to identify areas for transfer to Customer Services Centre.
By the end of 2006 complete a study to identify those public services that might be provided more efficiently by the private sector or through a partnership arrangement and identify suitable pilot reviews, one of which to be completed by the end of 2007 (CM)	→	The initial study has been completed and the next steps will be developed during January/February 2007
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)	→	Need to await the outcome of the decision on access to legal advice for Scrutiny, as this could have a bearing on the review. Once that is known, terms of reference will be drafted in consultation with the Bailiff, AG and CAG for discussion and decision by the Council of Ministers.
Review policies on the improvement of the delivery and efficiency of public services to ensure continued progress (CM)	→	Outline Organisational Development Programme has been agreed by CMB whose focus is about organisational improvement in its widest sense.



Enhance the role of the Parishes as a community resource and support the Honorary Police system (CM)	➔	To be addressed early in 2007 with the Comité des Connétables.
Encourage support and sustain community and parish activities (CM)	➔	To be addressed early in 2007 with the Comité des Connétables.
Develop a strategy that will enhance the relationship between the States and the Parishes (CM)	➔	To be reviewed by Working Party of CoM/ Comité des Connétables that is currently being established.




**MINISTER FOR TREASURY AND RESOURCES**

<b>31st December 2006</b>		
<b>Initiative</b>	<b>RAG status</b>	<b>Comment – current position</b>
Ensure that States income matches or exceeds States expenditure over the economic cycle (T&R)		Balanced Budgets over the five-year planning cycle approved as part of the Annual Business Plan 2007-11, and agreed in the Budget Statement 2007. Funding source to be identified for Winter Fuel Allowance and Third Party Appeals. In addition, the cost of Social Security Supplementation is rising faster than forecast.
Retain any budget surpluses that occur before the introduction of the 0/10 tax changes (due in 2010) in the Consolidated Fund until the extent of any structural deficit as a result of the new fiscal strategy becomes clear with these surplus funds being used to maintain revenue and capital spending in the short term whilst any structural deficit is addressed (T&R)		Surpluses broadly equivalent to the additional revenues from GST are currently forecast in 2008 and 2009. These are part of the financial forecast in the Budget Statement 2007.  See 1.3.1 above. Unplanned spending could erode surpluses.
Improve overall fiscal framework by the immediate establishment of a Stabilisation Fund, into which the balance of excess funds over liabilities held currently in the Dwelling Houses Loans Fund will be transferred as they become available (T&R)		A proposition and report was lodged in October alongside the Budget Statement 2007 and approved by the States (Dec 2006).
Forward for approval by the States detailed proposals for the control of inflation to update the current inflation strategy, with the proposals to include details of the future use of the balance in the Stabilisation Fund created under 1.2.3 above and the operation and long term use of the Fund which will be broadly as described in the Economic Growth Plan (P.38/2005) as adopted by the States. The proposals will also cover the role of fiscal measures, particularly GST rates, in this context (T&R/ED)		In the process of finalising a draft report on the implications/causes of inflation in Jersey (first quarter 2007). Work on stabilisation fund/strategic reserve finished – R&P lodged (Oct 2006) and approved by the States (Dec 2006). Other aspects of new Anti-inflation Strategy to be reviewed (first quarter 2007).
Complete implementation of the Fiscal Strategy 2006-2010 (T&R)		20% means 20% legislation approved by the States (Dec 2006). 0/10% legislation lodged with shareholder provisions to follow in 2007. Slippage of lodging GST Primary legislation – now to be lodged early 2007.
By the end of 2006, agree a plan to secure the future of Fort Regent (T&R)		First meeting of Working Group held October 2006. Awaiting EDAW report February 2007.
Undertake a scoping study for the future of the harbour areas at St. Aubin and Gorey, having regard to their unique character and setting.		see P&E comments

<p>This will include a technical and financial appraisal for any proposed schemes as well as a conservation plan and an environmental impact assessment covering both land and marine habitats. The cost of this study will initially be funded from the Central Planning Budget, with any advance repaid should such a funded scheme progress (P&amp;E/T&amp;R)</p>		
<p>Introduce a Goods &amp; Services Tax (GST) by early 2008 which will remain fixed at 3% for a minimum of 3 years unless the States agree further exclusions (T&amp;R)</p>		<p>Slippage with the lodging of GST Primary legislation. IT procurement and evaluation completed – contract award/sub project start likely in January 2007.</p>
<p>Introduce the 0/10% corporate tax reforms and related provisions with draft Law approved by the States Assembly by 31st December 2006 (T&amp;R)</p>		<p>0/10% law lodged. States debate scheduled mid-February, 2007. Shareholder provisions to be lodged during mid-2007.</p>
<p>A phased reduction of tax allowances and reliefs for those with higher incomes with the draft Law approved by the States Assembly by 31st December 2006 (T&amp;R)</p>		<p>Draft law complete. Debated on 5th December 2006 as part of the Budget.</p>
<p>Bring forward firm recommendation on the possibility of the States paying rates on its properties by 2007 (T&amp;R)</p>		<p>Working Party met twice in 2006 – on target to report to Minister (Jan 2007) and dovetail with 2008 Resource Allocation Process.</p>
<p>Publish annual performance reports and present the Annual Business Plan in a form that reveals the full cost of providing services, including output targets (T&amp;R)</p>		<p>Annual Business Plan 2007 included costed Service Analysis with objectives and performance targets from each department.</p>
<p>Ensure that the revenue consequences of capital projects and the legislation programme are fully quantified, and that the ongoing costs of new or amended legislation are fully understood and provided for (T&amp;R)</p>		<p>Revenue consequences of capital and legislation projects recorded in Annual Business Plan 2007 – 2011.</p>
<p>Agree a policy for the Strategic Reserve (T&amp;R)</p>		<p>Policy approved by the States in Dec 2006.</p>
<p>Fully implement the efficiency programme which delivers savings of £20 million per annum by 2009 and continue to identify and implement all possible efficiency savings (CM/T&amp;R)</p>		<p>Efficiencies have been removed from cash limits and are being tracked by Treasury.</p>
<p>Implement the Head of Profession model for the finance function within the States with financial savings of £1.13 million by 2008 (T&amp;R)</p>		<p>Finance transformation savings on track and on schedule.</p>
<p>Implement an action plan to ensure States 2007 accounts are GAAP (Generally Accepted Accounting Principles) compliant (T&amp;R)</p>		<p>An implementation plan is in process of being drafted by the Project manager. However, initial work on the plan indicates that achieving GAAP compliance by 2007 is not feasible. The implementation plan will</p>

		identify a realistic phased approach to implementation.
Secure efficiency through improved procurement arrangements for goods and services to achieve efficiency savings of £1.9 million by 2009 (T&R)	➔	Efficiency savings targets for 2006 have been exceeded. CMB approval of additional funds for investing in additional staff and infrastructure in October 2006 will support the capacity required to deliver savings in excess of the target set for 2009. Contract savings, process savings (e.g. procurement) and Head of Profession model will provide the foundation to release more capacity.
Implement and test a full business continuity programme for the Income Tax Office by 31st December 2006 (T&R)	➔	Just published independent IS review of Income Tax by KPMG states ‘... we understand that the Income Tax Department is unique in the States of Jersey in having a dedicated business recovery suite, equipped with telephones and workstations... staff training and familiarisation visits to be completed and invocation testing is planned at the start of 2007...’

**MINISTER FOR ECONOMIC DEVELOPMENT**

<b>31st December 2006</b>			
f	<b>Initiative</b>	<b>RAG status</b>	<b>Comment – current position</b>
	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)		The Business and Enterprise Development Strategy was launched in October. EDD, ESC, SS and CMD combined to commission and complete a study into options for integrated structures to take forward the skills deficit agenda.
	Further develop economic and trade links with France and other European neighbours (ED)		Meetings have been held with the regional governments of Normandy and Brittany. EDD has assumed responsibility for the Bureau de Jersey and will be developing its operations to facilitate further trade and investment operations in France and Jersey. The scope of the Rural Initiative Scheme was extended to cover non land dependent shellfish exporters for the purpose of restructuring transport arrangements in relation to shellfish exports (to France) and the scoring criteria of the scheme was amended accordingly; a meeting was held with representatives of the Manche Regional government to discuss the proposed Cherbourg freight link and information was provided to Global Insight and ANM to assist them in considering the freight link project; An official response was sent to the consultation on the development of harbour facilities at Granville; ED has established contact with the Economic Development Agencies in Normandy and Brittany and has provided contacts to a number of French and Jersey businesses to assist them with finding trade partners in Jersey and France respectively; ED has facilitated business links between the new small freight service to Granville and local shellfish exporters; ED has also facilitated professional and commercial exchanges between representatives of the construction sector in Jersey and France.
	Forward for approval by the States detailed proposals for the control of inflation to update the current inflation strategy, with the proposals to include details of the future use of the balance in the Stabilisation Fund created under 1.2.3 above and the operation and long term use of the Fund which will be broadly as described in the Economic Growth Plan (P.38/2005) as adopted by the		Ongoing

States. The proposals will also cover the role of fiscal measures, particularly GST rates, in this context (T&R/ED)			
Encourage growth in existing businesses across all sectors through a business and enterprise development strategy (ED)	➔	The Business and Enterprise Development strategy was launched on 20 October 2006. Uptake of products and services has exceeded expectations.	
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)	➔	EDD, ESC, SS and CMD have come together to commission and complete a study into options for integrated structures to take forward the skills deficit agenda. The primary recommendation, which is subject to further work, is that a “Skills Executive” is created to manage the development of skills in the Island with particular emphasis on matching supply side education to current and future demand.	
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)	➔	Ongoing and informed by 1.4.2	
Raise awareness of best practice in human resource management and in all aspects of business operation (ED)	➔	Ongoing, there are now 53 iIP accredited organisations in Jersey.	
Develop and implement an Enterprise and Business Development Strategy that will: <ul style="list-style-type: none"> <li>– Provide a customer services centre for businesses by 2007 (ED)</li> <li>– 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)</li> <li>– 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)</li> <li>– Build strategic partnerships</li> </ul>	➔	The Business and Enterprise Development strategy was launched on 20 October 2006.	
		➔	Planning for the new Business Contact Centre is now complete, with EDD expecting to be operating the facility in Jubilee Wharf before the end of the second quarter.
		➔	The Small Business Loan Scheme has been approved and launched as part of the Enterprise and Business Development Strategy.
		➔	EDD continues to work aggressively to develop partnerships that will assist in delivering the departmental objectives. This includes exploring the option of an expanded role for Jersey Business Venture in the delivery of business advice in the Island.
		See ESC	

with first tier U.K. universities to deliver necessary academic and research elements of enterprise and business development (ESC)		
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)	➔	An audit of the visitor economy in Jersey was completed in November 2006 and presented to the industry on 23 November. This will be used as the basis for a comprehensive redefinition of our tourism strategy. Work is now being undertaken on the organisational structure required to work closely with the industry and increase visitor numbers and visitor spend.
Fully integrate marketing and promotional activity for the Harbours and Airport and the Tourism sector (ED)	➔	Both air and sea network expansion driven by Jersey Airport and Jersey Harbour is being fully supported by EDD budget and allied activity. Both networks are seeing growth.
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)	➔	Awaiting final decision on the new Island Brand.
Introduce an economic measure to encourage the return of students (ED)	➔	Internship programme to be extended as part of 2007 Enterprise and Business Development budget.
Implement the Rural Economy Strategy from 2006(P&E/ED)	➔	ED and P&E have fully integrated their organisations to facilitate rapid and efficient delivery of the Rural Economy Strategy.
Encourage the provision of sufficient competition in the ICT industry (ED)	➔	EDD continue to work with the JCRA.
Develop a comprehensive air and sea transport policy for consideration by the States (ED)	➔	The policy was presented to the States in March in connection with the debate on SLAs and EDD are now implementing the policy. Air Transport Permits Jersey Law repeal with Minister for consideration; Ports and Shipping Services Review by JCRA initiated – initial advice on passenger and car ferry services has been received and the full report is expected in January; The Jersey Consumer Council report on Ferry Services to and from the Channel Islands was commissioned and published and the findings of this will be considered within the proposed review of the Consumer Council; Law drafting instructions to align policy with regulatory tools on Ramp Permits in draft form; Negotiations with Condor Ferries and now HD Ferries on Service Level Agreements are ongoing.
Complete a fundamental review of the airport and harbour operations in 2006 that recognises their pivotal role in tourism and the wider economy (ED)	➔	Jersey Harbour and Jersey Airport (Vector) have completed this work. The implications of the reviews are currently being considered by both the Chief Minister's Department and the Economic Development Department.
Monitor the effects of the Competition Law now in force,	➔	Ongoing.

leading where necessary to more effective control over monopolies or organisations in a dominant position (ED)		
Introduce consumer protection legislation – e.g. the Distance Selling Law and the Supply of Goods and Services Law will be lodged in 2006 (ED)	➔	Ongoing.
Seek to enhance the role of the Jersey Consumer Council (ED)	➔	Report received and being reviewed with Jersey Consumer Council.
Aim to reduce the levels of “red tape” and regulatory legislation in 2006 (ED)	➔	EDD have consolidated all regulatory functions within its organisation. Amending legislation that will reduce the bureaucracy behind local boat registration is due to be completed during the first half of 2007.
Review and implement a high value residency strategy (ED)	➔	A strategy has been developed and is leading to a significant increase in the arrival of high value residents to the Island and results exceeding targets.
Implement the Financial Services Plan during 2006 (ED)	➔	Ongoing.
Review apprenticeship schemes in 2006. Introduce new schemes allied to developments in 14-19 curriculum in 2007 (ED)	➔	See 1.4.2
Implement a Skills Strategy seeking to secure appropriate skills in the workforce to meet economic requirements (ED)	➔	See 1.4.2
Review licensing legislation by end 2008 (ED)	➔	Ongoing.
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)	➔	The St. Helier Urban Regeneration task Force has employed the services of EDAW to produce a strategy for the redevelopment of St. Helier. A study is also taking place into the East of Albert and these two projects will be viewed in unison with the current work being carried out by WEB and its partners on the Waterfront. A draft report was presented to the Task Force in late December. Further work needs to be done on this report before going out to public consultation in February 2007.
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)	➔	Ongoing see P&E.
Deliver a vibrant, working countryside through the implementation of the Rural Economy Strategy (ED/P&E)	➔	Refer to 1.5.6
Continue to support Island community events such as Liberation Day, the Battle of Flowers and the Battle of Britain display (ED)	➔	The department continues to support these events and has invested additional funds in certain events this year to help improve the quality of the events and full compliance with the States Financial Directions. The














		department is now working closely with the newly appointed Cultural Officer at ESC and the Assistant Minister for Culture.
Provide clear criteria for the protection and efficient provision of services provided by States' owned, and States' controlled, utility companies (ED)	➔	Ongoing.
Develop a long-term strategy for both the Airport and Harbour (ED)	➔	Jersey Harbour and Jersey Airport (Vector) have completed this work. The implications of the reviews are currently being considered by both the Chief Minister's Department and the Economic Development Department.
Secure sea and air links which are both cost-effective and beneficial to the Island (ED)	➔	Jersey Airport has successfully attracted interested parties to develop new air routes and continues to work with existing carriers to retain the current routes. Two new companies have applied for licences to operate on the Southern Route and Manche Illes has commissioned a new vessel that will enter into service in June 2007. Sea and air transport policy activity in 1.6.2 above underpins secure air and sea links which are cost effective and beneficial to the Island;
Work with other Channel Islands to develop a co-ordinated transport policy CM/ED)	➔	Work continues to take place with Guernsey on a common approach to air and sea routes.









**MINISTER FOR EDUCATION, SPORT AND CULTURE**





<b>31st December 2006</b>		
<b>Initiative</b>	<b>RAG status</b>	<b>Comment – current position</b>
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)		HEDG received an endorsed a report prepared by “Third Phase Limited” in December as planned. The report confirms the relevance of a Foundation Degree in Finance, details the knowledge and skills required of the graduate and confirms a sector demand of around 50 students per annum.
		Discussions have been completed with Plymouth University regarding the extension of the Foundation Degree in Art and Design to provide an honours degree in Fine Art. Plymouth have agreed to work with Highlands College on the development of the programme for validation during 2007 and, subject to funding, entry from September 2008.
		There were insufficient applications for the MSc in Construction Management. However, the following programmes are now underway: <ul style="list-style-type: none"> <li>– MA in Personnel and Development</li> <li>– BSc in Construction Management and Architectural Technology</li> <li>– BSc in Social Science</li> <li>– Foundation Degree in Arts and Design</li> <li>– Teacher’s Certificate in Further Education</li> </ul>
		Negotiations are continuing with the Open University on the enhancement of arrangements for local students through partnership with Highlands College. Agreement has been reached to provide Foundation Degrees in Childcare and Health Related Care and Sport Science.
		The Minister for Education, Sport and Culture, having secured the agreement of the Council of Ministers on his preferred way forward published his proposals in respect of Higher Education funding in December 2006.
Establish an international business school presence in the Island (ESC)		The consultant identified by CASS to undertaken the feasibility study and business plan was unable to complete the commission due to existing commitments. Alternative options have been investigated by the Chief Minister’s and Economic Development Departments for consideration by the Steering Group. This study will not now be completed until 2007.
		The University of Reykjavik has confirmed its interest in bringing forward proposals for establishing a presence in the Island and has indicated that these will be formalised in 2007.
Develop and implement an Enterprise and Business Development Strategy that will:		


<ul style="list-style-type: none"> <li>- Provide a customer services centre for businesses by 2007 (ED)</li> </ul>		See ED
<ul style="list-style-type: none"> <li>- 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)</li> </ul>		See ED
<ul style="list-style-type: none"> <li>- 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)</li> </ul>	➔	The DfESC has promoted and supported a series of programmes in Enterprise Education, one of which received the International Chamber of Commerce Enterprise Education Award (Hautlieu School/Young Chamber).
<ul style="list-style-type: none"> <li>- Build strategic partnerships with first tier U.K. universities to deliver necessary academic and research elements of enterprise and business development (ESC)</li> </ul>	➔	Meetings have been held with the Vice Chairman of Plymouth and Exeter Universities, together with key members of faculty. The Vice Chairman of Exeter University has agreed to raise the option of building a strategic partnership with the “1994 Group of Universities” and will report the outcome to HEDG.
<p>Create a Higher Education Development Group in 2006 to co-ordinate strategically important higher education provision in the Island (ESC)</p>	➔	The HEDG has met on four occasions and is on schedule for publishing its recommendations for the establishment of a Higher Education Academy for Jersey.
<p>Introduce the 14-19 education curriculum with a view to increasing vocational options for young people from 2006 (ESC)</p>	➔	<p>The audit of the secondary curriculum has been completed establishing a firm basis for the workstreams which are underway. Enhanced enrichment programmes are now available in all secondary schools, including:</p> <ul style="list-style-type: none"> <li>- Prince’s Trust XL programme in two schools</li> <li>- Accredited business and finance courses studied alongside ‘A’ level studies;</li> <li>- Enterprise schemes engaging pupils in business innovation;</li> <li>- Skills taster sessions for KS4 pupils at Highlands College.</li> </ul> <p>A one-day workshop for secondary headteachers and curriculum leaders led by Peter Hawthorne and John Price of Wolverhampton’s Beacon 14-19 Development Team, was held in December to establish the basis for the development of</p>

		<p>collaboration curriculum strategies across groups of schools.</p> <p>Key principles for accelerated learning progression have been published, agreed and implemented by all schools.</p> <p>A job description has been agreed for the secondment of a suitably experienced member of staff to drive forward further research and development. This appointment will be subject to the availability of funding.</p>
Develop strategically important higher education programmes in the Island via the Higher Education Steering Group and partnerships with HE Institutions 2006-2009 (ESC)		See 1.4.5
Report on the need for the development of an Island Academy for Higher Education by 2009 (plan for its development, if required, 2010 onwards) (ESC)		See 2.5.2
Bring proposals to the States in 2006 for an Early Years Strategy which will increase the number of children with access to affordable and equitable early years education and care (ESC)		<p>An inter-department working group, involving officers of the Treasury and Resources, Chief Minister's, Social Security, Health and Social Services and Education, Sport and Culture Departments was established to bring forward recommendations to the Council of Ministers for a comprehensive strategy for supporting early years childcare and education in respect of the 0-5 age group. The report of the working group was presented to the Council of Ministers in December 2006 and the Minister of Education, Sport and Culture has approved a Report to the States which, in accordance with R.C.45 "Investing in Our Future", sets out his proposals on the way forward.</p>
Sustain ongoing school improvement by continuing to invest in critical skills and Assessment for Learning (ESC)		<p>The recommendations of the Review of Assessment for Learning (AfL) that was undertaken by Sussex University were presented to headteachers and "lead" teachers for AfL from all schools in October 2006. An Action Plan to implement the recommendations of the review during 2007 has been published and endorsed by headteachers.</p> <p>Further "Sharing Good Practice" events were held for all primary and secondary teaching staff in November.</p> <p>Training on the Department's key initiatives has continued, including Critical Skills training for an additional 25 Highlands staff, 32 newly qualified teachers and 20 teaching assistants and AfL training for a further 50 teachers and 52 teaching assistants.</p>
Introduce a revised scheme for school evaluation during 2007		Initial work has been undertaken on the development of a new framework for

(ESC)		<p>evaluation, underpinned by the principles of AfL. As one element of this process, research has been undertaken on the feasibility of integrating headteacher and teacher performance review and appraisal into the new framework.</p> <p>A total of 12 evaluations have been completed in schools during 2006 as part of the ongoing process of school evaluation.</p>
Enhance 14-19 education curriculum with a view to increasing vocational options for young people in 2006 (ESC)		See 2.5.3
By end of 2007, consolidate arrangements for further higher and adult education which take account of changing patterns of participation, provision and funding (ESC)		The Minister for Education, Sport and Culture's proposals for Higher Education Awards were, following agreement by the Council of Ministers, published in December 2006.
		The review of the Mission and Purpose of Highlands College was completed by a sub-group of the Governing Body and presented to the Department's Ministerial Team in December 2006. The Minister has undertaken to respond to the Governing Body early in 2007.
Review school funding during 2006 to ensure that schools can meet curriculum needs within available resources (ESC)		The funding review of mainstream schools has been completed and confirms that, subject to the maintenance of existing revenue funding, the schools can meet curriculum needs within available resources.
		Following the completion of the review of special education needs funding which has involved officers of the Department and representative headteachers, consultation with schools has been agreed to commence in early 2007, which takes account of the fundamental change in the relationship between the Department and schools.
Establish an island-wide strategy for youth work in co-operation with voluntary youth organisations (ESC)		The final draft of the Youth Service Strategy (2007-2011) was approved by the Minister in November 2006 and has been submitted to the Social Affairs Scrutiny Committee for its consideration.
Provide an urgent replacement for the youth facilities at the Old Harbour Office in the area of the Waterfront (ESC)		Following negotiations between the Parish of St. Helier, the developer of the Island site, the Assistant Minister with responsibility for the Youth Service and officers of the Department, agreement has been reached to retain the old Harbour Office as a youth facility. A project Team has been appointed to develop the facility and it is intended that the necessary work to upgrade the premises will be completed during 2007.
Develop partnerships with parishes and a range of other providers to support informal work with young people (ESC)		A partnership agreement has been reached with Communicare and discussions are ongoing with two further Parishes to develop further agreements.
Form a Council for Culture, with priority actions to be identified and achieved by end 2006 (ESC)		The structure for the Cultural Council was presented to the States by the Assistant Minister with responsibility for Culture




		through an RC on 5 <sup>th</sup> December 2006. The prioritised action plan for the delivery of the Cultural Strategy will be developed with the Council's core groups which are scheduled to meet in February 2007.
Implement the Cultural Strategy and publish an action plan by end 2006 (ESC)		See 2.8.1
Establish partnership agreements for all cultural providers in receipt of States funding by the end of 2006 (ESC)		The Partnership Agreement with the Jersey Arts Trust has been modified to take account of the Trust's revised role as determined in the Cultural Strategy. The Partnership Agreement with Jersey Opera House Limited was finalised in December 2006.
In 2006 investigate the feasibility of adopting Jèrriais as the Island's official minority language and work with the Société Jersiaise, Le Don Balleine and L'Assemblée d'Jèrriais to revive the language of Jèrriais (ESC)."		A formal review of Jersey's compatibility with the European Convention on Minority Languages has been completed by officers of the Department in conjunction with the Co-ordinator for the Teacher of Jerriais. The Minister for Education, Sport and Culture has authorised consultation with relevant bodies with a view to taking a Report and Proposition to establish Jerriais as the Island's official minority language during 2007.
Develop a new strategy for sport in 2006 for the period 2007 – 2011 (ESC)		The strategy for sport and leisure will be developed during 2007 in line with the new three year plan which is to be written for the Education, Sport and Culture Department.
Agree a plan by the end 2006 to secure the future of sports and leisure facilities currently provided at Fort Regent (ESC)		The final draft report has been issued by EDAW. A review group has now been established under the chairmanship of the Director of Jersey Property Holdings, charged with considering the range of reports that have been published and with bringing forward recommendations for the future of Fort Regent.
Use the opportunity provided by the London Olympics to increase the profile of sport within the Island (ESC)		On schedule
Fully implement the Alcohol Strategy by 2009 (HA, HSS, ESC)		The Department continues to take an active role in the Alcohol Strategy Steering Group which includes membership of representatives from the Health and Social Services, Home Affairs and Chief Minister's Departments. The Steering Group meets bi-annually and is charged with overseeing progress on the action plan. The major vehicles for delivering educational elements for the plan are through the programme of PSHE which engage a range of agencies in working with children in schools and youth clubs and both materials and approaches have been developed to address issues associated with alcohol consumption.
Increase opportunities for hard-to-reach groups to participate in sport and active recreation (ESC)		The Community Development Officer, supported by a range of partners has continued to promote and provide a range of initiatives, including Beach Football, Late Night Football Leagues at Les Quennevais; local neighbourhood schemes; after school




		<p>activities. The activities have been well received by the community and other agencies, including the States of Jersey Police, reinforcing the benefits of this provision which is funded by BaSS.</p>
<p>Review the effectiveness of the Children's Executive and the Youth Action Team by 2008 (HSS/HA/ESC)</p>		<p>The Review is scheduled for completion in 2008, although it is clear that the significant progress that was recorded in the report lodged with the States in 2005 has been maintained. Since then, further progress has been achieved including the completion of the Greenfields Secure Unit which was procured, on behalf of the sponsoring Committees, by the Department for Education, Sport and Culture. This provision meets national standards for the secure treatment of young people and its operation is underpinned by rigorous procedures which have been approved by the Children's Executive. The Department has also played a major role in the development, management and co-ordination of "The Bridge", based in the former St. Mark's School where an extensive and enhanced range of community facilities and initiatives are based. A recent review confirmed the effectiveness of this provision and emphasised the benefits that have been achieved through effective liaison between the range of multi-disciplinary services that are available.</p> <p>Multi-Disciplinary Support Teams to provide support for young people are fully operational in two of the Island's 11-16 schools and their effectiveness and impact on such issues as behaviour and attendance is being monitored. The intention is to extend this provision to the other 11-16 schools.</p>
<p>Continue to work with young people towards the further development of the Youth Forum (ESC)</p>		<p>Work has continued with the Youth Forum which has been re-constituted and has planned a presentation to be held in January 2007. The Youth Forum is one example of the ways in which young people are engaged in active citizenship. Others include Schools' Councils which engage even the youngest children in responsible decision-making.</p>
<p>Review the work of the Detached Youth Work Project, funded by Building a Safer Society (BASS), in St. Helier in 2006 (ESC)</p>		<p>The Quality Standards Framework was applied to the general review of the three-year Youth Service Strategy which guided the work of the Service to December 2006. The Framework is also central to the Youth Service Five Year Strategy which has been approved by the Minister for Education, Sport and Culture for further consultation and has been referred to the Social Affairs Scrutiny Committee.</p>
<p>Introduce Prince's Trust provision within the Island by 2007 (ESC)</p>		<p>The Prince's Trust has continued to develop an active presence in the Island, in partnership with the Youth Service and a wide range of supporters.</p>

		<p>During the second half of the year, a number of promotional events have been held, including the official launch held at Government House, a further Team programme, delivered by the Youth Service; the “Live” music programme held at Sounds Workshop and the commencement of the XL programme at two Island schools.</p>
<p>Review and enhance the Citizenship Curriculum provided in schools by 2007 (ESC)</p>	<p></p>	<p>The report prepared by an experienced co-ordinator of PSHE was completed and circulated to schools for consultation in September. It was subsequently considered by the Jersey Curriculum Council, which endorsed its recommendations to the Minister for Education, Sport and Culture. During the Autumn Term a resource pack was produced to support teachers responsible for delivering the new programme in schools. A summary report, highlighting the wider implications of the Citizenship ‘agenda’ has been presented to the Minister and will be presented to the Council of Minister early in 2007.</p>





**MINISTER FOR HEALTH AND SOCIAL SERVICES**

<b>31st December 2006</b>			
<b>f</b>	<b>Initiative</b>	<b>RAG status</b>	<b>Comment – current position</b>
	Support interdepartmental working within the Island-wide Strategy for an Ageing Society (ISAS) and repeat ISAS-barometer 'attitudes to ageing' in 2008 (HSS)		<p>1. Long Term Care Group (HSS/SS) – Officers from HSS and SSD are working closely as part of the New Directions Health strategy (See below) to bring forward options and proposals for long term care funding. They are looking at coordinating provision, assessment of need and financing of care. The group are looking closely at the Guernsey Social Insurance model to identify whether it could be considered fit for purpose here in Jersey. Due to the ageing profile of our society, getting this right will be vital not just from a health perspective but from an economic one. More details will be set out shortly as part of the 'New Directions' Strategy.</p> <p>2. The Chief Minister has also responded to this issue in a statement to the house on the 6th June 2006.</p> <p>3. ISAS-barometer to be undertaken in 2008.</p>
	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)		2008
	Increase provision of community support to help people remain in their own homes (HSS)		Mental Health Service have developed community teams who provide services seven days a week and can often respond to service users who are in crisis without the need of bringing them into hospital. The service is in the process of reviewing the number of in-patient beds required with a view of reducing the number of beds and developing "Home Treatment Teams". This would fit with best practice and enable services to be delivered in the least restrictive environment. 2 Further new investments will be made in community support in 2007 e.g. 'care packages'.
	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)		<p>New Directions is a programme which will lead to proposals for the re-design of the health and social care system in Jersey ensuring that it is "fit for purpose" for the next ten to fifteen years. It is informed by the analysis of a number of challenges including :</p> <ul style="list-style-type: none"> <li>• How can Jersey best manage the effects of structural changes in its population – the "demographic time bomb".</li> <li>• Sub-specialisation in medicine and sustainability given the relatively small population.</li> <li>• Changing needs and meeting increased expectations.</li> </ul>

		<ul style="list-style-type: none"> <li>The level of funding required – particularly to manage the impact of the ageing of the Jersey population.</li> </ul> <p>Through a process of ‘scenario planning’ a number of policy priorities are becoming clearer including:</p> <ol style="list-style-type: none"> <li>The need to reposition health and social services with an increased emphasis on the provision of timely information, education, practical support and prevention services to keep island healthy.</li> <li>The need for substantial investment in the management of chronic disease.</li> <li>Services which maximise the patient or client’s independent living.</li> <li>The ‘Sustainable Hospital’, which will involve the re-design of how emergency and elective care are managed 24/7. The New Directions Strategy will be issued, initially as a green paper, in early 2007.</li> </ol>
<p>Develop and implement a States of Jersey health improvement strategy (HSS)</p>		<p>On 29th November 2006, 87 people attended a rapid strategy development workshop. Delegates were in one of 8 groups. Each group worked through a deliberate process to produce draft strategies for the 8 priority areas, which are:</p> <ul style="list-style-type: none"> <li>Alcohol</li> <li>Drugs</li> <li>Food</li> <li>Mental health</li> <li>Obesity</li> <li>Physical activity</li> <li>Sexual health</li> <li>Smoking</li> </ul> <p>Following the workshop, all participants have received a write up of the draft strategy they contributed to. Delegates will feedback on the drafts by 12th January 2007. The feedback will be considered and final drafts will be prepared and collated into an overall health improvement strategy.</p> <p>Work is also in hand to set up a ‘think tank’ of senior officers in order to support this work at a strategic level.</p>
<p>Implement a set of health indicators which are meaningful for monitoring year on year progress at a population level in Jersey in 2006 (HSS)</p>		<p>The States Business Plan 2006 and 2007 includes small subset of public health indicators. 2. The MOH Report issued in September 2006 contained a broad set of public health indicators – a Health Profile of Jersey – that will be developed during the years ahead.</p>
<p>Complete a health related survey among school students in 2006 and distribute findings to schools for action by 2007 (HSS)</p>		<p>The Health Related Behaviour Survey was undertaken in March/April 2006. The data has been analysed and a Report of the findings will be issued in January 2007.</p>

<p>Deliver cost-effective quality services in partnership with voluntary, independent and parish organisations (HSS)</p>	<p>➔</p>	<ol style="list-style-type: none"> <li>1. £7,752,670 had been allocated by HSS to voluntary and independent organisations in 2006 to deliver services.</li> <li>2. A successful new GPCOOP service was established in April 2006 under a SLA and approved by the JCRA.</li> <li>3. A SLA was signed in September 2006 with a private nursing home to deliver long-term care to a number of HSS patients formerly cared for at the Overdale Site.</li> <li>4. A further SLA will also shortly be agreed with a private nursing home to provide care currently provided at Overdale.</li> </ol>
<p>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)</p>	<p>➔</p>	<p>HSS will commence a rolling programme of independent service reviews carried out by the Healthcare Commission commencing in 2007 with Maternity Services, Adult Inpatient Acute Mental Health Services, Substance Misuse Services and to review arrangements across the HSS Department with regard to Race Equality.</p>
<p>Undertake regular service user reviews to benchmark quality and standards (HSS)</p>	<p>➔</p>	<p>Patient Surveys have been undertaken independently by the Picker Institute in 2004 and 2005 and again at the end of 2006. These provided valuable information to improve the patients’ experience of care. Comparison of performance to date is very favourable as benchmarked against NHS English Trusts. 2. The 2006 survey has now been completed and results will be available early in the new year.</p>
<p>Fully implement the Alcohol Strategy by 2009 (HA, HSS, ESC)</p>	<p>➔</p>	<p>The Alcohol Strategy Steering Group comprising members from Alcohol and Drug Service, Home Affairs, States of Jersey Police, Customs and Excise, Statistics Unit, Education and the States Analyst Department meet bi-annually to oversee progress on the working party’s action plan. A number of initiatives have been implemented in relation to under-age consumption, community safety, alcohol education and early intervention with problem drinkers. Late night transportation is being looked at by Operation Mistral Group chaired by Connétable Crowcroft and the review of the Licensing (Jersey) Law has been put into the States Strategic Plan for 2008.</p>
<p>Review the effectiveness of the Children’s Executive and the Youth Action Team by 2008 (HSS/HA/ESC)</p>	<p>➔</p>	<p>The review is to be undertaken by 2008 however, an interim report was presented to the States as an R.C. in June 2005 setting out the good progress achieved to date in attaining the many objectives emanating from the K. Bull Report. Since the interim report further progress has been made including –</p> <ol style="list-style-type: none"> <li>1. Residential/Secure Unit – The new Greenfields Secure Unit has been completed. New Policy and Procedures will underpin this development across secure and residential care leading to specific care standards being applied and inspected, through the Children’s</li> </ol>

		<p>Service, on a regular basis.</p> <ol style="list-style-type: none"> <li>2. Youth Action Team – This team is now operational and is working with young people within the criminal Justice system. It is also running a range of preventative interventions to target young people who are identified as ‘at risk’ of offending and/or anti-social behaviour. A new monitoring system has been introduced in October 2006 which will allow for the effective monitoring of this service.</li> <li>3. Multi-Agency Support Teams have been established in two States secondary schools to provide support for young people. Effective monitoring has been introduced in terms of assessing the impact on school suspensions and referrals to Children’s Service. The other two States secondary schools should see a similar service being introduced by February 2007.</li> </ol>
<p>By 2008; develop care pathways for young people with mental health problems who require care and support in the community or hospital admission (HSS)</p>		<p>A working group has been established to commence the process of developing care pathways for young people with mental health problems. The recent review of the Child and Adolescent Mental Health Service by Young Minds (June 2006) recommended “... CAMHS be proactive in the development of care pathways for specific conditions agreed with relevant stakeholders including families”.</p>
<p>Implement and continually monitor substantial three year programme of investment beginning in early 2006 to increase the number of foster carers through improved recruitment, training and financial support (HSS)</p>		<p>HSS agreed significant investment for Fostering Services for 2006 (£390,000), with additional further investment scheduled for 2007/08. This has made it possible, for the first time, to pay our foster carers allowances in line with the national standard rate. Additionally a year long campaign to recruit more carers began in January 2006. The target over a two to three year period is to recruit an additional 20 mainstream carers plus an additional 12 specialist carers in three distinct categories (emergency, therapeutic, and remand). The campaign has made a good start with 12 ‘articles’ and 32 ‘features’ in the local media over its first twelve month period. Public interest has been high with 120 initial enquiries and, from these, 18 sets of carers have indicated they will make an application and the first 8 sets of carers are now being assessed. 5 new sets of Foster Carers and 4 sets of Adopters were approved through the year. National experience in foster care recruitment shows that 8-10% of initial enquiries go on to be approved as viable carers, so the figures above reflect a very positive start. The Homefinding Team, who lead this work, have been strengthened by the appointment of two new Social Workers who took up their posts in October – this will help</p>

significantly is accelerating the process of assessment and approval of carers. 7 children have been 'adopted from care' so far this year and a further 6 are in adoptive placements awaiting applications to the Court in the New Year.








Target: Between 50% and 60% of children in care are currently in family placements as opposed to residential care. The target is to achieve 80% of children in family placements by 2010.

**MINISTER FOR HOME AFFAIRS**

<b>31st December 2006</b>		
<b>Initiative</b>	<b>RAG status</b>	<b>Comment – current position</b>
Introduce new information and disclosure powers with draft Law approved by the States Assembly by December 2006 (HA)		Being sponsored by the Law Officers' Department – Attorney General's advice awaited.
Implement the Human Rights Law during 2006 (HA)	➔	RIPL was brought into force on 10th December 2006
Develop and implement anti-discrimination legislation commencing in 2007 (HA)	➔	Law drafting instructions for 'race' out for consultation through Chief Minister's Dept.
Establish a police consultative group, either through separate primary legislation or a new Police Force Law, by 2008 (HA)	➔	Law Drafting Instructions for Police Law already with Law Drafting Officers.
Identify, cost and implement service agreements with new national and regional Police services by 2009 (HA)	➔	The U.K. government has abandoned its plan to establish new regional police services in England and Wales and this part of the plan is no longer required. However the Serious and Organised Crime Agency has now become operational and a working agreement will be required. The Chief of Police has met twice with Agency representatives and the basis for an agreement has been discussed. The Agency has agreed to produce the first draft and this is awaited.
Introduce new public order legislation by 2006 (HA)	➔	Draft Crime (Disorderly Conduct and Harassment) (Jersey) Law 200- was lodged 14th November 2006 due for debate 16th January 2007.
Fully implement the Alcohol Strategy by 2009 (HA, HSS, ESC)	HSS Lead	HSS lead through Director A&D Service. Way forward to be re-affirmed.
Introduce civil asset recovery legislation targeting local criminals by 2008 (HA)	➔	CoM decided that 2007 Legislation Programme should include provision for other jurisdictions to be able to enforce recovery in Jersey as a first step. The Police Chief and the Head of the Financial Crime Unit have met with the Law Draftsman's department and discussed detailed requirements. A draft law is being prepared.
Fully implement "Building a Safer Society" by 2009 (HA)	➔	All projects are already implemented and performance monitoring system in place.
Develop Victim Agency Forum by end 2006 (HA)	➔	Setting up of forum has been delayed until January 2007.
Review the effectiveness of the Children's Executive and the Youth Action Team by 2008 (HSS/HA/ESC)	HSS lead	The review is to be undertaken by 2008 however, an interim report was lodged with the States as an RC in June 2005 setting out the good progress achieved to date in attaining the many objectives emanating from the K Bull Report.
Start implementing the recommendations of the Integrated Criminal Justice Scoping Study as appropriate in 2006 (HA)	➔	Members of the Implementation Group have been identified. First meeting to take place once the Bailiff has approved Terms of Reference.
Introduce the Crime (Disorderly Conduct and Harassment) (Jersey)	➔	Draft Crime (Disorderly Conduct and Harassment) (Jersey) Law 200- was lodged

Law 200- in 2006 (HA)		14th November 2006 due for debate 16th January 2007.
Complete the new prison wing by 2009 (HA)	➔	New Prison wing completed September 2006 with a further wing in the capital programme for 2007.
Subject to appropriate funding being identified, increase programmes for the education and rehabilitation of prisoners in 2007 (HA)	➔	Funding has been approved for 2007.
Subject to appropriate funding being identified, increase access to vocational and academic education to prisoners leading to recognised qualifications, in addition to providing opportunities to address offending behaviour in 2007 (HA)	➔	Funding has been approved for 2007.
Introduce discretionary supervised release of prisoners by 2008 (HA)	➔	Law drafting brief forwarded to the Law Draftsman in July 2006.
Establish an informal forum for the criminal justice policy and planning involving the Minister/Assistant Minister for Home Affairs, the Judiciary and the Prosecution by 2008 (HA)	➔	An objective contained in the draft Criminal Justice Policy, but which already has the Bailiff's agreement.
Introduce biometric passports concurrently with U.K. (HA)	➔	The Jersey Passport Office began issuing biometric passports on Monday 9th October. This brings us into line with the United Kingdom and means that passports issued locally will continue to meet international standards.
In 2007 bring forward measures that will have the effect of deterring criminal elements entering Jersey (HA)	➔	The Chief of Police has produced proposals relating to the potential for arresting persons who are fugitives from justice in the U.K. These are currently with the Law Officers Department.
Work with the U.K. authorities to give greater emphasis to drug detection and apprehension in U.K. ports (HA)	➔	Excellent working relationships exists between Jersey Customs and both U.K. Customs and the French authorities. Measures being reviewed with U.K. Customs.
Fully implement the Integrated Risk Management Plan by 2009 (HA)	➔	Being implemented progressively by the Fire and Rescue Service.
Carry out an annual major accident simulation exercise and produce a report of the lessons learnt (HA)	➔	Emergency Planning Officer has been appointed















**MINISTER FOR HOUSING**

<b>31st December 2006</b>			
f	<b>Initiative</b>	<b>RAG status</b>	<b>Comment – current position</b>
	From 2007, commence a programme to bring States-owned housing stock up to United Kingdom 'Decent Homes Standard' by 2016 (HOUS)		Not due to commence until 2007 The program has been designed and approved by CoM, and is ready for implementation as soon as the States approve the 10-year Property Plan.
	Review Housing demand/supply through the publication of 'Planning for Homes' in 2006 (HOUS)		P&E Initiative with Housing input 'Planning for Homes' is complete and has been published.
	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)		Detailed plan drafted. This is a central element of the 10-year Property Plan. The report, with detailed proposals, was substantially complete by July 2006. Changes were made after Treasury input, and the final report has been endorsed by CoM and will be lodged early in 2007.
	Review, develop and implement strategies for the provision of Social Housing in the Island, including the long term management of States rental accommodation (HOUS)		Planning for the fundamental review continues. A great deal depends, however, on States acceptance of the 10-year Property Plan.
	Introduce new policies which will ensure more equality in entitlement to accommodation by 2008 (see also 2..10.4) (HOUS)		Population Office Initiative – Work is ongoing, with Regulation of Undertakings and Housing policies being reviewed to create an integrated framework for access to Housing and Employment transferable to the new migration laws, including equity considerations for essential employees and registered persons, such as improved property classifications, and possible security of tenure for registered persons as a result of repeal of Housing Laws. Equity remains a touchstone as policies are developed.
	Introduce a shared equity and, if appropriate, potential discount scheme, initially using existing Housing Department stock to increase home ownership (HOUS)		Linked to 3.8.3. Detailed plan drafted. This initiative has been incorporated in the 10-year Property Plan.
	Introduce security of tenure legislation by 2007 (HOUS)		Population Office initiative – Legal advice received on latest draft. Given time lapse since original draft, reflecting on some of the policy assumptions behind the draft law. Housing Ministers to review December 2006. Intend to bring to the States in 2007








**MINISTER FOR PLANNING AND ENVIRONMENT**






<b>31st December 2006</b>			
f	<b>Initiative</b>	<b>RAG status</b>	<b>Comment – current position</b>
	Implement the 5 Environmental Priorities in the Executive Summary of “The State of Jersey – a report on the condition of Jersey’s environment” (January 2005) (P&E)	➔	<b>1. Climate Change</b> – Ministerial Decision on 04/12/06 to request the extension of Kyoto to Jersey. Energy Policy and Environmental Taxes Ref – 4.3.1 & 4.3.2.
		➔	<b>2. Waste production</b> – EcoActive to launch Q1 2007.
		➔	<b>3. Quality and Quantity of water resources</b> – Awaiting final report from BGS/ENTEC and endorsement from Deep Groundwater Advisory Group.
		➔	<b>4. Transport</b> – See progress in relation to environmental taxes – 2.10.2, 4.4.3, 4.6.3.
		➔	<b>5. Changes in Countryside and natural history</b> – Implementation complete bar ongoing Dairy review.
	Adopt the overall goal of the draft Biodiversity Strategy for Jersey (September 1995) and pursue the five objectives for conserving biodiversity set out in Section One (P&E)	➔	Meeting of volunteers and Departmental officers in Q3 to identify training needs/project progress.
	Provide an annual Report to the States by the Director of the Environment (P&E)	➔	Scoping report content.
	Implement the Rural Economy Strategy from 2006(P&E/ED)	➔	Draft the linked and enabling development policy with Planning.
	Amend building bye-laws to incorporate Lifetime Home Standards by 2007 (P&E)	➔	Consultation paper issued in November and consultation closed year end 2006.
	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)	➔	Green Paper received by COM in Q3 – project to progress by issuing green paper in Q1 2007.
	Review Housing demand/supply through the publication of ‘Planning for Homes’ in 2006 (HOUS)	➔	‘Planning for Homes’ published on 5th December (R.94/2006).
	Amend building bye-laws to incorporate Lifetime Homes Standards by 2007 (P&E)	➔	Consultation paper issued in November and consultation closed year end 2006.
	Review building bye-law standards for fire safety, energy efficiency and structure following their forthcoming review and adoption in the U.K. (P&E)	➔	<b>Energy efficiency:</b> changes introduced in U.K. but guidance incomplete and problems with implementation.
		➔	<b>Fire Safety:</b> changes to be published in U.K. in Jan 2007.
		➔	<b>Structure bye-law:</b> changes under review in 2006 with view to implementation in 2007.

<p>In 2006 fully implement the measures contained within the Rural Economy Strategy, including:</p> <ul style="list-style-type: none"> <li>– Implement the dairy industry recovery plan</li> <li>– Complete the improvements at the abattoir</li> <li>– Build on the initial success of the countryside renewal scheme (P&amp;E)</li> </ul>		Consultation on draft report.
		Awaiting advice on hygiene legislation.
		
In 2006 complete a review of countryside planning policy (P&E)		Draft Supplementary Planning Guidance for potential re-use of glasshouse sites prepared.
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)		Draft Strategy received and the subject of review prior to publication in 1Q 2007.
Implement a series of urban improvement projects in St. Helier during 2006 (P&E)		Conway Street: Phase 2 implemented.
		Charing Cross Phase 2: implemented.
		Kensington Place: implemented.
		Weighbridge Taxi Shelter: temporary structure implemented Dec 06.
Develop a viable proposal in 2006 to provide a new town park for St. Helier within three to four years (P&E/TTS)		Remediation strategy for contamination received (Dec 06). Draft EDAW strategy to deliver the Town Park received.
Publish updated planning guidance for the Waterfront in 2006 (P&E)		Guidance published 1Q. Working with Hopkins Architects, in close partnership with WEB, to provide new development framework for the Waterfront.
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)		See above. And discussions have also been taking place with WEB in connection with the proposed establishment of a new development company to act as the lead agency in the development of States property assets. This company, which would include WEB, would take on responsibility for future waterfront developments and the development of other major assets.
In 2006 bring forward for consultation and debate a comprehensive Energy Policy for Jersey that addresses (P&E):		On target for new reporting schedule – issue green paper during Q1 2007.
<ul style="list-style-type: none"> <li>– Economic efficiency</li> <li>– Social equity</li> <li>– Security of supply</li> <li>– Environmental impacts</li> </ul>		
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)		On target for new reporting schedule Q1 2007; consultants addressing this issue reporting by 31/12/06. Resolution on joint working with Guernsey.

In 2006; bring into force the Waste Management (Jersey) Law 2005 (P&E)	→	All legislation now complete.
In 2006; debate and bring into force the Water Resources (Jersey) Law 200- (P&E)	→	Awaiting final report from BGS/ENTEC and endorsement from Deep Groundwater Advisory Group.
In 2007; bring forward for consultation and debate a package of environmental tax and expenditure measures (P&E)	→	Paper received by COM in Q3 – project to progress by issuing green paper in Q1 2007.
In 2007; consult on, then debate and implement, a Contaminated Land Strategy (P&E)	→	Continued development of Strategy.
In 2007; debate and implement an Air Quality Strategy for Jersey, including proposals for monitoring and publishing levels of local air pollution, and targets, policies and timescales for reductions in air pollution levels that reflect best practice globally (P&E)	→	Health re-starting project for report in Q1 2007 – N.B. P&E are not the lead department.
Deliver a vibrant, working countryside through the implementation of the Rural Economy Strategy (ED/P&E)	→	
In 2006; designate a further seven ecological, 10 geological sites and additional archaeological, architectural or historic Sites of Special Interest (P&E)	→	7 SSIs Listed for their architectural and historic interest; 3 SSIs Listed for their architectural, historic and ecological interest. Notice served for the designation of 3 more sites.
Bring forward, in 2006, new measures to control over-fishing by large scale trawling and modified pots in Jersey waters (P&E)	→	Legislation now enacted.
Through the Ecology Trust Fund – sponsor a project in 2006 that will create a dedicated environmental resource pack for Jersey Schools (P&E)	→	
In the period 2006-2009 implement the historic towers and forts project (TTS/P&E)	→	Ongoing consultation.
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)	→	Paper received by COM in Q3 – project to progress by issuing green paper in Q1 2007.
In 2006; complete and implement new guidance to the construction industry on waste management (P&E)	→	
Carry out a review of the Island Plan during 2006/2007 (P&E)	→	Island Plan Review scoping paper prepared.
Subject to adequate resources being made available, fully implement those parts of the Planning and Building (Jersey) Law 2002 that the States have agreed to bring into force on 1st July 2006, together with	→	Work underway to develop an implementation programme for TPA and dangerous structures in 2007.













associated secondary legislation, in 2006, and bring into force and implement the remaining provisions of the Law concerning third party appeals and the powers to remedy dangerous structures by early 2007 (P&E)		
Hold meetings of the Planning Applications Panel in public from 2006 (P&E)		PAP mtgs. now held in public following new law on 1st July.
Introduce new supplementary planning guidelines in 2006 which promotes high quality design and architecture (P&E)		SPG on Design Statements published (Dec 06). Design for Homes with Scrutiny Panel.
In 2006; bring forward for consultation and debate a Coastal Zone Management Plan (P&E)		Deferred to Q3 2007. Project timeline reprofiled in order to progress Eco-Active initiative that is closely linked to the development of Environmental taxation and Energy Policy.
Undertake a scoping study for the future of the harbour areas at St. Aubin and Gorey, having regard to their unique character and setting. This will include a technical and financial appraisal for any proposed schemes as well as a conservation plan and an environmental impact assessment covering both land and marine habitats. The cost of this study will initially be funded from the Central Planning Budget, with any advance repaid should such a funded scheme progress (P&E/T&R)		Following the recent comments on the implications of regeneration in St. Aubin, Economic Development (lead Department) are now preparing revised terms of reference to address issues of parking and traffic in St. Aubin/Gorey.
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)		Still awaiting final reply from U.K. Meteorological Office.


**MINISTER FOR SOCIAL SECURITY**

<b>31st December 2006</b>		
<b>Initiative</b>	<b>RAG status</b>	<b>Comment – current position</b>
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)		Project not due to start in 2006 (actuarial review for 3 year period ending 31st December 2006 will be done in 2007).
Undertake a comprehensive review of the Island's existing health insurance scheme by 2010 (SOC SEC)		Project not due to start in 2006 (working with H&SS on vision for primary care services)
Introduce in early 2007 a winter fuel payment, based on the U.K. system, for all pensioners resident in Jersey (SOC SEC)		Council of Ministers to decide on options and administration to be planned for November 2007 implementation.
Extend existing legislation to provide a comprehensive range of basic rights to employees and employers by moving into the second phase of employment reform, as approved by the States, starting in 2008 with redundancy rights and the protection of employees involved in business mergers and acquisitions (TUPE) and then addressing maternity rights, equal pay, flexible working and family friendly policies (including an investigation into issues in respect of paternity rights) (SOC SEC)		Consultation by Employment Forum in respect of redundancy and business transfers now complete. Report of Forum to Minister being prepared. Remainder of Phase 2 to follow.
Develop and implement policies during 2006 to ensure that planning and resource priorities reflect the needs of people with disabilities (SOC SEC)		Meetings held between JET, Workwise and H&SS to identify strengths and weaknesses of existing systems, and resourcing priorities. Outcomes of Review of Incapacity Benefit due.
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)		Project not due to start in 2006.
Introduce a unified Income Support system that supports people in times of need and promotes work by mid 2007 (SOC SEC)		Project progressing steadily.
Continue to develop programmes to support people with long-term health conditions to retain, and where necessary, find suitable employment, both directly and in		Prof Stafford's external review of new Incapacity benefits; report due January 2007 for comment. Internal STIA project to identify claimants requiring help to regain employment; Back pain research project.

partnership with other providers by 2008 (SOC SEC)		
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**MINISTER FOR TRANSPORT AND TECHNICAL SERVICES**

<b>31st December 2006</b>			
<b>f</b>	<b>Initiative</b>	<b>RAG status</b>	<b>Comment – current position</b>
	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)		Action plan presented to CoM in November. Issued to States Members at end of 2006 and will then go out to consultation in early 2007.
	In 2006 agree a rolling programme of funding that will secure improvements in the condition of Jersey's roads (TTS)		Significant works undertaken in Q3 and Q4 2006
	By end 2006, deliver a new parking strategy to incorporate a revised charging system for public parking (TTS)		The Parking Strategy has been incorporated into the St. Helier Regeneration Study. Results should be published early 2007. Only when the EDAW report is published can the Strategy be implemented.
	Develop a viable proposal in 2006 to provide a new town park for St. Helier within three to four years (P&E/TTS)		This is also linked to the EDAW project. Proposals are also being considered for alternative parking solutions.
	In the period 2006-2009 implement the historic towers and forts project (TTS/P&E)		Fort Leicester, Barge Aground and Radio Tower complete. L'Etaquerel Fort at completion stage.
	From 2006; implement the Solid Waste Strategy to promote waste minimisation and better manage that waste which is generated (TTS)		Progress on EfW coming back on track, Environmental Impact Assessment completed and to be submitted for planning permission at the beginning of 2007. Agreement with additional parishes for kerbside collection. Recycling target likely to be exceeded.
	In 2007; develop a sustainable liquid waste policy to comply with E.U. standards (TTS)		Work has started on the liquid waste policy.
	By 2008; secure adequate investment and implement a programme of maintenance to ensure waste management infrastructure is maintained to at least minimum standards (TTS)		Funding secured in Q2 through the Infrastructure Works allocation in the capital Programme.
	By 2008; implement a rolling programme of funding to improve the condition of highways infrastructure (TTS)		Funding secured in Q2 through the Infrastructure Works allocation in the capital Programme.
	Over the period 2006-2010 implement the Sea Defence Strategy to ensure that the Island does not suffer breaches resulting in flooding (TTS)		Projects scheduled for 2006 have been completed.
	Ensure that the physical infrastructure, including the water supply and waste strategies, is able to cope with any population increase (TTS)		The Solid Waste Strategy as approved by the States incorporated the likely effects of forecasted trends. The Liquid Waste Strategy which is being developed at the end of 2006 and early 2007 will be incorporating predicted trends.
	Work with the parishes to achieve an agreed plan of co-ordination by		Further progress with parishes on recycling. Meetings have been held to improve co-

end of 2007 that ensures best use of resources (TTS)		ordination between TTS and the Parish of St. Helier.
New town park in place by 2010 (TTS)		Investigating sites for new car park as part of the St. Helier Regeneration Study.