

STRATEGIC PLAN – PROGRESS AGAINST PRIORITIES as at 30th September 2011

I am pleased to present to the States an update which records progress against the Priorities agreed by the States in the States Strategic Plan.

The narrative against each of the Priorities and 'what we will do' as set out in the Strategic Plan provides Members with an update on the key initiatives and actions since the Strategic Plan was agreed by the States in May 2009.

Senator Terry Le Sueur
CHIEF MINISTER

**‘Working together to meet the needs of our
community’**

**STRATEGIC PLAN IMPLEMENTATION -
PROGRESS AS AT 30 SEPTEMBER 2011**

FOREWORD

In my Foreword to the current Strategic Plan, approved by the States in May 2009, I said that the Island was facing a period of change unprecedented in recent times and that we faced significant challenges.

In order to address these challenges, I said that we would support the Island during the economic downturn, reform the public service to maximise efficiency and reduce costs, protect those who are most vulnerable in our society, take care of our environment and strive to fulfill our global responsibilities. I also said that it was essential that the strategic plan achieved a balance between dealing with the current economic downturn in order to reduce the impact of the global economic situation on Jersey's residents, communities and businesses; and developing a plan to secure the long-term future of the Island. This is the approach that the Council of Ministers has taken over the past three years in implementing the Strategic Plan.

The Plan's overall aim was to 'work together to meet the needs of our community' and focussed on:

- enabling people to reach their full potential
- meeting our health, housing and education challenges
- preparing for the ageing society
- protecting the countryside and our environment
- creating a responsive and efficient government

A strategic plan sets the general policy direction to be fulfilled over its lifetime, but does not imply that all objectives will be fully delivered during that period.

Nonetheless, a great deal of work has been done in the period since the Plan was agreed by the States and this report details the progress made against the Strategic Plan's sixteen priorities up to the end of September 2011. It concludes a series of regular updates on progress to date and is presented whilst this Council of Ministers is still in office rather than wait for the full three years to expire.

In particular, the Stabilization Fund has been crucial in supporting the Island's economy through the worst of the economic downturn and the difficult decisions made during the Comprehensive Spending Review and the Fiscal Strategy Review will return the States to balanced budgets in 2013; Islanders are being asked for their views on proposals for the future of our health and education services and a new Island Plan is now in place; whilst the Income Support system is providing a safety net for the most vulnerable in our society.

Strategic plans by definition take a longer term view, and progress should be viewed with this in mind. There is still much to do, and there is no room for complacency, and whilst the next Council of Ministers will set its own priorities, I believe that this Council of Ministers has set in place the building blocks to meet the challenges currently faced by the Island.

Senator Terry Le Sueur
Chief Minister

Priority 1: Support the Island through the economic downturn

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>If necessary, use the Stabilisation Fund to stimulate the economy by compensating for deficits in the public finances that will arise as a result of lower tax revenues and higher spending on benefits - known as automatic stabilisers - and new initiatives designed to stimulate the economy through further discretionary spend. Use of the Stabilisation Fund will have the specific aim of minimising the impact of the downturn on Jersey residents, communities and businesses (T&R, ED).</p>	<ul style="list-style-type: none"> • 2010 Discretionary fiscal stimulus programme completed. See Priority 2 for the full description of projects funded through fiscal stimulus.
<p>Identify policy options to stimulate the economy and consider:</p> <ul style="list-style-type: none"> – what we can do to support the people most affected (ED, Soc Sec, CM); – new/brought forward programmes of maintenance/infrastructure spending (T&R, CM); – new policies to help retrain those made unemployed and improve the skills base (Soc Sec, ED, ESC); – bringing forward approved items from the future capital programme to stimulate economic activity (T&R); – options for business support (ED); – making the States more responsive in areas such as Planning and the Regulations of Undertakings and Development Law (CM, ED). 	<ul style="list-style-type: none"> • All objectives have been captured by discretionary fiscal stimulus. • EDD received £800K to enhance and increase the capacity of Jersey Enterprise activity with established Jersey businesses and new start ups. • Transitional Relief element of Income support was extended to support those in the community who are in need. • Over £20 million has been made available to advance capital infrastructure and maintenance projects including: <ul style="list-style-type: none"> – traffic schemes for Victoria Avenue and Cheapside; – refurbishment of Pomme D'Or Farm and replacement windows, doors and heating in States rental housing; – sewer replacements at the Railway Walk, St Peter's Pumping Station, Queens Road and Rozel. – The Durell Visitor Centre and Jersey Hospice expansion programmes were also funded on a match-funding basis. • Fiscal stimulus funding has been made available to Careers Jersey to develop initiatives designed to enhance people's ability to obtain employment including, but not limited to, "Advance to Work" • Highlands College has been provided with further additional funding to increase capacity • Regulation of Undertakings Regulations were tightened and enforcement stepped up to ensure that more work was restricted to on-Island contractors. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Working with Planning and Environment to expedite consents of private sector construction projects that will deliver significant contract value to Jersey's construction sector
<p>Seek advice from the Fiscal Policy Panel as to the extent and nature of any proposal to use the Stabilisation Fund (T&R).</p>	<ul style="list-style-type: none"> • Advice was taken from the Fiscal Policy Panel regarding the use of the Stabilisation Fund. The Panel continues to advise the States on fiscal policy matters through its annual reporting process.
<p>Consider contingency plans in the event that part of the deficit remains ongoing (T&R, CM).</p>	<ul style="list-style-type: none"> • The Comprehensive Spending Review (CSR) has targeted £65m of savings across the public sector. CSR 2011 approved in 2011 business plan. CSR2 subject to 2012 and 13 business plan. 2012 business plan due for debate by the States in September 2011

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Ensure provision of essential public sector services (CM).</p>	<ul style="list-style-type: none"> • The sustainability of essential public services was one of the key objectives of the Comprehensive Spending Review (CSR). The implementation phase of the CSR which will take place during 2011/12/13 will focus on which services government should provide and how they will be funded in the long term. • A key element of this will be ensuring that public sector spending is kept under control • The CSR programme has identified the target of £65 million in recurrent savings, a significant proportion of which will be achieved through more modern working practices and improved procurement.
<p>Evaluate on an ongoing basis Peak Oil and Climate Change and report to the States once a year on their impacts on policy for Jersey (P&E).</p>	<ul style="list-style-type: none"> • Ongoing. Peak oil and climate change are to be addressed in a pending report "Environment Department Report 2010" which will be released by the end of 2011. Further reporting will be as part of the Department's regular reporting schedule. In addition, an Energy Policy has been developed with both supply and demand side objectives to diversify and decarbonise the Jersey energy market. This will be published as a White Paper in due course
<p>Key issues that need to be taken forward:</p>	<ul style="list-style-type: none"> • Achieving the CSR targets in 2012 and 2013

Priority 2: Maintain a strong, environmentally sustainable and diverse economy

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Ensure that Jersey businesses in all sectors can survive the current economic downturn, continue to provide jobs for Jersey residents, and emerge stronger when the economy recovers. This will be achieved, in part, by a comprehensive package of economic stimuli in 2009 and 2010 (ED, T&R).</p>	<ul style="list-style-type: none"> • Jersey Enterprise is delivering the Enterprise and Business Development Strategy that seeks to provide financial support for: <ul style="list-style-type: none"> – Growth of existing Jersey companies to increase productivity and profitability – Increase level of economic activity through support for business start ups – in 2010 Jersey Enterprise assisted almost 625 business start ups – Increase export trade development to UK and other international markets – Increase levels of inward investment to broaden the economic, employment and tax base • In addition to annual budget spend of £2MM, in 2009 and 2010 EDD received a total of £800K to enhance and increase capacity of Jersey Enterprise activity with established Jersey businesses and new start ups. • EDD sponsored the States Apprenticeship Programme
<p>Lay the foundations for a genuinely diverse economy (ED).</p>	<ul style="list-style-type: none"> • Jersey Enterprise activity is SOLELY focussed on non-financial services sectors with the specific aim of diversification. • During 2011 a new Enterprise Strategy has been developed in parallel with the new Economic Growth Strategy which will be the subject of consultation in Q4 2011 • Inward Investment activity continued to demonstrate significant outputs: <ul style="list-style-type: none"> – 2011 (Jan – end Sept) - 91 businesses worked with, (76 new enquiries), 27 licences granted, 96 LQ job opportunities created, 2 NLQ job opportunities created – 2010 - 118 businesses worked with, (93 new enquiries), 37 licences granted, 432 LQ job opportunities created, 38 NLQ job opportunities created – 2009 - 90 businesses worked with, (86 new enquiries), 23 licences granted, 156 LQ job opportunities created, 23 NLQ job opportunities created – 2008 - 83 businesses worked with, 27 licences granted, 240 LQ job opportunities created, 11 NLQ job opportunities created <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Consultation on the draft Economic Growth Strategy, published in September will be completed by end 2011 and the final strategy debated in the States in Q1 2012

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Further develop Jersey's careers, jobs and employment services to maximise opportunities for all Jersey residents (ED, Soc Sec, ESC).</p>	<ul style="list-style-type: none"> • Economic Stimulus Funding Initiatives have been used in the following areas: <ul style="list-style-type: none"> – Advance to Work – A work-related training programme for 16 – 19 year olds registered as Actively Seeking Work. By September 2011, 511 individuals had participated on the scheme (or were currently on the scheme), 228 of whom have progressed into paid employment – For those 20 years+ and Actively Seeking Work, Advance + programmes were established. 130 people have completed the scheme, 78 of whom have found employment. Schemes are ongoing and future programmes are due to commence in Q4 2011 – Jersey Careers strengthened their function through additional adviser capacity, project/event co-ordination and funding for training and research – Additional funding for Highlands College to cater for the greater demand of students (100 individuals) staying on in further education post 16 years as individuals see the benefit of further training and qualifications – Bienv'nue 2010 (BV2) – A pilot training programme for local residents interested in following a career in the tourism and hospitality sector – States Apprenticeship Scheme – A total of 21 apprentices/trainees were recruited to the States in 2009 in both traditional and non-tradition craft areas. So far, 6 have been recruited on permanent contracts and more expected by the end of the year. • Other areas of work include: <ul style="list-style-type: none"> – Labour Market Intelligence Reports undertaken on Construction, Retail, Hospitality and the Rural Economy with skills strategies for each being developed under a generic skills strategy framework – Enhancement of Employment Services – strengthening the Workzone Team at Soc Sec to assist job seekers with employment and careers advice – Vocational Training – Pilot programme for 14 year olds from the four 11 -16 year olds to undertake day release vocation training in a number of craft areas – Jersey Apprenticeship Scheme – Agreement on a new programme designed to better meet the needs of employers and apprentices to be launched in September 2012 – Jersey Undergraduate Internship Programme – facilitated and supported 44 undergraduates in paid employment during the summer of 2011 in challenging and meaningful positions.

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Strengthen international relationships, supported by legislation regulation and international agreements, in order to enhance recognition as a responsible jurisdiction committed to international standards (CM, ED).</p>	<ul style="list-style-type: none"> • Continued actions by the JFSC, increased activity in CMD and through increased grant assistance for JFL in the 2011 business plan, Jersey has continued to sustain its international reputation. • Jersey performed very well in the independent assessments of the Island's international reputation by IMF, OECD and the UK Government (Foot Review) • The IMF report – issued as part of a worldwide programme of country assessments carried out under the IMF's Financial Sector Assessment Programme (FSAP) – praised Jersey's regulation and supervision of its financial sector and its money laundering and terrorist financing defences. In assessing the Island to have complied, or largely complied, with 44 of the 49 recommendations of the Financial Action Task Force (FATF), Jersey's rating put it at the top of compliance tables of the more than 120 jurisdictions assessed. Only three other jurisdictions scored 40 or more – the US and Singapore scored 43 and Belgium 42. Importantly, Jersey was also judged to comply, or largely comply, with 15 of the 16 key recommendations that the FATF considers the most important. No jurisdiction has been assessed as complying, or largely complying, with all 16 of the recommendations. • Jersey has signed 24 Tax Information Exchange Agreements (TIEAs) and two Double Taxation Agreements (DTAs). Negotiations taking forward numerous other TIEAs and DTAs have been initiated and are being taken forward • JFL continue to lead on Jersey's financial services overseas promotion, utilising EDD's increased grant assistance in the 2011 business plan. JFL have made progress in numerous markets during 2011 including China, Russia and have successfully opened new offices in Abu Dhabi and Mumbai.
<p>Protect Jersey's international reputation and viability as an offshore finance centre by maintaining the effectiveness of the Island's regulatory and enforcement regime to a standard that meets international requirements and thereby maximise the potential of Jersey's financial services sector in existing and emerging markets (ED, HA).</p>	<ul style="list-style-type: none"> • JFSC continue to interact with regulators from jurisdictions worldwide and to negotiate Memorandums of Understanding and Statements of Cooperation. • The UK Government's response to the Justice Select Committee's (JSC) review of the relationship between the Ministry of Justice and the Crown Dependencies agreed with the Committee's views on the increased use of entrustment, and issue that will be taken forward in 2011. • The finance industry development team continues to work within government, in consultation with industry specialists, to update and enhance this legal framework. The recent introduction of two innovative new structures, Separate Limited Partnerships and Incorporated Limited Partnerships has been welcomed by industry and substantial progress has also been made towards the introduction of a new and world-class Security Interests regime. The finance industry development team continue to work in close alliance with Wendy Martin and the tax team towards the adoption of a QROPs regime for Jersey with excellent progress having been made. • HM Treasury published the "Review into British Offshore Finance Centres" which validated Jersey's position as a well regulated and co-operative international jurisdiction. Jersey had significant input into this review. • See also Priority 15
<p>Continue work to diversify the economy, support new and existing businesses, attract low footprint/ high value business from elsewhere and foster innovation (ED).</p>	<ul style="list-style-type: none"> • Jersey Enterprise continues to deliver a full inward investment service and introduce new companies operating across a wide variety of sectors. • Work continues to capitalise on new legislation in areas such as e-commerce, online gaming, maritime Conventions and intellectual property which have the capability of further diversifying the Jersey

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<p>economy.</p> <ul style="list-style-type: none"> • In May, an in principle agreement reached with Red Ensign Group to develop Jersey Shipping Register. • Draft Economic Growth strategy subject to consultation in Q4 2011 • Jersey Enterprise is delivering the Enterprise and Business Development Strategy that seeks to provide financial support for: <ul style="list-style-type: none"> - Growth of existing Jersey companies to increase productivity and profitability - Increasing level of economic activity through support for business start ups – to the end of July 2011, Jersey Enterprise has assisted 376 business start ups - Increasing export trade development to UK and other international markets - Increasing levels of inward investment to broaden the economic, employment and tax base
<p>Work to maintain low inflation in the Island (ED, T&R).</p>	<ul style="list-style-type: none"> • An anti-inflation strategy has been published • Jersey Consumer Council is to be given a new mandate by the States for debate in the summer of 2011 Roll out plans and preparation are ongoing • Draft Energy policy includes obligation for EDD to consult with JCRA on broader utility issues • JCRA CEO now undertaken jointly with Guernsey. New JCRA Chair and CEO have agreed with EDD a work programme for 2011 that will place greater emphasis on local market issues
<p>Prepare Jersey for a changed world, post-economic downturn, and prepare for, and support, the UK Treasury's 'Independent Review into British Offshore Finance Centres' which will look at the immediate and long-term challenges facing British offshore financial centres in the current economic climate (ED, CM).</p>	<ul style="list-style-type: none"> • The Review strongly endorsed Jersey's high standards of regulation and its significant contribution to the UK market • Also see work done to protect Jersey's international reputation (above) <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • JFL, Government and the JFSC continue to align activity to ensure threats and opportunities presented by changes to the global economy are addressed.
<p>Fully support the development of a competitive telecommunications infrastructure that supports economic and social prosperity (ED).</p>	<ul style="list-style-type: none"> • New legislation to enhance ability to drive greater competitive behaviour through intermediary sanctions including fines being prepared by EDD.
<p>Invest in environmental policies that have the potential for long-term cost savings (P&E).</p>	<ul style="list-style-type: none"> • P&E have completed the first phase of the home insulation project by directly funding additional insulation and energy saving in residential properties. • Eco-Active States - launched in April 2011 to deliver a 10% reduction in energy and water consumption in the States during 2011 • Draft energy policy has extensive demand side objectives designed to reduce energy cost in residential and commercial properties
<p>Recognise the contribution made by the Tourism and Agriculture industries to a diverse society and demonstrate this commitment by making grants available for investment in tourism infrastructure (ED).</p>	<ul style="list-style-type: none"> • Tourism received additional £500K fiscal stimulus funding in 2010 which recovered a significant decline in visitor numbers as a result of volcanic ash disruption. • Additional funds to develop the UK and Germany markets were given in 2011. • A new Investment report on the future of the visitor economy will be published in Q4 2011. • The new Rural Economy Strategy was completed and lodged as an "R" with the States in January 2011 <p>Items which have not been achieved/things not done & Key work</p>

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<p>that will be ongoing:</p> <ul style="list-style-type: none"> • A proposition will be lodged in Q4 2011 to broaden the eligibility of the Tourism Development Fund to the private sector
<p>Test economic growth plans for sustainability to ensure they do not diminish our natural capital (ED, P&E).</p>	<ul style="list-style-type: none"> • A draft Economic Growth Strategy was published in September. A series of workshops launched the consultation exercise which will end in Q4 2011 before going to the States in Q1 2012
<p>Show the world that economic and environmental success can work together</p>	<ul style="list-style-type: none"> • EDD have worked with P&E on draft Energy Policy with emphasis on diversifying and decarbonising the Jersey energy market. • EDD have made budget provision in 2011 to exploit commercial economic advantage from the development of Renewable Energy in the Island <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Delays in project owing to discussions over licensing the sea-bed and drafting appropriate Jersey legislation
<p>Key issues that need to be taken forward:</p>	<ul style="list-style-type: none"> • Finalise the Economic Growth Strategy – due to go to the States in Q1 2012

Priority 3: Reform the public service to improve efficiency

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Work with the public sector workforce to maximise the efficiency of all Departments and, in doing so, reduce costs and encourage cross-departmental working (CM).</p>	<ul style="list-style-type: none"> Departments have undertaken reviews as part of the Comprehensive Spending Review and this will be ongoing. In addition, some departments (ESC, Home Affairs) and areas of expenditure (Employee Terms and Conditions) were subject to in depth reviews to identify efficiencies and cost savings. Cross departmental working is encouraged at every level and the CSR process has identified inter dependencies, both within and between departments. Closer working relationships have been established to ensure issues are properly managed and resolved and a central CSR Programme Team monitors progress and encourages joint working where appropriate and beneficial. A team incorporating the key CSR leads within departments has also been established. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> Work is ongoing to mitigate against the risk of CSR proposals not being delivered and identifying alternatives if required. The shortfall of £7m in ESC due to the States approval of P72 as amended (relating to subsidy to fee paying schools and non fee paying schools CSR proposals) needs resolving.
<p>Determine those services that must be provided by government (CM).</p>	<ul style="list-style-type: none"> Departments have considered not only what services they should deliver but also where those services are best placed. Some have been identified that could be better delivered by an alternative service provision and these are being progressed. The decision to change the delivery method must be supported by a valid business case which takes into account both financial and non financial benefits and costs. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> There is continued work on alternative service models as well as close working with staff and staff representatives to ensure smooth transition where appropriate.
<p>Work with our customers to ensure that services provided meet their needs (CM).</p>	<ul style="list-style-type: none"> As part of the Comprehensive Spending Review, service level provision to the customer has been, and will continue to be, reviewed to ensure it is optimised to provide a balance between meeting customer expectation and delivering value for money. Value Jersey has encouraged the public to submit ideas to reduce States expenditure and/or deliver more efficient services. Consultation is also underway on the future shape of both Health and Education in Jersey. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> The CSR is ongoing
<p>Promote/review private sector involvement and more commercial approaches to service provision including, but not limited to, outsourcing where appropriate (CM)</p>	<ul style="list-style-type: none"> Provision by the private sector, as well as other service providers (e.g. the 3rd sector) is being considered and will continue to be so where appropriate. As mentioned, full business cases need to be developed to support any change or maintaining the status quo. Some States information technology services, Jersey Tourism and Jersey Enterprise together with specific activities within other departments are actively being considered for alternative service provision. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> The CSR is ongoing
<p>Review the terms and conditions of employment for public sector staff (CM).</p>	<ul style="list-style-type: none"> A project team has reviewed existing Terms and Conditions and developed a framework which can reduce the cost base as required by the CSR programme. Negotiations with the Trade unions to determine how proposals can be effectively implemented are ongoing. <p>Items which have not been achieved/things not done & Key work that</p>

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	<p>will be ongoing:</p> <ul style="list-style-type: none"> This is a critical project representing the largest single saving in the CSR programme (£14m). Regular and productive discussions with staff and their representatives are vital for success and staff are being updated on a frequent basis to ensure they are aware of what is happening.
Rationalise property and promote modern office working environments which will maximise productivity and minimise property requirements (CM, T&R).	<ul style="list-style-type: none"> The overall States property estate has been reviewed and a high level plan identified a number of opportunities to rationalise the estate which will reduce its size significantly. Due to the complexity and mixed use, a number of distinct phases have been identified to deliver the rationalisation programme. The first phase is the provision of a new police headquarters and operational station which is currently subject to a feasibility study. Other phases of the strategy, in particular that of consolidation, will be subject to the agreement of an overall strategy and supporting implementation plan. Further plans will be developed and land identified as surplus to states requirements will then be either transferred to SOJDC or disposed of the open market. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> The Police relocation project has been reshaped and the current target for completion is the end of 2014. Development and agreement of an overall strategy and implementation plan for the other phases of the office strategy. The introduction of a charging mechanism for core office buildings in 2012 The vacation and disposal of surplus sites, including South Hill, old JCG School and the Summerland site. These sites have been, or will be, passed over to the SOJDC as part of their remit to redevelop States property that has become surplus to requirements and is not to be sold directly onto the open market.
Give a lead by reducing energy usage, and thereby carbon consumption, in all States activities (CM, T&R, TTS, P&E).	<ul style="list-style-type: none"> The Eco-Active campaign is encouraging everyone in the public sector to reduce energy usage. In addition, a separate workstream within the procurement CSR project is targeting over £1 million annual savings from energy, by both reducing consumption and reducing the cost the public sector pay. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> Both Eco-Active and the Procurement workstream on Energy will continue to ensure targets are delivered. See also Priority 13
Work together with the ‘Third Sector’ ¹ to deliver efficient and effective public services (CM).	<ul style="list-style-type: none"> As mentioned above, the 3rd sector is an important service provider and this has been recognised in the support given to recruiting a 3rd Sector Co-Ordinator to ensure The post-holder will develop a governance framework for Third Sector organisations, set up policies for areas like employment and recruitment and help to establish partnership models for government, private and Third Sector organisations. See also Priority 8 <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> The recruitment of the 3rd Sector Co-ordinator is progressing to ensure greater co-operation and closer working between all sectors.
Key issues that need to be taken forward:	<ul style="list-style-type: none"> Continued support is essential to deliver the £65m CSR savings by 2013. Development and agreement of an overall strategy and implementation plan for the rationalisation of the office strategy estate.

¹ The ‘Third Sector’ is made up of non-government, voluntary, not-for-profit organisations e.g. charities.

Priority 4: Ensure sustainable public finances

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Keep finances on a sound footing in the medium term and within the resources available (T&R).</p>	<ul style="list-style-type: none"> • The CSR process (see also Priority 3) is ongoing with further savings of £20m proposed for 2012 in addition to the savings of £13m agreed in 2011 Annual Business Plan. Further savings of £32m are also identified for 2013. • The 2012 Business Plan continues the implementation of the 3 part plan for balanced budgets by 2013 as agreed by the States in the 2011 Budget. This combines spending reductions, economic growth and fiscal measures to deliver a small surplus forecast to be £6m in 2013. <p>Items which have not been achieved/things not done</p> <ul style="list-style-type: none"> • Further work is required with the education department to deliver the level of savings deferred by P72/2011 following debate of the Education Strategy paper. <p>& Key work that will be ongoing:</p> <ul style="list-style-type: none"> • The 2014 indicative spending limits includes provision for Growth, Contingencies and pay and prices and is projected to result in a small surplus of £9 million. This is before the new Council of Ministers considers an appropriate level of further savings in 2014.
<p>Introduce resource principles to cover the lifetime of this Plan:</p> <ul style="list-style-type: none"> – Be prudent, taking account of the uncertain economic and financial outlook; – Identify and implement all possible savings and efficiencies; – No additional spend unless matched by savings or income; – The Stabilisation Fund will only be used during the economic downturn as advised by the Fiscal Policy Panel to fund the effects of reductions in States revenues or increased demand for States services, and to provide appropriate stimulus to the economy (T&R). 	<ul style="list-style-type: none"> • Future forecasts are prudent and updated as soon as new information and data becomes available. • Central reserves and contingencies are set aside to ensure exceptional unforeseen expenditure can be met and includes an additional £4 million for significant emerging items from 2012. • CSR process considers up front investment in services to be matched by future savings. • There is a continued commitment to delivering the target of £65 million of savings. • The Business Plan 2012 provides for a growth allocation from 2013 to address changes in priorities within overall spending limits. • The Stabilisation Fund continues to be used, aligned with Fiscal Policy Panel (FPP) advice, to support the economy via automatic stabilisers, projected deficits in Public sector budgets and discretionary Fiscal Stimulus. • Improvements in States revenues enable a forecast balance of £10m to be retained in the Stabilisation Fund at the end of 2011. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • The States has approved the Amendments to the Finance Law to extend planning horizons and introduce a Medium Term Financial planning process which formalises three-year spending limits and the principles of managing within those limits with provisions for annual growth and contingency allocations. A new Medium Term Financial Plan and Annual Budget process will need to be implemented. • Work has begun on a long term capital plan which will inform the Medium Term Financial Plan and for the first time provide a comprehensive picture of the Islands asset and infrastructure requirements for the next twenty years. • As the Island emerges from recession and the economy begins to grow then the States need to assess at what level the Stabilisation Fund can be built up to address future downturns from surpluses in States finances

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<p>No additional spend unless matched by savings or income will mean identifying funding sources for new initiatives and spending pressures. The first step will be to identify and implement all possible savings and efficiencies before considering any alternative funding sources (T&R).</p>	<ul style="list-style-type: none"> • The CSR programme continues to be closely monitored and managed with 2011 forecasts savings to achieve target savings levels. • The 2012 Business Plan identifies spending pressures and the funding sources available. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Work is well advanced to address a number of significant resource initiatives such as the ageing population, a strategic review of Health, liquid and solid waste strategies and the challenge is to identify equivalent funding measures.
<p>Investigate the introduction of environmental taxes and charges as part of the pursuit of environmental objectives as set out in Priority 13.</p>	<ul style="list-style-type: none"> • Spending on energy efficiency, waste recycling and sustainable transport programmes was approved by the States in 2009 with £2m of it requiring funding through an environmental tax. After public consultation, the States agreed to introduce a Vehicle Emissions Duty (VED) to raise £2m a year - payable when a vehicle is first registered in Jersey and based on its CO2 emissions. VED commenced from 1 September 2010. • The introduction of further taxes, including land development tax, was examined as part of the Fiscal Strategy Review and will continue to be examined as part of an overall review of the tax strategy. • The introduction of (and changes to) charges for services that impact on our environmental objectives are being examined by the Planning and Environment department. In addition, these are also being looked at as part of the Comprehensive Spending Review process and "user-pays" principles.
<p>The public's expectations of high quality services with low taxation will be addressed through sound planning and improved communication. This will mean being realistic about what is affordable (T&R, CM).</p>	<ul style="list-style-type: none"> • A public consultation on taxation informed the final development of the tax options that were agreed by the States in December 2010. • The final measure, an increase in Social Security contributions, was agreed by the States in July 2011. • A dedicated Tax Policy Unit has been established with primary responsibility for reviewing and developing the tax system to ensure it continues to deliver sustainable and efficient tax revenues. • The 2012 Business Plan continues the implementation of the 3 part plan for balanced budgets by 2013 as agreed by the States in the 2011 Budget. This combines spending reductions, economic growth and fiscal measures to deliver a small surplus forecast to be £6m in 2013. • Communication strategy continues to reinforce public understanding of sustainable public finances emphasising linkages between FSR and CSR and implications of not reducing public expenditure and increasing taxation. • Value Jersey has been launched to help islanders learn more about our savings proposals and to encourage people to submit their own suggestions. It is also intended to ensure a focus on savings and efficiency remains a priority as we establish a framework for lasting change across the States of Jersey <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • The principles of a long term tax policy should be developed and agreed to provide a mandate and framework for future tax changes. • Consideration should be given to funding future spending pressures through revenue growth from existing taxes, or replacement taxes (i.e. alternative taxes which may be more efficient but do not increase the total tax burden on the taxpayer), in the longer term.
<p>Deliver clear and informative accounts in line with recommended</p>	<ul style="list-style-type: none"> • The 2010 accounts were produced under GAAP and were comprehensive and transparent. There was a clean audit opinion. We

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<p>commercial practice (GAAP) to ensure that financial and business planning decisions can be based on full costs and achieve best value (T&R).</p>	<p>are now working on the timetable for 2011 accounts and the transition requirements for moving to IFRS for 2012 accounts.</p> <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • The adoption of UK GAAP accounting standards have resulted in a comprehensive and transparent report and accounts for the States of Jersey, however more work is ongoing to consider a shortened report to improve the clarity of information and assist the reader in understanding the key information.
<p>Examine whether borrowing is an alternative and optional way forward for long-term capital projects (T&R).</p>	<ul style="list-style-type: none"> • The long term capital plan reviews all funding sources – this will form part of the Medium Term Financial Plan which will be proposed in 2012. In addition, there is feasibility work underway in Treasury Operations to look at options for funding infrastructure.
<p>Key issues that need to be taken forward:</p>	<ul style="list-style-type: none"> • See ongoing work set out above

Priority 5: Limit population growth

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Ensure that there is a clear approach to future population levels (CM).</p>	<ul style="list-style-type: none"> • A population policy is in place, as approved in the Strategic Plan. This allows for an increase of a 5-year rolling average of 150 heads of household per annum which should maintain population levels at less than 100,000. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Population policy will be reviewed as part of each new Strategic Plan (new Strategic Plan to be debated Q2, 2012)
<p>Set a population policy which:</p> <ul style="list-style-type: none"> – maintains the level of the working age population in the Island; – ensures the total population does not exceed 100,000; – ensures population levels do not increase continuously in the longer term; – protects the countryside and green fields; – maintains inward migration within a range between 150 and 200 heads of household per annum in the long term; – in the short term, allows maximum inward migration at a rolling five-year average of no more than 150 heads of household per annum (an overall increase of circa 325 people per annum). This would be reviewed and reset every three years (CM). 	<ul style="list-style-type: none"> • Existing mechanisms are used to control population, including: <ul style="list-style-type: none"> – The RUDL and Housing Laws with the Migration Advisory Group (MAG) are in place until new mechanisms implemented. – Surveys, returns and statistical information are used to provide information to monitor population levels and economic activity rates. – The 2011 Census will provide an updated baseline for the population total and structure, population modelling and annual updates. This will also provide a calibration for the new mechanisms for managing migration. (Census undertaken on 27th March, 2011, results will be available Q4 2011/Q1 2012) – The Island Plan as approved in 2011 seeks to achieve countryside protection; the wise use of resources; and urban regeneration. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Population policy will be reviewed as part of each new Strategic Plan (new Strategic Plan to be debated Q2, 2012)
<p>Implement new mechanisms to control the population through the Migration Policy (CM).</p>	<ul style="list-style-type: none"> • New Laws to control work and housing to ensure population and immigration objectives are met have been approved by the States, with implementation envisaged in July/August 2012. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • System and processes, consequential and transitional amendments, and underlying Regulations and Orders are being completed, due by July/August 2012.
<p>Devise policies to mitigate the effect of an increased population on the natural and built environment (P&E).</p>	<p>Implementation of the New Island Plan</p> <ul style="list-style-type: none"> • Island Plan consultation began in Q3 2009 and was completed Q2 2010. A Public Enquiry was held in 2010 and the subsequent report endorsed all of the principal policies in the Draft Plan. A further enquiry was held in April 2011, following amendments proposed by States members, and a further report submitted to the Minister for review. The Plan was debated by the States assembly in June 2011 and adopted as the 2011 Island Plan on 29th June 2011. This will: <ul style="list-style-type: none"> – ensure that the development and use of land, housing and infrastructure align with the population policy. – seek to protect the countryside and green fields and encourage building on brown-field sites, to meet the Island's development

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<p>needs.</p> <ul style="list-style-type: none"> - enable the assessment of off-shore and renewable energy proposals. - protect and provide land and development opportunities to enable economic growth. <p>Implementation of an Energy Policy</p> <ul style="list-style-type: none"> • Draft White Paper will be published for consultation Q4 2011 assuming a clear outcome can be politically supported following ongoing discussions with the energy industry. White paper to be brought to States by 2012. This will deliver a framework that leads to long-term secure, affordable and sustainable energy for Jersey including agreed energy and carbon reduction targets. <p>Associated workstreams:</p> <ul style="list-style-type: none"> • Implementation of energy reductions in all sectors, but in particular government departments, via 'invest to save' mechanisms. ECO-ACTIVE States is a bespoke programme of environmental improvement for the States of Jersey as an organisation. It assists the Chief Minister's Department reduce the procurement of £1M in energy and water costs with an associated reduction in environmental impact. • In the domestic sector, assisting vulnerable groups to reduce energy use via grants and awareness raising through the ECO-ACTIVE Energy Efficiency Service. More challenging Building Bye-Laws delivered in Q1 2011 will lead to reduced energy demand • Feasibility study and recommendations were made to the Minister for P&E in respect of the long-term development of off-shore renewable energy in Jan 2011. The 2011 workstream comprises: <ul style="list-style-type: none"> - Joint Channel Islands Policy Statement; - Workstream with British Irish Council to assess Jersey's eligibility for Feed-in-Tariffs; - Finalising the Heads of Terms Agreement with the Crown on the lease of the sea bed; - joint project with Harbours and JEC to investigate off-shore wind resource <p>Review infrastructure development requirements</p> <ul style="list-style-type: none"> • Review of infrastructure development requirements to align with the refined population levels is ongoing. <p>Manage impact on natural and built environment through existing mechanisms</p> <ul style="list-style-type: none"> • Existing and new migration control mechanisms will assist in managing demand on housing stock and other resources on an ongoing basis - with reference to population targets and actual changes in prices and capacity. This will require ongoing monitoring of key indicators such as unemployment and house prices and the fine tuning of decisions and policies to ensure that the population policy is met. <p>See also Priority 13.</p> <p>Maximise job opportunities for local people</p> <ul style="list-style-type: none"> • MAG and Skills Executive ensure Policy maximises employment opportunities for local people. • The Enterprise and Business Development Strategy will be completed (Q3 2011), rolling out priorities that minimise the need for inward migration whilst delivering growth and diversity within the Jersey economy

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<ul style="list-style-type: none"> • See also Priority 2 <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Monitor progress of Population Policy during initial 3 year period, and benchmark against Census results
<p>Key issues that need to be taken forward:</p>	<ul style="list-style-type: none"> • A review of Population policy will be part of the new Strategic Planning process • Population Policy will be monitored during the initial 3 year period, and will be benchmarked against Census results • Proposed Energy Policy

Priority 6: Provide for the ageing population

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Work together to co-ordinate the actions required to deal with the ageing population in a cohesive way including:</p> <ul style="list-style-type: none"> - reviewing pension provision, including a review of the age at which the Social Security pension is first payable (Soc Sec); 	<ul style="list-style-type: none"> • In June 2011, the States Assembly approved the Minister for Social Security's proposals to increase the age at which the Social Security pension is first payable. In summary, the pension age will start to increase from 2020 by two months a year, reaching 67 in 2031. • The Government Actuary's review of the Social Security Fund for the period 2007-2009 will provide up to date information on the long-term viability of the Fund and will inform proposals on reviewing contribution levels. <p>Key work that is ongoing:</p> <ul style="list-style-type: none"> • Amend the Social Security Law to give effect to the proposals to increase the State Pension Age • Explore in greater detail options that will encourage older workers to work for longer, including moves to make it easier for older workers to play a greater part in the workforce • Proceed with age discrimination legislation • Publish actuarial reports on the Social Security Fund and consider any actions, including public consultation on possible options around contributions
<ul style="list-style-type: none"> - Providing better opportunities for independent living in old age, including support in the community (HSS); 	<p>This is a very wide aim which is being supported by several departments and continues to be work in progress:</p> <ul style="list-style-type: none"> • The Housing and Planning departments and the parishes are working together to provide "lifetime homes" in which older residents can live independent lives. The Parish of Trinity, for example, has completed a number of bungalows for parishioners over 65 and other parishes, including St Saviour and St Peter, are planning similar developments. • The Housing department, recognising that a large percentage of its tenants are pensioners, has started to implement a new and ongoing initiative to carry out 'welfare' visits to targeted housing estates populated by elderly/vulnerable tenants. To date in 2011, 187 such visits have been carried out. The visits allow the department to identify those tenants who require additional support and interventions to be made as appropriate. • The Assisted Living Team at Housing manages the Medical Adaptation Scheme, which provides minor adaptations to the homes of States tenants to allow them to live independently for a longer period. These are usually in respect of older residents and cover the installation of various types of showers, hand rails, ramps, lever taps etc as recommended by an occupational therapist. In 2010, 170 such adaptations took place. • Parishes are involved in the development of community support teams that provide local support with many aspects of everyday life. • Family Nursing and Home Care is responsible for supporting many older residents in their own homes. FNHC is currently reviewing its operations to ensure that it can meet the increasing demands of an elderly population. • HSS continues to work on a new Regulation of Care law that will include the regulation of care providers in the community so that they are appropriately regulated and provide good quality services to people receiving care in their own homes. • HSS and SSD assisted with the development of the Carers Strategy and continue to support the strategy through regular steering group meetings. • Social Security supports many low income pensioners in the

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<p>community through Income Support, including specific provision for those with personal care needs. Personal care components have been subject to regular review and the value of the components has increased steadily since the beginning of Income Support.</p> <p>Key work that is ongoing:</p> <ul style="list-style-type: none"> • The activities encompassed within this aim can all be described as 'work in progress' with, for example, continuing development of lifelong homes, 'welfare' visits by Housing department staff to elderly and vulnerable tenants, and continuing work on a revised Regulation of Care Law.
<ul style="list-style-type: none"> - Providing health and long-term care provision in the future - including introducing an Island-wide scheme to meet the costs of individuals' residential care needs (HSS, Soc Sec); 	<ul style="list-style-type: none"> • The draft long-term care (Jersey) Law introducing new arrangements for funding long-term care for Jersey residents was passed unanimously by the States in July 2011. Main aspects of the scheme are a long-term care benefit that will pay a large proportion of the fees for high-level care, with a co-payment by the individual needing care making up the gross fee. The scheme is funded by a new compulsory community-wide social security contribution together with existing States funding. Both are directed into a new ring-fenced fund. • The consultation on the Health & Social Services Review includes reference to older people in each of the three scenarios presented. This includes initiatives such as putting a strong medical and social care team in the community so older people would be able to maintain their independence and stay in their own homes for as long as possible. . <p>Key work that is ongoing:</p> <ul style="list-style-type: none"> • Detailed preparatory work continues to bring the new long-term care scheme into operation in 2013 as planned. Social Security is liaising closely with Health and Social Services and Income Tax to progress issues. • Public consultation on the HSS Review has now closed and work has begun on considering how best to give effect to the changes proposed. • Of particular relevance to the care of older people are the business cases being developed around: 'Integrated community services for people living with dementia'; 'The intermediate care of the frail elderly', including access to step-up and step-down facilities to relieve the strain on the hospital; 'Chronic Obstructive Pulmonary Disease' (ie chronic bronchitis and/or emphysema); and 'End of Life'.
<ul style="list-style-type: none"> - removing barriers and improving opportunities to enable people to work longer and ensure employers do not discriminate against older workers (Soc Sec, ED, HA, CM); 	<ul style="list-style-type: none"> • The Employment Law is kept under regular review. • The proposition passed by the States in June 2011 proposing changes to the age at which people can receive the social security pension highlighted the importance of encouraging older workers to remain in the workforce and recognised the need to convince employers of the essential contribution older workers can make to their business and to the economy as a whole. In light of this, the States passed a proposition that will see a draft discrimination law (including age discrimination) lodged by the end of 2012. Responsibility for this has passed from Home Affairs to Social Security. • Other initiatives that would encourage people to work for longer will be explored and progressed in advance of the first changes to the pension age in 2020. <p>Key work that is ongoing:</p> <ul style="list-style-type: none"> • Work continues on finalising a draft discrimination law to be lodged by the end of 2012.

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<ul style="list-style-type: none"> • Other options to encourage the employment of older workers will be investigated over the medium-term.
<ul style="list-style-type: none"> – investigating schemes to encourage people to make provision for the future (Soc Sec, T&R, CM). 	<ul style="list-style-type: none"> • The results of the income distribution and household expenditure survey published by the Statistics Unit in September 2010 provide valuable information on the sources and level of pension income received by local pensioners and the extent of pension provision made by people of working age. This data will help inform decisions on whether greater efforts need to be made to encourage people to make better provision for their old age and, if so, examine the best ways of doing this. <p>Key work that is ongoing:</p> <ul style="list-style-type: none"> • Research on the extent of pension provision in the Island is also proposed in the medium term to help inform policy in this area.
<p>Key issues that need to be taken forward:</p>	<ul style="list-style-type: none"> • Explore in greater detail options that will encourage older workers to work for longer, including moves to make it easier for older workers to play a greater part in the workforce • Proceed with age discrimination legislation, with lodging by the end of 2012 • Publish actuarial reports on the Social Security Fund and consider any actions, including public consultation on possible options around contributions • Detailed preparatory work to bring the new long-term care scheme into operation in 2013 as planned. • Give effect to the changes proposed following the public consultation on the HSS Review, especially the business cases being developed around issues pertinent to the ageing agenda, namely 'Integrated community services for people living with dementia'; 'The intermediate care of the frail elderly'; 'Chronic Obstructive Pulmonary Disease'; and 'End of Life'. • Undertake research on the extent of pension provision in the Island

Priority 7: Protect the public and keep our community safe

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
Work together to ensure that the Island is as resilient as possible to threats to its security and way of life (HA, CM, HSS).	Underpinning successful outcomes for Strategic Priority 7 is the implicit understanding that working in partnership is key. When problems arise, the community expects the States to give a co-ordinated response.
Work together to help people feel secure in their homes and local communities by driving down levels of crime, anti-social behaviour and disorder, vulnerability and harm (HA).	On the other hand, the public tend to view the SOJP as the first port of call for combating crime and anti-social behaviour and the challenge for them is to promote understanding that these issues are best dealt with in partnership with communities. This applies to all of the key principles set out in the Strategic Plan under Priority 7.
Invest in early preventative interventions to address anti-social behaviour in young people with a view to turning them away from crime (HA, ESC).	A number of key issues have been identified, many of which apply across these principles, from Domestic Abuse to Child Protection and from Terrorism to the Night Time Economy which we deem necessary to address, either as business as usual, or as part of a special partnership with other agencies, for protecting the public and keeping our community safe. These issues, and some of the results of our work are:
Focus on the reasons for, and harm caused by, alcohol and illegal drug use and develop and implement policies that will bring about attitudinal change and deliver permanent and sustainable reductions (HA, HSS).	<ul style="list-style-type: none"> • Secure Borders <p>States of Jersey Police and the Jersey Customs and Immigration Service maintain a presence at the Island's air and sea ports in order to</p> <ul style="list-style-type: none"> – protect Jersey's security and reduce the threat to community safety posed by travelling criminals – provide an effective deterrent to the threat of terrorism by maintaining a visible presence and a constant awareness to threats to the safety and security of the Island's ports and transport links – protect Jersey from the threat of illegal immigration and the import/export of prohibited or restricted goods; – collect Customs and Excise duties, including import GST while preventing loss of government revenue from fraud or evasion; – honour the Island's national and international obligations.
Focus on the rehabilitation of offenders (HA).	<p>In 2011, the two services have worked together as part of a Law Enforcement Review to identify potential opportunities to reduce costs whilst maintaining the security of the Island's borders. During this time,</p> <ul style="list-style-type: none"> – 11 people were refused entry at the ports – no illegal immigrants were found to have evaded immigration controls; – There were 8 commercial seizures of Class A/B drugs – Drugs were seized with a value of £425,412; – 251 non-drug related evasions were detected. <ul style="list-style-type: none"> • Anti-Terrorism <p>States of Jersey Police's Special Branch plays a key role in protecting the public from national security threats, especially terrorism and other extremist activity. The Force's Counter Terrorism Security Adviser provides protective and counter-terrorism security advice to support industry and other businesses in the Island. The Force also provides appropriate training and equipment to ensure it has the capacity and capability to respond to a terrorist incident in the Island.</p> <p>During 2011, the States of Jersey Police have developed draft proposals for the "Prevent" element of a counter-terrorism strategy aligned to national requirements. The "prevent" work stream focuses on stopping people from becoming terrorists or supporting violent extremism. It is dependent upon different agencies working in partnership to deliver a jointly agreed programme of action.</p>

- **Serious and Organised Crime**

States of Jersey Police have defined serious and organised crime as a key policing priority for 2011. The Service has made the following commitment:

We will help ensure that Jersey remains a hostile environment for organised crime groups by working relentlessly to identify, disrupt and dismantle them, bring offenders to justice and remove their assets.

During 2011, the Force has joined a national initiative to identify, map and target organised crime groups engaged in drug trafficking, economic crime and other criminal activity and has partnered with the regional intelligence units established in England, Scotland and Wales as part of this process.

- **Civil Emergencies**

A meeting has taken place in the last quarter with Préfect la Manche Jean-Pierre Laflaquière and his officials regarding resilience.

Emergency response plans and arrangements with Parishes, Third Sector Volunteers and La Collette Occupiers are being developed.

Government Office of the South West has closed as a result of UK Government Big Society Changes but the Emergency Planning Officer continues to maintain close liaison with the Cabinet Office and the Civil Contingencies Secretariat on resilience issues.

During 2011, States of Jersey Police have undertaken a thorough review of their Major Incident Manual and Contingency Plans and are engaged in a delivery plan to implement the recommendations

- **St.Helier Night-Time Economy (NTE)**

During 2011, States of Jersey Police have introduced new tactical approaches to the policing of the night time economy. This approach has increased the number of people prosecuted for public order and licensing offences but contributed to a 23% reduction in assaults committed in the St Helier NTE in the first six months of 2011.

Work is progressing in gathering data to underpin a night- time economy strategy. Departmental research is underway including EDD, H&SS, HA, SoJP and the involvement of some community groups. It should be noted that the JASS 2010 survey showed that 71% of respondents usually or always felt safe in town at night and overall violence in St Helier was down 22%.

Alcohol related harms to individuals and society remains a key concern both in terms of health related consequences, ASB, NTE and Domestic Violence.

- **Alcohol Strategy**

'Preventing harm caused by Alcohol (2011-2016)' has been drafted based on evidence of what works and with the involvement of key States of Jersey stakeholders, including an economic perspective by the States Economist, and will be discussed by Ministers, Chief Officers and Senior Officers in due course.

An intrinsic factor to all of the issues in the NTE is the introduction of a legislative framework that encourages social responsibility. Work on the review of the Licensing (Jersey) Law 1974 has been in process since 2009 but has been somewhat delayed due to the significant overruns in completing the new Sunday trading legislation (primarily due to MOJ/Privy Council delays). However, EDD intend to publish an analysis of the Green Paper responses, together with a policy statement about the new legislation by the end of October 2011, with a view to undertaking law drafting in 2012. EDD are also working with H&SS to reach a common understanding in respect of the effects of alcohol on the community, as reflected by the number and type of licensed

	<p>premises. EDD hope to discuss the requirements of the various services within Home Affairs in the near future.</p> <ul style="list-style-type: none">• Anti-Social Behaviour (ASB) Work continues with the Anti-Social Behaviour Intervention and Prevention group. A sub-group to address issues that had arisen at Les Quennevais has successfully engaged the local secondary school and community. The group anticipates setting up a parenting support liaison officer within the school and utilizing the facilities at the youth club to hold courses in the very near future. The relationship with the youths, school and community centre remains good and generally the residents in the area are content with the response to the isolated incidents that occasionally occur. Parenting Facilitator at The Bridge was also part of this and will have responsibility for supporting the development of parent liaison officer/champion within the school. The group feel that it is important that ASB is not seen as a big issue in Jersey and that perception was an important issue. It has been decided that a report of outcomes out in a local parish paper like –the St Brelade community news to inform people about local responses to ASB would reassure that their concerns were taken seriously. During 2011, States of Jersey Police have:<ul style="list-style-type: none">– consolidated and improved their new geographic policing model based around five geographic areas – St Helier, St Saviour, West (St Brelade, St Peter, St Ouen) East (St Clement, Grouville, St Martin) and North (St Lawrence, St John, Trinity, St Mary)– with a view to enhancing community engagement, reassurance and problem-solving initiatives in their designated areas.– increased the number of foot patrols and introduced cycle patrols to increase police visibility, deter crime and anti-social behaviour and increase public confidence and community intelligence– introduced new processes to identify and engage with vulnerable individuals and communities who frequently call upon Police assistance because of crime and ant-social behaviour– continued a major project to introduce new call handling processes which will improve incident response and management• Perception / Fear of Crime 87% of JASS respondents who expressed an opinion thought their neighbourhoods were very or fairly safe. Whilst overall perceptions have shown little change since 2005, more Islanders now believe their neighbourhood to be “very safe” and an increasing proportion of St Helier residents consider their neighbourhood to be very or fairly safe. (76% v 71%) This is a `special partnership project` which is currently at the `signal` stage. Research work will commence once the ASB work stream is further advanced. The perception/fear of crime is an important consideration when looking to develop actions. People’s perception of crime, and this applies to ASB as well, is very difficult to change. However, it is important to recognise that if we are to be able to claim success then we need to be able to show success in such a way that people’s perceptions are changed.• Child Protection New JCPC Multi-Agency Child Protection procedures are in place. The launch, which took place on 24th May 2011, to underpin working practice, was well attended by a mix of agencies.
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A JCPC training strategy has been introduced to identify appropriate child protection training at all levels; multi-agency training programme for 2012 is being collated. A referral audit has been published to inform referral review and a Jersey common assessment framework review and pilot has been commissioned

Work has started on an outcome based framework. This will be developed during this coming year by the JCPC and the target is to contribute to the development of more corporate recording and monitoring systems which can be interrogated on a consistent basis and used for performance reporting and service planning.

The Youth justice Review contained an analysis of a file study of eleven young offenders nominated by the Magistrates as the most problematic. A number of themes have emerged and will be the subject of further work including attachment disorders, early experience of mistreatment, their experience of being "looked after", school disaffection, misuse of alcohol from an early age and in particular, exposure to domestic violence

JMAPPA (Jersey Multi-Agency Public Protection Arrangements) has been piloted on a voluntary basis since August 2010. JMAPPA meetings deal with sexual and violent offenders and other potentially dangerous persons. Registered sex offenders are required by law to be managed under the JMAPPA process with effect from 1.1.11

States of Jersey Police have further refined and improved internal child protection referral processes during 2010.

- **Prolific Offenders**

The SOJP use a police intelligence model to nominate who should be a Priority Prolific Offender. Each offender has a nominated police inspector who develops an action plan to try and reduce offending. States of Jersey Police have reviewed tasking processes in 2010 to improve the targeting of prolific offenders.

The Children's Policy Group commissioned a Criminal Justice Review and is discussing the recommendations e.g for the police to consult with the Probation Service and Social Services department before a child is categorized as a Priority Prolific Offender.

The Probation Service's Self Management and Rational Thinking (SMART) Programme is for those offenders with the greatest likelihood of re-offending. It is being delivered successfully at Highlands College and has achieved internationally acclaimed results with high risk and often prolific offenders

The latest reconviction study indicates that those offenders most likely to re-offend are reducing their likelihood of reconviction substantially if placed on a community-based penalty.

Serious acquisitive crime has reduced by 6%

- **Domestic Abuse**

The Jersey Domestic Violence Forum has continued to contract with the Hampton Trust of Hampshire to provide consultancy for the local delivery of the ADAPT programme.

The programme began in January 2007, and continues with an increasing number of males who have been assessed as appropriate to enter and participate in the programme. The number 'graduating' each year has been increasing and feedback to-date has been positive. The programme consists of 30 two-hour sessions for perpetrators.

A total of 74 men have started the programme since its inception with over half completing. Since last July 13 men have started the ADAPT programme. Over 65% of men complete the programme. A strength of the programme is that it can take referrals, not only from the courts, but from a wide range of agencies.

Reconviction rates for men who complete the programme are low.

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	<p>Similarly the number of police call outs to these men in relation to domestic violence incidents is also low. It is acknowledged, however, that domestic violence is an under-reported crime and great caution needs to be attached to any claim of "success". Reconviction rates and Police call out figures can only ever be a very basic outcome measure.</p> <p>Victims are offered contact by a Women Support Worker throughout the duration of the programme and afterwards if appropriate.</p> <p>An evaluation was commissioned about any changes in the behaviour of men following completion of the programme. 15 interviews were conducted with victims who were able to be contacted. The programme sessions are videoed and watched by the Hampton Trust. Feedback has indicated that the quality of programme delivery is high. A system remains in place where these cases from SoJP are passed on to Children's Service.</p> <p>The JDVF is aware of the high proportion of child protection referrals to the Children's Service where domestic violence is a dominant theme. We would hope that the next twelve months sees an increased number of referrals via this route.</p> <p>Women's Refuge continues to offer residential places for abused women and children as well as offering outreach counselling/support services. The Refuge continues to be busy and has been full on several occasions over the past 6 months.</p> <p>The most dangerous domestic violence perpetrators are managed through the newly created Jersey Multi Agency Public Protection Arrangements (JMAPP) system. A dedicated Police unit (Public Protection Unit) offers support and advice to victims of domestic abuse.</p> <p>In June 2011 the Jersey Domestic Violence co-operated with Victim Support to organise a conference in which a key note speech was given about male victims. A Helpline exists for male victims in Jersey</p> <p>The Jersey Domestic Violence Forum have reviewed and updated the Domestic Abuse Strategy.</p> <ul style="list-style-type: none"> • Violent Crime <p>See notes re St Helier night time economy, child protection and domestic abuse.</p> <p>Note: The overall level of recorded crime is down 11.5% compared to the same period last year.</p>
<p>Key issues that need to be taken forward:</p>	<ul style="list-style-type: none"> • The three special partnership projects on: <ul style="list-style-type: none"> – Night-Time Economy – Anti-Social Behaviour – Changing people's perceptions on crime with the aim of reducing the fear of crime. • Adapting our community safety approach and partnership working to the requirements of the next Strategic Plan. • Playing a part in the development and implementation of a Social Policy, assuming that the CoM sees this as a priority strategic objective. • Continue to support the work on the review of the Licensing (Jersey) Law 1974. • Support the progress of the Alcohol Strategy - Preventing harm caused by Alcohol (2011-2016). • Support the Jersey Domestic Abuse Strategy (2011-2013)

Priority 8: Increase social inclusion by encouraging and supporting people to help themselves

WHAT WE SAID WE WOULD DO	WHAT HAS BEEN ACHIEVED
<p>Work together to help people to help themselves by providing real incentives to improve their situation and standard of living (Soc Sec, HSS, CM, ESC).</p>	<ul style="list-style-type: none"> • Since the introduction of Income Support, the disregard of gross earnings has been increased from 6% in February 2008 to 20% in June 2011. • An Enhanced Social Security Work Zone programme of additional support for Income Support Job Seekers commenced in April 2011. Focusing on young people and those out of work for more than 6 months. • Measures have also been introduced to strengthen the work ethic for Income Support claimants by making changes to the treatment of 16 to 18 year olds, and tightening the sanctions applied to those that fail the job-seeking test. • From September 2011 a new Youth Incentive Payment (YIP) scheme was launched for 16 to 18 year olds who are actively seeking work and participate regularly in a scheme such as Advance to Work. • STEPS, a self evaluation training programme for clients of The Bridge, will be introduced in 2011 with the purpose of allowing clients to improve their life chances. In 2010 fiscal stimulus money was used to train 12 individuals to deliver this programme. • The Occupational Therapy services work closely with other states agencies and charities to encourage people with disabilities to seek work. Interventions include work retention (meeting employers), voluntary placements and a range of vocational rehabilitation and training programmes. • Tenders have been invited for revised respite nursing care for Older People that will support clients in their own home and encourage enablement. • HSSD is working in partnership with Social Security to streamline funding and utilise available funding for clients to remain independently at home. • Packages of care that support home and independent living for Older People are being developed. <p>Key work that is ongoing:</p> <ul style="list-style-type: none"> • Policy and service development highlighted under other Priorities needs to be co-ordinated and tested against the criteria set out in 2007 Social Policy Framework. In particular on mechanisms to assess the impact of policies on strategic priorities.
<p>Provide a 'safety net' and active support for the vulnerable and people in need by making the system easier to access and flexible to ensure against unusual circumstances (Soc Sec, HSS, Hsg, ESC).</p>	<ul style="list-style-type: none"> • Better access for vulnerable people is being developed and implemented through an Urgent Case Review Pathway • Housing's Assisted Living Team continues to provide specialist assistance for a group of our most vulnerable tenants. In 2011, the team is implementing a new initiative to carry out "welfare visits" to a targeted number of properties, predominantly occupied by the elderly and/or vulnerable, to ensure the client is receiving adequate support. 187 visits have taken place YTD. • The Supported Housing Group continue to consider applications from clients who would not ordinarily meet the criteria for social rented accommodation. • The Social Security Department continues to work closely with other States departments and local voluntary organisations to ensure that support workers and advisors have a good working knowledge of the benefits administered by the department to assist their clients in receiving appropriate assistance. • Social Security staff provide regular presentations to other organisations and have built up effective links with many agencies. • Data sharing agreements have been entered into with other agencies to

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WHAT WE SAID WE WOULD DO	WHAT HAS BEEN ACHIEVED
	<p>ensure that information can be exchanged safely and in the client's best interest.</p> <ul style="list-style-type: none"> • The Income Support application form is being redesigned taking into account the views of a focus group of key stakeholders representing more vulnerable clients. • On going provision of support packages for vulnerable clients to allow them to move from a life of dependency to a more independent existence. • Development of closer relationships with Housing tenants with a view to keeping a friendly eye on vulnerable youngsters. The Bridge manager met some of the groups to discuss how they can assist in referring vulnerable young parents to The Bridge. • On going Involvement with the Multi Agency Public Protection Group (MAPPA) to ensure that those who pose a risk to themselves and others are housed appropriately. • The Occupational Therapists have had discussions with Jersey Homes Trust with a view to explore opportunities for them to consider adding specialist accessible housing for disabled people to their remit • Improved and streamline referral process for Older People from Hospital to long term care • Collocation of Older Peoples services to enable and stream line services and coordination
<p>Ensure that employment and other legislation provides a safe and fair working environment and encourages employment (Soc Sec).</p>	<ul style="list-style-type: none"> • Redundancy legislation to provide qualifying employees with the right to receive a redundancy payment came into force on 1 January 2011. • A temporary insolvency scheme was introduced in 2009 to provide compensatory statutory notice pay to employees losing their jobs through the insolvency of their employer. A statutory benefit to protect certain amounts owed to employees where their employer becomes insolvent has now been approved by the States and will replace the temporary scheme during 2012.
<p>Work together to determine the causes of individuals' inability to fulfil their potential with a view to encouraging greater independence by providing training for appropriate jobs that will be available (ESC, ED, Soc Sec, HSS).</p>	<ul style="list-style-type: none"> • The Skills Executive created a combined "Careers Jersey" facility at the Social Security office at La Motte St. • Economic Stimulus Funding Initiatives have been used in the in a number of areas. See Priority 2 for details. • Development of Skills Jersey/Careers Jersey website is ongoing with the website becoming the preferred site for employers, training providers and individuals to seek information on the products and services being offered Limited training provided to States tenants in partnership with Highlands College, to enable them to build their confidence. • ESC Inclusion Review is complete and publication is imminent. • Funding has been released to support arrangements to help people with special needs secure access to Highlands College courses and appropriate employment.
<p>Work together with all agencies to co-ordinate efficient and effective social and community services and support as set out in the Social Policy Framework (Soc Sec, HA, HSS, Hsg, ESC).</p>	<ul style="list-style-type: none"> • A review of Social Policy Framework recommendations and criteria will be undertaken in 2011 ready for the new States Strategic Plan including formulation of easier impact assessment and gateways of assistance. An overarching Information Sharing Protocol (ISP) has been developed as cover for individual ISP's . • A Report and Proposition is due to be taken to the States in 2011 year by the Housing Minister which will include proposals for a new Affordable Housing Gateway – this will assist Islanders in accessing the right type of housing which matches their financial and social needs. • Consultation on the Review of Social Housing is now complete and the programme underway. This is likely to be a 2 year project to see the Housing Department put at arms length from the States. It will also cover a new rent policy, the Affordable Housing Gateway, Regulation and a new

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WHAT WE SAID WE WOULD DO	WHAT HAS BEEN ACHIEVED
	<p>financial framework for the new organisation.</p> <ul style="list-style-type: none"> • Departments work closely with each other to share information and provide background to benefits and services that are available to specific groups of clients. • In 2011, the development of care packages for the over 65s to provide a cost effective and high quality alternative to institutional care and which allows the personal choice of the client. • The development of a commissioning strategy for nursing and residential care for older people is identified as a business objective for HSSD in 2011
<p>Encourage community involvement and voluntary service (CM).</p>	<ul style="list-style-type: none"> • Work is continuing with the Parishes and the third sector to promote community based projects to maintain older people independence in the community. • Tenant Participation with States Tenants continues to build stronger communities. • Continue working towards Bass objective of engaging with the community • BIC continues social inclusion theme around the third sector and how third sector can improve community engagement and improve service delivery. • Funding has been approved for a two year Third Sector Co-ordinator to organise the representation of the voluntary sector. • Provider workshops set up for older People planned for 4 a year to maintain the work, communication and partnership working that was started as part of the pandemic flu plan. This will; enable the third provider to work with HSSD's strategic direction and understand the changing needs of the Island
<p>Work with the Parishes to develop community initiatives (CM).</p>	<ul style="list-style-type: none"> • Hon police , Voluntary agencies and states depts are represented on the Anti-Social Behaviour and Emergency Planning groups • Plans are being developed by H&SS to work in partnership with the Parishes and the third sector to promote community based projects to maintain older people independence in the community.
<p>Preserve, enhance and promote community values (CM).</p>	<ul style="list-style-type: none"> • Ongoing Tenant Participation with States Tenants continues to build stronger communities. • Ongoing community engagement with communities groups through BaSS and Safer St Helier.
<p>Work to maintain a healthy economy which helps people to provide for themselves (ED).</p>	<ul style="list-style-type: none"> • Jersey Enterprise is delivering the Enterprise and Business Development Strategy that seeks to provide financial support for: • Growth of existing Jersey companies to increase productivity and profitability • Increase level of economic activity through support from business start ups • Increase export trade development to UK and other international markets • Increase levels of inward investment to broaden the economic, employment and tax base • Plans are being developed to introduce a scheme for the newly self employed to have their Social Security contribution liability based on estimates of current results during their first 2 to 3 years of trading rather than using the previous years' earnings. This will remove what is often cited as a disincentive for people starting up in business.
<p>Review and strengthen the community role of the parish.</p>	<ul style="list-style-type: none"> • Plans are being developed by H&SS to work in partnership with the Parishes and the third sector to promote community based projects to maintain older people independence in the community. • See also Priority 15 and priority 7

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WHAT WE SAID WE WOULD DO	WHAT HAS BEEN ACHIEVED
Key issues that need to be taken forward:	<ul style="list-style-type: none">• States to approve new Economic Growth Strategy and Enterprise Strategy, to help increase potential to support those in need back into employment• The tighter co-ordination and impact assessment of all appropriate States' policies, ensuring that they meet the criteria set out in the Social Policy Framework

Priority 9: Enhance support services to vulnerable children, families and others at risk

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Work together to ensure effective and co-ordinated actions are taken to protect the safety and welfare of vulnerable children (HSS, HA, ESC, Hsg).</p>	<p>Children's Policy Group (CPG)</p> <ul style="list-style-type: none"> • Includes the Ministers of HSSD, HA and ESC and has worked on strategic issues during 2011 relating to children and young people. • Actions for 2012 include:- <ul style="list-style-type: none"> - <u>Children's and Young People's Strategic Framework</u> The draft Strategic Framework went out for public consultation at the end of 2010 and was approved subject to minor amendments. It will go before the States Assembly in September 2011. During 2012 work will commence on development of delivery groups and thematic implementation plans. - <u>Inspection of Children's Services</u> Services for Looked After Children were subject to independent inspection by SCISWIS (Agency Social Care and Social Work Improvement Scotland) during 2011. Agency to report findings in October 2011 at which point an action plan responding to recommendations will be developed and delivered during 2012. - <u>Youth Justice Review</u> CPG commissioned a Youth Justice Review in 2010/11 as part of work on Strategic Framework. Work on delivery of review will continue during 2012 including review of youth custody options and use of Young Offenders Institute and Greenfields. • Strategic Road Map In 2010 work to develop a strategic road map for health and social care was commissioned. In 2011, this work will deliver a blue print which identifies the best and most effective way to deliver health and social care services now and into the future. A Green paper is planned for early summer 2011
<p>Seek extension of the UK ratification of the United Nations Convention on the Rights of the Child (CM).</p>	<ul style="list-style-type: none"> • Audit of policy and legislation to allow Jersey to work towards compliance with the UNCRC has been completed and is with Solicitor General awaiting advice. This work is being coordinated by CMD. • From 1st October 2011 a new law will be introduced called Children (Regulation of Employment) (Jersey) Order 2011. It governs how and where young people can be employed. This will apply whether they are being paid or not.
<p>Support both those in care and those needing support in the community (HSS, Soc Sec, Hsg).</p>	<ul style="list-style-type: none"> • Launched mid 2009, the Carer's Strategy is designed to support those who provide informal care for the vulnerable people of our society. The following work has been undertaken which relates to the strategy: <ul style="list-style-type: none"> - The model for the young carers group to be rolled out to states secondary schools. - Headway has issued a carer's card to their members to allow discount at certain outlets. - A survey for Carers is now included in the JASS survey, the feedback from which will help to improve services. • Further development of multi agency safeguarding arrangements for the protection of adults and the development of a Dementia Strategy. • The development of the Partnership for Older People Project in 2011 is designed to support independent living for older people, requires coordinated parish based services involving the 3rd sector and is an objective in the 2011 HSSD Business Plan • Housing for young people leaving care is a project within the Williamson Implementation Plan.

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<ul style="list-style-type: none"> • The Housing Department is to be reconfigured over 2011-12 with New rent policy and affordable housing gateway regulation being developed • Assistance for the most vulnerable tenants e.g. those with mental health issues and families in crisis. The Assisted Living Team continues to provide specialist assistance for a group of our most vulnerable tenants. As at 1st July 2011, there were 73 clients being supported by the team. 13 clients have been discharged during 2011 as they are now able to live independently without the need for support. Additionally, the team has implemented a new initiative and has carried out "welfare visits" to 187 clients living in States rental accommodation during 2011 to try and identify those who may be in need of additional support. The target for 2011 is to visit 200 clients and this is likely to be exceeded by year end. • On going provision of support packages for vulnerable clients to allow them to move from a life of dependency to a more independent existence. The Supported Housing Group has met 5 times during 2011 and considered 26 new applications for housing from those who would not ordinarily meet the criteria for social rented accommodation and require a support package from the referring agency to enable them to live independently. • Involvement with the Bridge. Ongoing. 1 x Housing Officer remains based at the Bridge for one afternoon per week and is a trained Family Development Officer. The Housing Department is represented on The Bridge Operational Board and Strategic Board. Housing Officers have attended the "whole centre training" delivered this year and attended and assisted with "The Bridge Fun Day" on 16th June 2011. • Development of closer relationships with tenants with a view to keeping a friendly eye on vulnerable youngsters. Ongoing: Each tenant group has now been assigned a "Liaison Officer" from the Department who acts as the direct link between the group and Department. • 3 x Community Days have been held in 2011 in conjunction with residents and other agencies such as Child Accident Prevention, Prison Me No Way, Community Police and the Fire Service on three large family Estates. The High Rise Panel has also been working closely with the Fire Service to develop a special leaflet for fire safety in high rise blocks. • On going Involvement with the Multi Agency Public Protection Group (MAPPA) to ensure that those who pose a risk to themselves and others are housed Ongoing: Housing have attended and contributed to all JMAPPAs meetings held to date. • Other on going initiatives related to housing the vulnerable include liaisons with Pathways, Child Protection Teams and Prison Me No Way Ongoing. The Department continues to support these organisations and works in partnership to ensure that the customer is in receipt of the most appropriate support. • The "Report on the Needs of Vulnerable Young People Aged 16-25yrs of age", is due to be presented to the Children's Policy Group in September. • Consultation on the Social Housing Report: White Paper detailing the Outline Business Case is due to go out for consultation in September 2011.
<p>Target low ambition and exclusion (ESC, HSS, Hsg).</p>	<ul style="list-style-type: none"> • Update re parenting strategy • Website will be officially launched Sep 2011. • Impact assessment of the Steps Programme (steps to excellence for

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<p>personal success)</p> <ul style="list-style-type: none"> • Thinking skills programme
<p>Intervene to identify under-achievers early (ESC).</p>	<ul style="list-style-type: none"> • A pupil tracking system is now in place in all States primary schools, thus enabling schools to identify pupils with particular needs at an early stage. A foundation stage profile is now completed for all foundation stage children and used to measure progress in subsequent years.
<p>Improve the health and emotional well-being of children, including healthier lifestyles (HSS, ESC).</p>	<ul style="list-style-type: none"> • Monitoring of standards and uptake of food is ongoing. Overall feedback from children and staff on new provision is positive. • Jersey Healthy School Standards now embedded into ESC school inspection/evaluation processes. Currently 10 schools have the award with a further 8 working toward it. • Yr 6 growth and development check is scheduled to start in September term 2011. Delivered by FNHC as part of child health services.
<p>Help parents to understand and meet their children's needs by improving their parenting skills (HSS, ESC).</p>	<ul style="list-style-type: none"> • Impact assessment re Steps programme (steps to excellence for personal success) and Thinking skills programme • Four staff delivered two 12 week 2 hour programmes. 2 volunteer parents from original cohort of trainees inputted ideas in two of sessions. • 24 candidates .100% attendance from 22 people. Representatives from: Pain Management Centre, Careers Jersey, Probation Service, Job scope, Advance to Work and Mast.(Multi-agency support team) • Impact: 7 of the parents have now enrolled as volunteers, 3 have gone on further training. From outside workers 3 have referred parents to Journey to Well Being and 4 have lined up candidates for next programme. One is in the process of establishing a link between Bridge volunteers and outside. • Next steps: In partnership with key agencies minimum 4 programmes will be delivered next year. • Families needing states nursery places are identified and given priority for places. Families in need of free extra hours are invited to apply, are screened and free places allocated where appropriate.
<p>Provide community care for the continuing care needs of dependent adults under the age of 65 years (HSS).</p>	<ul style="list-style-type: none"> • A complete review of flexible respite services for adults under 65 is planned for 2011 to further improve services
<p>Key issues that need to be taken forward:</p>	<ul style="list-style-type: none"> • Strategic Road Map- development of outline business cases for 8 major service areas • Children and Young People's Strategic Framework – the development of delivery groups and thematic implementation plans • Independent inspection of Children's Services by SCISWIS- consideration of the recommendations • Youth justice review- review of options for youth custody and use of the Young Offenders Institute and Greenfields

Priority 10: Maintain and develop the Island's infrastructure

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Develop funding mechanisms to address the backlog of deferred maintenance of roads, sea defences, sewers, States property, social rented housing, Harbours and Airport etc. (T&R).</p>	<p>Roads and Sea Defences</p> <ul style="list-style-type: none"> • Asset valuations have been completed for the Island's highways, sea defences and sewers, and the annual spend to maintain these assets to an acceptable standard are known. Additional infrastructure funding has been secured for 2012 which will allow a level of maintenance on roads and sea defences which matches the required maintenance spend. <p>Transport and Technical Services has recently restructured in order to ensure that it is in the best position to deliver the additional spend.</p> <p>States Property</p> <ul style="list-style-type: none"> • Backlog Maintenance <ul style="list-style-type: none"> – JPH has successfully completed the first phase of a six year backlog maintenance programme, with year one (2009) funded initially from the Fiscal Stimulus initiative and continuing with funding allocations of £4m in 2010 and £3m in 2011 respectively. Funding has been secured 'in principle' in the forward plan for 2012 to 2014. – The 2011 programme of works is directed primarily at the General and Acute hospital and other urgent health facilities. JPH will work with the H&SS Department to identify mechanisms to integrate these works within the future capital works programme. – The Maintenance team of JPH are restructuring to provide better delivery of both the project work and business as usual maintenance activities undertaken. <p>Social Housing Stock</p> <ul style="list-style-type: none"> • Structural under-funding of Social Housing Maintenance <ul style="list-style-type: none"> – The Housing Department undertook a full condition survey of all its Social Housing stock in 2010. Results indicated that backlog maintenance now amounts to £48million in order to bring the Social Housing stock up to the Decent Homes standard. • Housing Transformation Programme <ul style="list-style-type: none"> – The Housing Department has continued with its Housing Transformation Programme in 2011. Regular meetings of the Programme Board and Political Steering Group have been held and an Outline Business Case has been developed in order to meet the funding challenges of amongst other things, the under-funding of Social Housing Maintenance. A White Paper will be issued for consultation by the new CoM which will seek to address these issues in the long term. <p>Harbours & Airport</p> <ul style="list-style-type: none"> • A Harbours and Airport Shadow Advisory Board has been appointed by the Economic Development Minister to advise Ministers regarding all aspects of the operation of Jersey Airport and Jersey Harbours operations. • A new Group Chief Executive for both Harbours and Airport has recently begun work and further work is ongoing to restructure both organisations under a new corporate 'Executive'. • A statement was made by the ED Minister to the States in Q3 indicating that the Shadow Board were to develop a business plan and feasibility study for proposals to incorporate the Harbours & Airport as a single trading <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p>

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<ul style="list-style-type: none"> • Consultations with staff and unions to explore the integration of the current Harbours & Airports management teams to create a single combined Executive team to manage the combined operations • Housing transformation programme is ongoing. • Tackling maintenance backlog (including securing funding) ongoing.
<p>Investigate alternative ways to fund and deliver key infrastructure services, such as disposing of liquid and inert waste (TTS, T&R).</p>	<p>Liquid waste</p> <ul style="list-style-type: none"> • The department has secured funding for the continued development of the Liquid Waste Strategy and allocated internal resources. Work has commenced on a business case which will be considered by Treasury Officers and politicians by the end of 2012. The successful delivery of the Strategy will require substantial capital investment over the next 20 years. <p>Inert waste</p> <ul style="list-style-type: none"> • Good progress has been made on the Inert Waste Strategy and a clear plan is emerging for the current and future use of La Collette. A long term plan for recycling/disposal of ash residues from the Energy from Waste plant at La Collette is in development. • Discussions are progressing well with a third party who is interested in taking over the disposal of inert filling from TTS when La Collette is full in 2018. It is hoped these discussions will be concluded by the end of 2012. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Challenge long-term capital needs against alternative funding mechanisms for the delivery of the Island's infrastructure. • Continue the close working relationship with Guernsey and Alderney to see if there could be a shared solution for residual waste treatment.
<p>Invest in an improved solid and liquid waste infrastructure (TTS).</p>	<p>Liquid Waste</p> <ul style="list-style-type: none"> • The Department has completed the first phase of developing a Liquid Waste Strategy. The Strategy covers all aspects of the treatment and disposal of Jersey's Liquid Waste, in particular, the long-term plans for the major assets. • Substantial funding will be needed, estimated to be £10 million per annum, over a 20 year period, to replace the existing infrastructure. Until a long term funding solution can be found, TTS will prioritise its rolling capital infrastructure vote on works required to address its statutory requirements. • Ongoing implementation of regulatory legislation including: <ul style="list-style-type: none"> - Waste Management (Jersey) Law 2005 - Water Pollution (Jersey) Law 2000 - Water Resources (jersey) Law 2006 • Funding has now been secured for the Phillips Street shaft project providing much needed drainage that will help reduce the risk of flooding in that area of town. <p>Solid Waste</p> <ul style="list-style-type: none"> • The commissioning phases of La Collette Energy from Waste Plant have gone well and the new plant has been able to take the residual waste since the beginning of the year. This has meant the old Bellozanne plant has not been needed. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Delivery of the Liquid Waste Strategy and development of the Sewage Treatment Works replacement programme is ongoing. • Development of ash management solutions is ongoing

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Review the economic, environmental and social benefits from States-owned utilities (T&R).</p>	<ul style="list-style-type: none"> • EDD continues to grant fund JCRA and work with other States partners, to ensure that existing arrangements remain both 'fit for practice' and effective and do not place an overly costly burden upon the delivery of services. • In turn, EDD will continue to grant-fund a reformed Consumer Council to ensure that customer service levels remain competitive, fitting the expectations and future requirements of customers in-Island. • Following a States debate in Q3, a new constitution and structure for the Consumer Council is being developed that will see it operating completely independently of Government, with new governance and reporting responsibilities.
<p>Adopt appropriate internationally agreed carbon-emission standards for all new buildings (P&E, CM).</p>	<ul style="list-style-type: none"> • Power Steering Group has now been reconfigured as a Renewable Energy Commission and law drafting instructions are being progressed that will facilitate the creation of a regulatory structure allow future commercial development of an offshore energy sector. • Engagement with France and French Industry over offshore wind power is ongoing. • Energy performance targets have been set for all newly constructed buildings, which will result in a 20% improvement for dwellings and 23.5% improvement for non-domestic buildings. These are now being enforced through the building bye-laws. Work to consider the potential for a Jersey Code for Sustainable Homes is ongoing. • Policy NR7 of the 2011 Island Plan requires developments of over 10 units of residential accommodation or 1000sqm of floor space to incorporate a 10% carbon off-set or renewable energy production.
<p>Give priority to energy saving measures in refurbished properties (P&E, CM).</p>	<ul style="list-style-type: none"> • Higher standards of insulation and better performance of building services are now required under the building bye-laws when buildings are refurbished, or services replaced. Scope of works controlled under the bye-laws has also been increased to ensure improvements are made when 'thermal elements' are repaired / renovated.
<p>Develop investment/divestment plans to ensure the States property and infrastructure is properly maintained² (CM).</p>	<p>Rationalisation of Stock</p> <ul style="list-style-type: none"> • Reducing the size of the estate will help to alleviate the problem of insufficient base budget funding to provide adequate maintenance investment. JPH is working with occupying departments to develop a Portfolio Plan to achieve best usage for all States' property assets. • Workstreams are: <ul style="list-style-type: none"> – Office estate rationalisation - Phase 1 business case approved by the Minister for Treasury and Resources; – Police Station Relocation – revised plans to move the current administrative functions from the Rouge Bouillon HQ are being developed – Review of the H&SS estate has identified opportunities to rationalise residential property holdings. This will continue into 2012. – The business case for relocating non G&A services to Overdale will be continue to be developed in 2011. The Business Case will identify the funding requirement, taking into account receipts. The developed business case will then progress as a bid for inclusion in the States investment programme. – JPH has completed a review of the Education Sport and Culture operational estate. The report has been completed and passed to

² Proposals for property rationalisation will be included each year in the Property Plan which forms part of the Annual Business Plan.

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<p>Education.</p> <ul style="list-style-type: none"> - JPH has achieved its CSR targets through re-tendering its mandatory planned and reactive maintenance works contracts; - JPH is actively seeking to outsourcing transactional activities within the Estates Management function where the cost is less than retaining the service in house; <ul style="list-style-type: none"> • JPH, working with Treasury, will introduce a charging mechanism for core office buildings in 2011. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • JPH, working with Treasury, will progress a charging mechanism for core office buildings in 2012 • Ongoing work on the Office Strategy will be required. JPH has seconded a Project Director to look initially at the Police Station relocation.
<p>Key issues that need to be taken forward:</p>	<ul style="list-style-type: none"> • Continued infrastructure funding at required levels (including the substantial liquid waste investment) – until alternative funding found such as a liquid waste charge and an on-Island waste disposal charge.

Priority 11: Enhance and improve health care provision and promote a healthy lifestyle

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Shift the balance from secondary to primary care with a greater emphasis being placed upon prevention (HSS).</p>	<p>Strategic Road Map</p> <ul style="list-style-type: none"> • In 2010 work to develop a strategic road map for health and social care was commissioned. In 2011, this work delivered a green paper which identifies options regarding the best and most effective way to deliver health and social care services now and into the future. Consultation for the green paper closes August 2011. • Re developing & implementing a care pathway for Chronic OPD: • Elements of the COPD care pathway objective will be implemented via a care bundle in October/November (this will include exacerbation management, referral to Smoking Cessation, Referral to pulmonary rehabilitation, seasonal influenza and pneumococcal vaccination). • A self help group called 'Breathing Space' has been successfully set up by the Public Health Department and will continue monthly to provide patient support, however integration of the COPD care pathway within Primary Care requires a Jersey QOF to be in place. • Also integration of the COPD care pathway within the community requires objectives to be written into the SLA with FNHC.
<p>Identify the funding and aims for each phased programme of investment in health and social care services. The success of each programme will be tracked before further investment is agreed (HSS)</p>	<p>Health and Social Care Funding</p> <ul style="list-style-type: none"> • There is a need to shift the emphasis on care from the secondary to the primary care sector. This is particularly important in the management of chronic diseases such as diabetes and heart disease. An amendment to the Health Insurance Fund Law is required to allow GPs and other community practitioners to be funded for the additional care they will give. A primary care governance team and process is under development with a view to bring about the necessary legislative changes to bring into place a Quality Contract May 2012.
<p>Lead on the actions necessary to support people to manage their own health through the promotion of healthy lifestyles (HSS).</p>	<ul style="list-style-type: none"> • Initiatives to promote walking and cycling include the construction of the eastern cycle path, the development of the town park and the health walks organised by the Public Health department. Eastern Cycle track is being progressed by TTS. Public Health supporting related promotional events re active travel with active travel campaign week scheduled for September and will be promoted under Eco- Active branding. Sexual health campaign targeting young males planned for 2011.
<p>Find new funding to pay for changes to the health and social care system (HSS, T&R).</p>	<ul style="list-style-type: none"> • Work initiated by the Treasury Dept. commences in August 2011 to underpin the delivery of a white paper for Health and Social Care.
<p>Consider remodelling provision of primary care through mechanisms such as Walk-In Clinics and Group Practices oriented to preventative services (HSS, Soc Sec).</p>	<ul style="list-style-type: none"> • Legislation to allow non medical prescribing was passed by the States assembly in July 2011.
<p>Support healthy choices via policies in all areas (HSS).</p>	<p>Tobacco</p> <ul style="list-style-type: none"> • Tobacco Control Strategy Approved • Pictorial Health Warnings Regulation approved • Launch and Public Health support given to retailer led ID Campaign to reduce underage tobacco and alcohol sales • Patient pathway implemented for Pregnant women who smoke • Social Marketing initiative launched with good early results with increased referrals of pregnant women to the cessation service • Tobacco Advertising/Promotion/Display regulations remain in draft

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<p>Alcohol</p> <ul style="list-style-type: none"> Alcohol Strategy remains in draft and work with E/D regarding fiscal measures proposed to reduce consumption. <p>Mental Health</p> <ul style="list-style-type: none"> In 2011 approaches to early psychological intervention within mental health primary care will be developed. STORM training for the management of suicide risk is being progressed and is well received Building on the roll out of STORM in the first year, other departments have taken up the invitation to participate in training. These include, Silkworth Lodge, MIND Jersey (previously Jersey FOCUS for Mental Health), Medical Inpatient Departments within the General Hospital and Special Needs Department. There are now a total of 26 different departments receiving STORM training and so far 32 GP's have received the training. This initiative is ongoing. In 2011 there will be a campaign for the awareness of mental health and alcohol related illness to reduce stigma The Mental Health Directorate has been liaising with Jersey FOCUS on mental health with a view of raising the issues of mental illness. Over recent months Jersey FOCUS have been going through the process of affiliating with MIND, which was completed in June, this has lead to the organisation being renamed MIND Jersey and they will be working with the national body who regularly campaign to raise awareness of mental health issues. Within the next 2 -3 weeks we will receive confirmation that the Liaison mental health service has been nationally accredited and will be rolling out a media campaign. Public Health continues to support the Education Department in the Personal Social Health Education which includes raising awareness on mental health issues and alcohol and drugs awareness. A review of physical healthcare needs for people with severe mental illness was completed in 2010. Since the completion of this audit, the steering group have continued to meet regularly.
<p>Key issues that need to be taken forward:</p>	<ul style="list-style-type: none"> Strategic Road Map (white paper)- development of outline business cases for 8 major service areas Health and Social Care Funding- amendment to the Health Insurance Law and also on going work by the Treasury department to underpin the white paper. Non medical prescribing- development of subordinate legislation to the Medicines Law to allow non medical prescribing. Approval of a Tobacco Control Strategy Development of an Alcohol Strategy

Priority 12: Maintain high quality education and skills

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Maintain academic success, and ensure equally good vocational support for young people to help them achieve their potential (ESC).</p>	<ul style="list-style-type: none"> • Progress is being monitored during Professional Partner visits. • GCSE and A Level exam board support is being provided. • Island wide electronic tracking programme in place in all schools. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • A key priority for the department will be to monitor, maintain and improve standards across the Island's primary and secondary schools. In this connection, the following work will be ongoing - <ul style="list-style-type: none"> – Further develop systems for managing performance across primary and secondary schools; and – Further develop pupil tracking systems.
<p>Ensure high levels of literacy and numeracy (ESC).</p>	<ul style="list-style-type: none"> • Moderation team established and has moderated assessments in the foundation stage through the foundation stage profile, in Y2, Y4 and Y6 in all Island schools. • Literacy Policy agreed. KS1 Jersey Enjoys Literacy programme implemented. • Screening programme in place, leading to recruitment of advisory teachers for literacy and numeracy and in-service training with a particular focus on mathematics. • As noted above, a key priority for the department will be to monitor, maintain and improve standards across the Island's primary and secondary schools. In this connection, the following work will be ongoing - <ul style="list-style-type: none"> – Ensuring pupils achieve target standards in Maths and English in primary and secondary schools.
<p>Increase support for non-academic pupils (ESC).</p>	<ul style="list-style-type: none"> • Sector by sector research into employer needs and hard to fill vacancies – information used to illustrate career pathways for young people. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • ESC will continue to give priority to social inclusion, i.e. in this context by providing educational opportunities that meet the needs of students and the wider economy
<p>Invest in skills development and vocational training to support new and existing industries in providing suitable jobs for local people (ED, ESC).</p>	<ul style="list-style-type: none"> • Use of fiscal stimulus provides work experience, advice and training for 16+ jobseekers via Return to Work Scheme. Strengthened careers service to cope with additional demand. Introduction of Vocational foundation degrees in strategically important subjects. • Continued use of fiscal stimulus funding to maintain projects to meet the needs of job seekers has been agreed until August 2012 • A growth bid has been included in the 2013 Business Plan to continue these initiatives beyond 2012. • Advance to Work has helped 444 16 to 19 year olds since its inception with 142 currently on the scheme. 183 of those helped have gained employment. • Advance to Work+, for older work seekers, has helped 51 people with 27 of those subsequently finding work. • Highlands College has 89 full time and 90+ part time students following an HE course. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • ESC will be giving further consideration to ways in which it can increase the range of opportunities in vocational education across the

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<p>target age ranges, i.e. 14-16 years and post-16 education.</p> <ul style="list-style-type: none"> • Further consideration will also be given to ways in which to respond to the increase in demand for courses in further education at Highlands College.
<p>Develop local people for public sector jobs at all levels (CM).</p>	<ul style="list-style-type: none"> • Jersey Graduate Teacher Training Programme in place and under continual development. Six trainees completed the course in June with one continuing and a further 7 registered For Sept 2011 • Advance To Work Initiative In Place and proving to be successful • Participation In Graduate Internship Programme
<p>Continue to encourage and support Islanders in the pursuit of sporting excellence (ESC).</p>	<ul style="list-style-type: none"> • Preparations for 2015 Island Games underway, organising committee now established • Strength and conditioning programmes are in place for many of the top level participants which has improved performance • Travel grants provided to individuals and groups to allow them to participate in off island competitions • Grants provided to Sport associations to enable them to employ Development Officers. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Preparations for the Island Games in 2015 will be an ongoing priority, with further work planned over the next four years in the period leading up to the Games.
<p>Key issues that need to be taken forward:</p>	<ul style="list-style-type: none"> • Lifelong Learning and skills <ul style="list-style-type: none"> – Full employment and the future diversification and development of the economy are supported by the development of skills from within the residential population; – Employment and skills needs of organisations are met, as far as possible, from the resident population; – All individuals have opportunities to maximise their occupational potential and life skills; – The development of skills enables organisations to maximise their productivity and sustainability • Raising standards <ul style="list-style-type: none"> – Ensuring all pupils achieve target standards in Maths and English in primary and secondary schools; – Further develop systems for managing performance across primary and secondary schools; – Further develop pupil tracking systems. • Social inclusion - to make ESC services accessible for all who wish to participate <ul style="list-style-type: none"> – To promote social inclusion in schools and encourage citizenship and social community values; – To ensure our services are designed appropriately for those with special educational needs. • Managing the impact of demographic changes across schools to ensure the efficient use of resources <ul style="list-style-type: none"> – To manage falling numbers in the secondary phase of education until 2020 and then the predicted increase in numbers following this date; – To manage growth in numbers in the early years and primary phases of education over the next five plus years.

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<ul style="list-style-type: none">• Encourage healthy and active lifestyles and increase participation in sport and community programmes.<ul style="list-style-type: none">– To ensure programmes continue to be delivered in the community and participation is increased amongst hard to reach groups.– To support and develop excellence across a wide range of sporting activities

Priority 13: Protect and enhance the natural and built environment

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Implement a range of measures to reduce waste, energy use, pollution and traffic and to increase the environmental protection regime operating in the Island (TTS, P&E).</p>	<ul style="list-style-type: none"> • Sustainable Transport Policy – Adopted by the States – Dec 2010. The Policy sets out measures to reduce peak hour traffic levels to and from St Helier by at least 15% by 2015 • The new Island Plan sets out a strategic planning policy framework that seeks to ensure that development is located to reduce the need to travel and to provide greater choice in the use of more sustainable modes of travel. The Plan also has policies to reduce pollution and waste from the development process • Energy Policy White Paper – New Minister has requested redrafting • Eco-Active programmes have been promoted touching all sectors of the island <ul style="list-style-type: none"> – Eco Active Schools – Eco Active Business – Eco Active Travel – Eco Active Biodiversity – Eco Active Energy Efficiency Service – Eco Active States - launched in April 2011 • Building Bye-Laws updated to reflect higher performance to limit environmental costs • Recycling through Parish 'kerbside' collections • Expansion of 'bring bank' network • Monthly media 'responsible waste management' awareness activity • Battery Recycling – States Schools Q1 & 19 New public banks Q2 • Ongoing implementation of regulatory legislation including <ul style="list-style-type: none"> – Waste Management (Jersey) Law 2005 – Water Pollution (Jersey) Law 2000 – Water Resources (Jersey) Law 2006 <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Work is ongoing to explore the potential development and adoption of a Code for Sustainable Homes in Jersey • Ongoing work on the implementation of the Sustainable Transport Policy • Continue to review best practice solutions for all waste streams and minimise the amount of hazardous materials going into the Energy from Waste Plant • Continue to assist more parishes to develop a kerbside collection for recycling materials
<p>Develop a sustainable internal transport infrastructure (TTS).</p>	<ul style="list-style-type: none"> • Sustainable Transport Policy – Adopted by the States December 2010 <ul style="list-style-type: none"> – Improved bus services introduced and work ongoing to ensure the new contract for bus service commencing in Jan 2013 incorporates the STP bus patronage growth targets – 7 new bus shelters installed, with other planned – Sections of the new southern and eastern cycle routes completed – School Travel Plans implemented at 10 schools, with work ongoing with others – Several pedestrian improvements installed – Taxi review in progress – Successful Green Travel Day promotions to raise awareness carried out for both commuters and school travel – Cycle and road safety strategies under development – More cycle and motorcycle parking • The new Island Plan supports the development of a sustainable

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	<p>transport infrastructure</p> <ul style="list-style-type: none"> • Eco Active Travel – successful 'Walk to School fortnight' in Q2 2011, culminating in school green travel day on 27 May <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Progress on introducing commercial vehicle operator licences deferred to 2012 due to staff resources • Ongoing work on the implementation of the Sustainable Transport Policy
<p>Persuade people out of cars by providing practical alternatives such as improved bus services, cycle tracks and footpaths (TTS).</p>	<ul style="list-style-type: none"> • Sustainable Transport Policy – Adopted by the States December 2010 (see above for more details) • The new Island Plan supports the development of a sustainable transport infrastructure and seeks to ensure that development is located to reduce the need to travel and to provide greater choice in the use of more sustainable modes of travel. • Eco-Active Travel – Assistance to States of Jersey Departments in more sustainable travel planning through ECO-ACTIVE States programme continues. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Ongoing work on the implementation of the Sustainable Transport Policy.
<p>Through the Island Plan/planning process, ensure that the Island's natural beauty and environment is protected, whilst making inventive use of urban areas to cater for future business/housing needs and increasing the quality of built design (P&E).</p>	<ul style="list-style-type: none"> • The Island Plan 2011 was approved by the States in June 2011 and included policies and proposals to protect the natural and historic environment of the Island whilst seeking to make more efficient use of urban land. • North Town Masterplan was approved by the states in June 2011. Establishes a coherent and comprehensive approach to the redevelopment and regeneration of the north of St Helier promoting an enhanced location to live, work or visit • Issued new guidance about the need for and how to undertake Environmental Impact Assessments (EIAs) and Strategic Environmental Assessments
<p>Identify long-term solutions for sustainable housing provision and protection of the environment (P&E).</p>	<ul style="list-style-type: none"> • Island Plan 2011 adopted by the States in June 2011 and includes initiatives to make more efficient use of urban land and seeks to accommodate housing in existing settlements. • New Plan includes use of States owned land to provide up to 150 affordable homes. • Consultation underway on supplementary planning guidance for the affordable housing policy (H3) which is planned to be adopted in January 2012. • North Town Masterplan approved by the States in June 2011. This establishes a coherent and comprehensive approach to the redevelopment and regeneration of the north of St Helier promoting an enhanced location to live, work or visit.
<p>Introduce an integrated energy policy to secure an affordable and sustainable energy supply to meet the changing world energy challenges and underpin economic and social prosperity, including assessing whether the Island's natural resources could be a future sustainable source of energy (P&E).</p>	<ul style="list-style-type: none"> • Energy Policy White Paper – New Minister has requested redrafting • Eco Active Energy Efficiency Service – Existing scheme being widened to the general public and is supported by the UK Energy Saving Trust. On target to achieve year-end objectives. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • The Minister is still considering the current draft of the Energy White Paper and this will not be forwarded now until post elections.

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Ensure that environmental education is taught at all levels in schools so that pupils are aware of issues and are able to understand environmental choices based on balance and impact (P&E, ESC).</p>	<ul style="list-style-type: none"> • Eco-Active Schools - Adopted (April 2010) and implementation ongoing • TTS/P&E/ESC encourage participation in Eco-Schools programme • Education - Use of 'GreEco-Active Schools - Adopted (April 2010) and implementation ongoing. On target for all schools to be signed up as ECO-Schools by end of 2011. • TTS/P&E/ESC encourage participation in Eco-Schools programme • School Travel Plans implemented at 10 schools, with work ongoing with others • Education - Use of 'Greener Living' trailer at community eventsener Living trailer at community events
<p>Work towards a low carbon economy (P&E, ED).</p>	<ul style="list-style-type: none"> • Energy Policy White Paper – New Minister has requested redrafting • Tidal Power Steering Group (now Renewable Energy Commission) <ul style="list-style-type: none"> – Feasibility study and recommendations were made to the Minister for P&E in respect off-shore renewable energy in Jan 2011. – 2011 work stream ongoing • ECO-Active States - launched in Q2 • Climate Change Adaptation Strategy – to follow Energy Policy White Paper • Working in partnership with Ernst and Young to investigate opportunities for inward investment via Cleantech funds. Stakeholder group being formed to scope ToR before year end. • New Island Plan has a policy requiring development over 1,000 sqm or 10 units homes to offset carbon or generate renewable energy <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Work is ongoing to explore the potential development and adoption of a Code for Sustainable Homes in Jersey
<p>In 2009 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 (HSS, P&E).</p>	<ul style="list-style-type: none"> • The Air Quality Action Plan - signed off by the Political Steering group and is ready for public consultation in Q4 2011 <p>.Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • The Air Quality Action Plan has been delayed due to pending reorganisation of Health protection function.
<p>In 2009 debate and implement an Sustainable Transport Policy for Jersey, including targets, policies and timescales that reflect best practice globally, and proposals for monitoring and publishing them (TTS).</p>	<ul style="list-style-type: none"> • Sustainable Transport Policy – Adopted by the States December 2010, including appropriate targets, policies and timescales and proposals for monitoring • Eco Active Travel - supports the aims of the STP and assists with its implementation through several bespoke campaigns
<p>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).</p>	<ul style="list-style-type: none"> • The 5 Priorities of the State of the Environment Report are woven into all policies that are adopted or are being developed by P&E and an ability to roll this out to all States Policies and business is being investigated. • Reviewed report of States of Jersey 2005 document due Q4 2011
<p>Adopt the overall goal of the Biodiversity Strategy for Jersey and pursue the objectives for conserving biodiversity (P&E).</p>	<ul style="list-style-type: none"> • Biodiversity Strategy – Dept of Environment sponsoring 4 projects • Biodiversity Action Plans – 300 actions being carried out or absorbed into work schedule • 5 New initiatives being launched Sept 2011 (slow worm, Jersey buttercup, shag, hedgerow and rural). • Eco Active Biodiversity now part of Eco-Active Sustainable Schools

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WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
	programme • CI Environment Conference in Jersey 6th/7th Oct 2011 • New Island Plan provides an enhanced planning policy regime to protect and promote biodiversity
Provide an annual Report to the States by the Director of the Environment (P&E).	• Working towards an Environment Charter which can be more readily updated, maintained and reported on. • Directors report to be presented Q3 2011.
Key issues that need to be taken forward:	• Energy Policy

Priority 14: Adequately house the population

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Introduce schemes to encourage more home ownership (Hsg).</p>	<ul style="list-style-type: none"> • Sales to tenants and on the open market have continued and at October 2011 a total of 149 sales were completed. A small number of assets are presently available for sale. • Jersey Homebuy Introduced by Planning & Environment. Housing supported P&E in this and this led to the sale of 46 homes to qualifying first time buyers. However, subsequently the scheme has been criticised and is the subject of a planned revision by P&E and the development of new Supplementary Planning Guidance which will need to be debated by the States. • Following approval of the Island Plan a Political Working Party has been established by the Minister for the Environment to identify new means of generating affordable housing. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • There is no approved affordable housing policy • New Supplementary Planning Guidance in respect of Homebuy has yet to be produced
<p>Identify sufficient appropriate development sites, without further rezoning of green areas, for housing in the Island Plan ensuring that the unit mix and tenure types meet prevailing demand (P&E).</p>	<ul style="list-style-type: none"> • Island Plan has been approved. • Housing has identified opportunities for intensification of existing sites, however, realising these opportunity relies on the delivery of new homes to house tenants presently housed on those sites. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • There are a number of States owned sites which have no operational use which could be developed to meet housing needs in the short to medium term. Housing, Property Holdings and SoJDC are working to bring forward proposals.
<p>Improve equity, tenure rights and living standards for accommodation accessible to migrants (CM).</p>	<ul style="list-style-type: none"> • Progress from the Population Office is reported as: <ul style="list-style-type: none"> – New Migration Law has been lodged and will be debated on 5th July. if approved, it will enable unqualified persons to obtain security of tenure and associated rights under the Residential Tenancy Law (awaiting approval of Privy Council) and any Regulations introduced thereon, for example, in relation to deposit protection, condition reports etc. – Housing Qualification period reduced to 10 years
<p>Support the development of affordable housing (P&E, Hsg).</p>	<ul style="list-style-type: none"> • Following approval of the Island Plan a Political Working Party has been established by the Minister for the Environment to identify new means of generating affordable housing. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • There is no approved affordable housing policy • New Supplementary Planning Guidance in respect of Homebuy has yet to be produced by the Minister for the Environment
<p>Define a new 'Jersey standard' for social rented accommodation (Hsg).</p>	<ul style="list-style-type: none"> • New Standard is being developed and will be set out in the White Paper on the Housing transformation programme to be published by the new Council of Ministers.
<p>Continue to upgrade and improve older States rental homes to meet the new 'Jersey standard' (Hsg).</p>	<ul style="list-style-type: none"> • Refurbishment and regeneration programme as set out in the business plan is slightly off track. The programme relies heavily on asset sales which have proved challenging in the present economic climate. Completed projects include: <ul style="list-style-type: none"> – Redevelopment of Le Marais – Redevelopment of Phase 1a & 1b Le Squez

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	<ul style="list-style-type: none"> - Refurbishment of The Cedars - Refurbishment of Clos du Fort Phase 1 - Refurbishment of La Carriere, Grands Vaux - Refurbishment of 1-21 Le Geyt Flats - Refurbishment of Clos du Roncier - Refurbishment of Clos des Quennevais - Creation of new Shelter Trust facility at 80 St Mark's Road - Development of Salisbury Crescent <ul style="list-style-type: none"> • A condition survey was carried out in 2010. This has assessed the present backlog at £48m - a significant reduction from the assessed £75m in 2007. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> - Development or Acquisition of 400+ life-long homes to realign the stock - Development of Phase 2 Le Squez - Refurbishment of Clos Gosset - Refurbishment of Pomme D'Or Farm - Development of 2-4 Journeaux Street - Refurbishment of De Quetteville Court - Refurbishment of Jardin des Carreaux - Refurbishment of La Collette Phase 1 (High Rise) - Refurbishment of Osborne Court - Redevelopment of La Collette Phase 2 (Low Rise) - Refurbishment of Caesarea Court - Refurbishment of Convent Court - Refurbishment of Victoria Cottage Homes - Refurbishment of Hue Court (High Rise) - Development of Ann Court site - Heating changeover programme
<ul style="list-style-type: none"> • Implement proposals for the regulation of all affordable housing providers including common waiting lists and allocation criteria and improve regulation relating to the wider rental market (Hsg). 	<ul style="list-style-type: none"> • These proposals will be embodied within proposals that the Minister will publish as a White Paper. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Housing Transformation Programme
<ul style="list-style-type: none"> • Establish a 'gateway' for all affordable housing to ensure that existing and future stock is targeted to deliver maximum benefit (Hsg). 	<ul style="list-style-type: none"> • Significant preparation work has been carried out in order to implement an initial Gateway on January 2012. All States rental waiting list and transfer list applicants have been reviewed and updated, along with a similar review of all applications currently held by the 4 main housing trusts. • A model for the operation of the Gateway has been developed following consultation with the 4 main housing trusts. The Gateway proposals will be set out in the subsequent White Paper. • The Affordable Housing Application is being refined and updated in consultation with the 4 main housing trusts and work will commence shortly to bring together the waiting lists held by the trusts and the Housing Department. • An initial Gateway will be established in January 2012. This will provide a single application route and criteria for all social rented homes. Thereafter all allocations will be on the basis of need, using a banding system developed in consultation with the trusts. Further development of the Gateway and widening of the allocations criteria will coincide with the supply of new homes into the sector. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <p>The development of the Gateway is in progress</p>

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Key issues that need to be taken forward:	<ul style="list-style-type: none">• Housing Transformation Programme.• Underfunding of Infrastructure and Building Maintenance works• The States must decide to what extent it wants to directly assist life-long renters with social housing.• Affordability of housing.• Availability of funding for first time buyers.• There is no approved affordable housing policy.• There is no approved affordable housing scheme generally available.• New Supplementary Planning Guidance in respect of Homebuy has yet to be produced.• There is limited supply of new Category A homes as a consequence of the economic climate.• 400+ life-long homes are required to bring the States owned social housing stock into alignment with the needs of the ageing population.• Sales to existing social tenants are limited because of the economic climate.• There are a number of States owned sites which have no operational use which could be developed to meet housing needs in the short to medium term.• Implementation of phase 1 of the Gateway in January 2012.

Priority 15: Protect and enhance our unique culture and identity

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
<p>Keep our constitutional relationship under review (CM).</p> <p>Protect our unique Constitution and domestic autonomy (CM).</p>	<ul style="list-style-type: none"> • Of the 19 recommendations made in the Second Interim Report from the Constitutional Review Group, one was completed in 2009, ten have been addressed in 2010, and eight will be addressed in 2011. • Links with Brussels are being strengthened as per the Constitution Review Group's recommendation and a Channel Islands Brussels Office (CIBO) has been established offering shared representation to, and being jointly funded by, Jersey and Guernsey. Such representation is necessary to ensure we understand and influence EU thinking. Given the strong influence of the EU, it is normal for Member States, their regions and third countries to have a permanent representation in Brussels. CIBO will continue to monitor and respond to UK and EU legislation having extra-territorial application to Jersey, EU legislation applicable under Protocol 3, and international treaties and conventions extended to Jersey. • In March 2011 the Island provided comment on the UK's draft 'Cabinet Manual' published by the Cabinet Office to ensure that Jersey's constitutional position was correctly stated. The manual is intended to provide a guide for members of Cabinet, other Ministers, and Civil Servants in the carrying out of government business. • A report will be provided to the States Assembly on the status of International Conventions and Agreements in Q3 2011. This report will cover the period 1 January 2010 – 30 June 2011. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • A further 4 recommendations in the Second Interim Report from the Constitutional Review Group were completed in 2011, and 4 remain ongoing. • Following the recommendations of the Justice Select Committee review of the Ministry of Justice, develop increased direct engagement with UK Ministers, members of Parliament and Lords, and officials in Government Departments to promote Jersey's key objectives.
<p>Protect and extend our international identity and personality (CM).</p>	<ul style="list-style-type: none"> • Continue to take forward the Framework for Developing the International Identity of Jersey, as agreed with the UK in 2007. • The UK Government is now committed to developing a broader form of generic entrustment. The recent UK Government response to the Justice Committee inquiry endorsed the "Increased use of Letters of Entrustment, either for specific issues or for a category of issues, which have the effect of delegating legal power to the Islands to conclude agreements on their own behalf". We will continue to work with the UK to extend entrustments, where necessary. • International obligations met and appropriate conventions extended. • Regular engagement with French neighbours and other islands. • Active programme of inward/outward official visits. • In July 2011 the Chief Minister, in acknowledgement of the growing importance of international affairs to the Island, appointed an Assistant Chief Minister for External Affairs and formally delegated responsibility for conducting external relations, in accordance with Article 28 of the States of Jersey Law 2005 and in accordance with the common policy agreed by the Council. <p>This appointment develops the Island's capacity to engage in UK and international relations, supporting the work of the Chief Minister, and Deputy Chief Minister.</p> <ul style="list-style-type: none"> • In addition, work is continuing at a political level to develop links between Guernsey and Jersey, and developing neighbourhood

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	<p>relations with Brittany and Normandy.</p> <ul style="list-style-type: none"> The Island benefits from the work of other political representatives who further the Island's international engagement through fora such as the British Irish Council, the British-Irish Parliamentary Association, the Commonwealth Parliamentary Association, the Assemblée Parlementaire de la Francophonie and the Jersey Overseas Aid Commission. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> Further development of Jersey's representation /recognition in key EU institutions, for example to protect the Island's autonomy in aviation matters. Increased participation in international organisations and convention bodies as appropriate Further engagement with French authorities at local, regional and national levels on environmental, renewable energy and economic matters.
<p>Create a strong, recognised identity for Jersey and promote a real sense of belonging (CM).</p>	<ul style="list-style-type: none"> 'The Story of Jersey' narrative is being developed by Jersey Heritage, with the involvement of the National Trust for Jersey and the Société Jersiaise, to link up the different historical sites and landscapes which contribute to our cultural identity. This will inform future investment in the sites. A Jersey Heritage Week, involving the three principal organisations, will be held in September 2012 to reinforce our sense of identity.
<p>Reinforce a strong sense of local identity both internally and externally through policies designed to promote the Island's distinctive local culture and tradition. Further still, ensuring that young people are taught about local history, culture and the workings of Jersey's political system as a key part of the Personal, Social and Health education (PSHE) curriculum (ESC).</p>	<ul style="list-style-type: none"> EDD estimates that lottery funding will be available to support the identified site refreshment and refurbishment requirements from 2014 onwards. Two local artists have been selected by public workshop to contribute works of art for Town Park. A Highlands student was selected to participate in first scholarship to shadow a leading UK sculptor. New plays project to encourage local writers has become annual event for Jersey Arts Trust working with Jersey Arts Centre. Expanded Jersey artists open studios operated by Jersey Arts Trust to promote local creativity. Hamptonne country life museum re-opened for summer 2011; investment made in new facilities to encourage sustainability. Enhanced facilities at Jersey Opera House to open in October 2011. Local history resources now available online for primary schools, linked to the Primary Year Five visits to the States Chamber. Jersey Heritage has introduced new lesson plans, worksheets and activities to encourage school visits to its sites. Jersey Heritage has introduced new resources to encourage young people to participate in local history and cultural activities outside the school day. First Arts Awards due to be completed in Autumn 2011. Workshops introduced for Advance to Work scheme to encourage awareness of the States of Jersey and the 2011 elections. Blue Badge Guide training session introduced on the history of the States. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> Development of new approach to delivery of Jèrriais teaching linked to local culture in schools for 2012-13 and beyond. Work ongoing with Planning to seek to create further opportunities for Jersey artists through the percentage for art policy.
<p>Improve consultation on key policy</p>	<ul style="list-style-type: none"> The Communications Unit works closely with departments when they

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<p>issues by ensuring representation from all the different communities that make up our island (CM).</p> <p>Develop more varied, comprehensive and targeted consultation with all sectors of the community; and concentrate on providing easily accessible information on what the government is doing and why (CM).</p>	<p>run public consultations. In the past year we have organised consultation events for the Department of the Environment, Housing and Health and Social Services</p> <ul style="list-style-type: none"> • Face to face meetings with all sectors of the community are regularly organised for consultations – eg with parents at The Bridge, the congregation from St Paul's Church and with representatives from Victim Support, Samaritans, Women's Refuge and Shelter • The Communications Unit planned, developed and implemented a multi-media campaign to raise public awareness about the 2011 Jersey Census. This resulted in a 90% take-up rate in the first few weeks. • The Communications Unit has continued to work with Social Security to review its communications and developed a campaign to tackle Benefit Fraud, launching a hotline which resulted in 150 calls from the public and a number of convictions. • A half day module on communications and consultation training for each Modern Manager cohort, which covers communication and consultation. Two further States-wide media courses were delivered in September. • In the past year the States has started using social networking sites such as Facebook, Twitter and Linked-in in an effort to reach new audiences with easily accessible information • A social media policy has been drafted and will shortly be presented to CMB. In the meantime, a Social Media expert from the Consultation Institute presented a training course to States employees in September on the use of social media as a public engagement tool. CMB was also briefed at the same time. • 25 civil servants from across the organisation have undertaken training with the Consultation Institute to develop and expand their skills • Consultation guidelines have been updated and a new section has been written for the new intranet. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • A programme of consultation awareness sessions will be rolled out across all States departments in 2012 to keep staff abreast of current thinking on public engagement and to encourage sharing of best practice • The draft social media policy to be approved before being adopted by all departments
<p>Work with the Comité des Connétables to develop a programme of community engagement (CM).</p>	<ul style="list-style-type: none"> • A review of Parish websites began in 2010 with a view to improving content and accessibility. All Parish websites also moved onto a new server offering greater stability, security and support. • Continued efforts have been undertaken to promote and protect the parish system. Hustings in 2010 were generally very well attended and the parishes played a vital role in 2011's elections (where 12 Connétables, 29 Deputies, and 4 Senatorial seats are standing for election), the most in one day. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Ongoing review of context and accessibility of Parish websites ensuring that online their presence continues to promote and protect the Parish system.
<p>We will work to improve the public trust in government and establish a system of greater transparency, public participation, and collaboration to strengthen our democracy and</p>	<ul style="list-style-type: none"> • The latest (2009) report on the Code of Practice on Public Access to Official Information reveals that 12 applications for information were made during 2009 which mentioned the Code, 10 of which were accepted, and only 2 of which were declined. The Privileges and Procedures Committee brought forward the Freedom of Information

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<p>promote efficiency and effectiveness in Government (CM).</p> <p>Introduce time limits for the public release of government information with appropriate safeguards in relation to these rules to protect matters such as the privacy of individuals in appropriate circumstances (CM).</p>	<p>(Jersey) Law which was passed by the States in May. The Chief Minister's Department has also prepared an implementation plan for the Law. The Law will be implemented once funding has been made available.</p> <ul style="list-style-type: none"> • All departments have been made aware of the guidelines re consultations. • Work will continue to increase engagement with the public via social media. • All COM agendas, decision summaries and minutes are published on the website (agendas as soon as they are finalised and decision summaries within 48 hours). • Ministerial decisions and accompanying reports are posted on the website within five working days. • The improvement and consolidation of the States' websites continues. The gov.je website was redeveloped in 2010; design, content and navigation were improved. • The approach and processes for publishing content and updating the reports registers on States websites was significantly improved in 2010. A new search engine technology was implemented and refinements to the implementation are planned in 2011. • Two online services were launched in 2010; for paying parking fines and booking concert tickets online. • A more formal, shared online services platform (to be called 'MyGov') is planned as a strategic initiative, for launch in 2011. MyGov will facilitate offering citizens access to services online; and aims to improve service delivery to citizens. • Plans are in place to raise the visibility of States' websites in major search engines like Google and Bing. • A new States intranet, on a more contemporary technology platform, will be launched during October 2011. This will allow States Departments better use of collaborative technologies, for more effective internal and external service delivery. • A review of the States Assembly and Scrutiny websites took place in 2008. Work has begun to build two new sites. It is expected that these will be launched in 2011 <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • The first phase of the MyGov platform was successfully launched in September 2011. Work is being done to enhance the provision of further online services to citizen and business stakeholders.
<p>Key issues that need to be taken forward:</p>	<ul style="list-style-type: none"> • Implementation of the Freedom of Information (Jersey) Law, subject to funding being made available.

Priority 16: Support the development of arts and heritage in Jersey

WHAT WE SAID WE WOULD DO	WHAT WE HAVE DONE
Implement, monitor and review the cultural strategy (ESC)	<ul style="list-style-type: none"> • Formal response made to Scrutiny Review. • Further update on Cultural Strategy to be published and presented to Council for Culture conference in November 2011. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Council for Culture Conference will be taking stock of progress in implementing the Cultural Strategy
Continue to support the work of the Jersey Heritage Trust and other organisations responsible for the Island's arts and heritage (ESC)	<ul style="list-style-type: none"> • Increased funding supplied to JHT in 2011 in revenue funding and for refurbishment and refreshment of sites. • Support given for Hamptonne development work and for 'The Story of Jersey'. • Heritage working group established with JHT, SJ and NTJ. • Indications secured from EDD that lottery funding will be provided for heritage purposes from 2014. • Work in progress with Property Holdings to consider spaces for the arts, including feasibility work on improving the Jersey Arts Centre. • Opera House refurbishment work scheduled for completion in October 2011. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • ESC will continue to cooperate with Property Holdings in considering spaces for the arts, including the performance venues at St. James and the Arts Centre.
Champion the development of creative expression and awareness of our heritage through schools, youth groups, adult education, and partnership arrangements with voluntary organisations (ESC).	<ul style="list-style-type: none"> • Primary Jersey history resources completed now online. INSET provided for primary teachers. • Jersey Heritage site-visit resources on-line. • New campaign launched by Jersey Heritage to engage with young people out-of-school hours. • Citizenship programme for States visits • First group of Arts Award students to take bronze award with youth service in Autumn 2011. • Service Level Agreements to be introduced with arts organisations in Autumn 2011. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Continue to explore and initiate ways of increasing participation in heritage and the arts across the community.
Encourage all States departments to consider the impact on heritage and opportunities for the development of the arts in carrying out their day – to – day business (ESC, P&E, T&R, CMD).	<ul style="list-style-type: none"> • Work-stream on cultural diplomacy launched with CM's department. • Two local artists commissioned to undertake work for Town Park through collaboration with TTS. • Revised proposals for percentage for art to be submitted to Planning in Autumn 2011. <p>Items which have not been achieved/things not done & Key work that will be ongoing:</p> <ul style="list-style-type: none"> • Percentage for Art proposals actively under consideration with a view to securing wider involvement.
Key issues that need to be taken forward:	<ul style="list-style-type: none"> • To continue to provide appropriate support mechanisms (generally through third party organisations rather than by directly providing services) for cultural/heritage activities.

