

**THE COMMITTEE FOR THE ENVIRONMENT & INFRASTRUCTURE**  
**COMMITTEE POLICY PLAN**

**Introduction**

This document comprises the Committee *for the Environment & Infrastructure*'s response to phase one of the Policy & Resource Plan (P&R Plan) agreed by the States in November 2016. It sets out, at a high level, the policy priorities of the Committee *for the Environment & Infrastructure* (the Committee), the interdependencies and synergies between the policy areas, together with an outline of the anticipated benefits and the work needed to realise those benefits, plus an estimate of the resources required to deliver those pieces of policy work.

**Our responsibilities**

The purpose of the Committee is:

“To protect and enhance the natural and physical environment and develop infrastructure in ways which are balanced and sustainable in order that present and future generations can live in a community which is clean, vibrant and prosperous”.

Those areas of its responsibility, on which it advises the States and develops and implements policy, most closely aligned with the themes/outcomes of phase one of the P&R Plan are:

- infrastructure, including but not limited to water, wastewater, the ports and the airports,
- spatial planning,
- climate change,
- protection and conservation of the natural environment,
- energy, including renewable energy,
- solid waste,
- general housing policy in relation to land use, spatial planning and infrastructure,
- the coast and coastal defences and the breakwater in Alderney,
- traffic and transport,
- biodiversity,
- agriculture, animal health and welfare and the sustainability of food and farming, and
- maritime affairs.

## **Policy Priorities for the Committee *for the* Environment & Infrastructure**

The Committee has undertaken a complete review of the key policy areas falling within its mandate as part of a prioritisation process. The Committee ranked the broad policy areas in order of importance in terms of delivering States priorities. These were ranked as high, medium or low. The policy areas and their ranking were subject to several reviews as part of an iterative process. Finally those policy areas given medium and low priority were not brought forward.

A total of five broad policy priority areas have been identified that the Committee considers are significant and critical to the delivery of the themes/outcomes identified in phase one of the P&R Plan. These are (in no particular order):

- Energy Policy
- Environmental Policy
- Infrastructure Policy
- Sustainable Integrated Transport Policy
- Waste Policy

During the prioritisation process the Committee identified some significant policy areas that are important but which, because of their stage in the policy cycle and the long term strategies already agreed and being implemented, are not priorities in terms of policy development at the moment. Examples are the Strategic Land Use Plan and the Solid Waste Strategy which have established long term strategies and are at the stage of strategy delivery through operational work streams. However, the Committee is conscious that policy areas, such as these, could become priorities if the States or other mechanisms direct a course of action (e.g. Island Development Plan (IDP) policy monitoring establishes that strategic land use policy needs to be re-examined). This scenario would have unexpected resource implications and would most likely lead to work that has been prioritised having to stop or be delayed.

There are also other work streams currently being carried out which are nearing completion and where a considerable amount of resource and work has already been invested (e.g. plant health legislation, electric car charging point provision). The Committee is of the view that not completing these work streams, even if not identified as specific priorities, would be a false economy and that their completion would contribute to delivery of the policy objectives.

### Identifying Policy & Resource Plan objectives that affect or will be affected by Committee *for the* Environment & Infrastructure policy priorities

The objectives of the P&R Plan relevant to the Committee's mandate and potential policy areas have been filtered out from the document's long list of "we will" statements, and those objectives considered to have the strongest connection with the Committee's mandate and potential policy priority areas have been identified.

All of the Committee policy priorities and identified strategies and work streams fit with the P&R Plan objectives. All of the P&R Plan objectives that require particular input from the Committee have been identified as a priority although there may be resource implications for delivery of some of the policy areas as discussed below. For each policy priority area work streams have been identified which either culminate in a strategy which will deliver the policy priority or which fulfil an existing strategy which delivers the policy priority.

### Overview of resources needed to develop policy priorities

In setting out the resources necessary to develop and implement the policy priority areas identified, the Committee has applied the principles of the Public Sector Reform Programme which has a published aim to build a single public sector organisation in order to enhance performance, achieve outcomes and end the silo approach to departmental working. Such an approach has been recognised as often creating departmental boundaries which can create unintended barriers to policy delivery. The Public Sector Reform framework identifies that removing departmental boundaries is crucial and the Committee agrees that being able to draw on skills and resources across the public sector as a whole is necessary to make the most of resources, add most value and deliver the States policy priorities. As such, it has no specific existing staff resource but can draw on the pool of skills across the organisation.

The Committee has identified and secured the majority of the resources required to deliver its policy priorities. However, there are some policy areas, notably in the areas of energy policy, infrastructure policy and waste policy, where the full resource requirement has not been able to be identified. Nevertheless the Committee considers that these significant policy areas are critical to the delivery of the themes/outcomes identified in phase one of the P&R Plan and the delivery of the Committee's mandate and that it would not be appropriate to simply deprioritise, curtail or delay policy development in these areas as a result. The Committee asks that the Policy & Resources Committee helps to identify the resources required to enable these priorities to progress. This is discussed further in the relevant sections below.

Other areas falling within the Committee's mandate relate to food supply and local food production, liquid waste, water supply and safety, Airport infrastructure (including runway extension) and stone reserves. The Committee has identified that any work streams relating to these areas are not a priority and could therefore stop. It is worth noting, however, that resources released from one project/programme may not always be suitable or have the skills or experience required to resource new projects/programmes. Any re deployment of existing resource always carries a risk of disrupting business as usual.

Notwithstanding the above, the Committee will still need the resources to deliver the operational requirements of its mandate and some capital projects, some of which are not insignificant in terms of financial resource requirements (e.g. annual inspection and maintenance of the Alderney breakwater, repair of sea defences etc.).

Please note that the resource requirements identified in this document are to deliver the Committee's identified policy priorities and do not cover the resources required to deliver or implement any projects or programmes resulting from those policies. However, where possible, future resource requirements are identified in very broad terms and where a known capital prioritisation has already been submitted, reference to the value is noted.

A further group of work streams may require expert external advice by way of consultants. The human and financial resource requirements in terms of the delivery of each policy area are set out below.

## **Context of Policy Priorities**

### **Energy Policy**

#### **Why is this policy a priority?**

Within its mandate the Committee has specific responsibility for energy, including renewable energy, infrastructure and security of supply of essential commodities. It is also responsible for the areas of climate change, traffic and transport, biodiversity and protection and conservation of the natural environment, maritime affairs, general housing policy and spatial planning which all have a direct influence on energy policy and are influenced by the supply of energy to the island.

The Energy Resource Plan, approved by the States in January 2012, recognises that energy is an essential commodity for the economic and social wellbeing of the island and that we need to provide affordable fuel security and resilience of our energy supplies, promoting efficient use of energy and recognising the environmental impacts of energy generation and use. The delivery of energy to the island in a safe, secure,

affordable and sustainable way and recognising the impacts of its generation and use remain essential and critically important. In the 2012 Energy Resource Plan the States committed to review its progress against the actions on an annual basis and to review the Energy Resource Plan objectives every four years (or earlier if external changes affect the underlying assumptions upon which the Energy Resource Plan is premised). The review is therefore already late and has now become more urgent with the rate of technological change. An updated Energy Resource Plan is also critical to inform, and will be informed by, the Renewable Energy work stream and the Hydrocarbons Supply Programme.

The review/updating of the island's energy policy to ensure it remains appropriate, robust and relevant and especially addressing risks to the supply chain, is essential. This is endorsed by stakeholders such as Guernsey Electricity, which recently highlighted the need for an up to date and robust energy policy for it to be able to fulfil obligations and make commercial investment decisions relating to the future electricity supply to the island.

Secure, reliable and affordable energy is a requirement to be able to fulfil most, if not all of the phase one objectives and will be necessary to deliver all of the priorities identified by Committees. It is certainly a basic requirement to deliver health and social services, education services, housing and to ensure conditions that foster enterprise and do not present barriers to business. The supply of energy, and how it is supplied, affects all life on Guernsey from maintaining air and sea links and promoting the island as an attractive place to live and work to protecting and enhancing the natural environment and preventing and mitigating the adverse effects of climate change and reducing our contribution to global climate change, all of which are phase one objectives. Energy policy has inter-dependence and synergy with the Committee's other policy priority areas of Environmental policy, Infrastructure policy and Integrated Transport policy.

#### Committee strategies and work streams.

There are three principal Committee strategies associated with delivering energy policy;

- The Hydrocarbons Supply Programme;
- The Renewable Energy Team (RET) Programme; and
- Review/updating of our energy policy.

The Renewable Energy Team Programme and the Hydrocarbons Supply Programme will both inform and be informed by the review of energy policy so it is essential that these three strategies align with regard to time frames. This is somewhat led by the Hydrocarbons Supply Programme which is on-going and which has engaged

consultants and where there may be additional costs should there be delays. There is no doubt however that the Hydrocarbons Supply Programme and the RET programme are essential to the review/updating of energy policy and delivery of the identified policy priority. The review of energy policy should also consider further building a pathway towards improvements in using energy wisely and efficiently by exploring creation of new services to deliver improved efficiency as agreed by the States in 2016 (Billet VI 2016 which required such measures to be considered as part of P&R's policy prioritisation process).

In order to achieve this policy priority the following work streams have been identified:-

- Deliver phase 1a of the Hydrocarbons Supply Programme to assess risk in the hydrocarbon supply chain, identify future demand and Guernsey's requirements and identify a long list of options - to be completed prior to the Capital Prioritisation debate at the end June 2017;
- Deliver phases 1b and 1c of Hydrocarbons Supply Programme (if funding agreed) to evaluate options and establish a preferred option and produce strategic outline case - by March 2018 (provided that required resources are available);
- Deliver the programme for the contribution of renewable energy to Guernsey's future energy requirements – approved by E&I on 14<sup>th</sup> April 2017;
- Delivery to the States of a policy letter reviewing/updating the Energy Resource Plan- by March 2018 (provided that required resources are available);
- Establish methodology for annual review against outcomes of Energy Resource Plan - by Q4 2018;
- Monitor effectiveness of Strategic Land Use Plan (SLUP) and Island Development Plan (IDP) policies to deliver renewable energy and energy infrastructure - annually

#### Anticipated benefits of policy development

The review/updating of the Island's energy policy, informed by the outcomes of the Hydrocarbon Supply Programme and the programme examining the contribution of renewable energy to Guernsey's future energy requirements, will ensure that it is appropriate, robust and relevant so that the States and commercial stakeholders can make confident investment decisions regarding the future supply of energy to the Island. An up to date energy policy allows for more comprehensive and longer-term planning of island infrastructure and will ensure compliance with international obligations where relevant. It will identify risks in the energy supply chain so that these can be minimised. Review of energy policy will afford the opportunity to promote

energy efficiency and, by identifying the best way to ensure resilience and security of supply, will support the social, environmental and economic priorities of the States.

#### Resources required to deliver the policy priority

Work streams related to two of the three strategies associated with delivery of this policy are underway; the Hydrocarbons Supply Programme and the Renewable Energy Team (RET) programme. Critically the third strategy, which draws the work streams together, the review/updating of energy policy, has not commenced and must be a priority if the other strategies are to inform and be informed by it. Due to the progress on the other two programmes and the timeline associated with them, particularly the Hydrocarbons Supply Programme where additional costs could be incurred through delay, there is therefore a significant need to resource the review/updating of the energy policy work stream as a priority.

Due to the significance of this strategy and the limited timeframe this work stream would require a lead officer and a programme officer spending most of their time on developing the strategy. The Committee has some resource available to partially address this from within the Renewable Energy Team, although it will be important that the energy policy review covers all energy provision, but one additional officer will be required which has not been identified (see below). The lead officer will need to have skills in consultation methods, research, strategic thinking, co-ordination and policy drafting. There is likely to be a requirement for legal advice and input from External Relations as well as engagement with the island's energy suppliers. Some external expert advice/consultancy is also likely to be required which could cost in the region of £100k. This is not identified in the Committee's existing budget and would require fresh funding. However, it is anticipated that, in a similar way to the funding of the Chouet/Les Vardes Quarry studies, the funds will be made available by P&R if the States agrees to the importance of developing energy policy.

The Hydrocarbon Supply Programme is under way and has engaged external expert advice. It is working on delivering phase 1a by the end of May 2017 with a view to moving swiftly on to phases 1b and 1c. There is a project team and Board resourced from across the organisation providing expert advice and oversight of the programme from within the organisation and a dedicated programme officer (who has been seconded to the Programme but only until July 2017) and this team would need to continue until the end of phase 1c to provide continuity and consistency.

The programme Board has identified a need for a second programme officer, or some support for the programme officer, following the capital prioritisation debate if further funding is allocated for the programme to proceed to the next stages through that debate, in order to meet challenging deadlines and requirements leading up to completion of the Strategic Outline Case (Q1/2 2018). If the existing seconded programme officer returns to original duties there would be a need for two

programme officers to be identified following the debate. It would be beneficial to secure the necessary resources from within the organisation as the project management skills learnt by the programme officer(s) could be transferred for the benefit of the States in the future and could be considered an investment in that regard. However, attempts to second resources from elsewhere in the organisation for appropriate periods of time have not proved successful to date. The Committee has not been able to identify these additional resources from within the organisation but some possible internal sources have been identified (although timescales have not permitted discussion with these teams). Alternatively the extra resources would have to be part of a funding request to P&R to enable external recruitment so that the programme can continue.

Additional resource from corporate communications may be required at key stages. Phase 1b and then 1c is dependent upon funding through the Capital Prioritisation process and thereafter Strategic Outline Case and any delay in the programme caused by funding delay may result in increased costs. **Inability to complete the Hydrocarbons Supply Programme will have serious impacts on the development of energy policy.**

The Renewable Energy Team Programme will input into energy policy, environmental policy and, potentially, infrastructure policy. The programme was agreed by the Committee on 14<sup>th</sup> April 2017. Although there will be a continued need to keep up to date with renewable energy technology advance and issues on an on-going basis the programme can be served by existing resources.

There is no specific capital requirement identified at this stage beyond the existing Hydrocarbons capital prioritisation submission estimating the total spend at £125m from 2017 to beyond 2020. Additional funding in the region of £100k may need to be allocated if expert advice is required as part of the energy policy review.

This overarching policy requirement is likely to require an additional two headcount which it would be beneficial to secure from within the organisation, but which the Committee has not been able to identify. The Committee has examined the resources available to it but has determined that the skills and expertise required could not be obtained by de-prioritising any other Committee strategies or work streams. The Committee considers that this significant policy area is critical to the delivery of the themes/outcomes identified in phase one of the P&R Plan and delivery of the Committee's mandate and that it would not be appropriate to simply deprioritise, curtail or delay policy development in this area because resources have not been identified. The Committee asks that the Policy & Resources Committee helps to identify the resources required to enable this important policy priority to progress.



## Environmental Policy

### Why is this policy a priority?

Within its mandate the Committee has specific responsibility for protection and conservation of the natural environment, biodiversity, climate change and maritime affairs. This priority area has direct links with, and overlaps, several of the Committee's other identified policy priority areas. Also relevant to the delivery of this priority area are spatial planning, energy policy, infrastructure policy, waste policy and sustainable integrated transport policy and the strategies and work streams sitting below these policy areas.

There is a raft of phase one objectives which would be fulfilled by this policy priority which illustrates the importance of the policy area. The phase one objectives of maintaining, enhancing and promoting Guernsey's rich marine and terrestrial environments as high value resources which underpin our economy; ensuring that the natural and built environments are of high quality reflecting our local distinctiveness; protecting and enhancing our natural environment; understanding and promoting the importance of our marine and coastal environment and ensuring that the potential for economic gain does not compromise their health; protecting and promoting our unique identity and rich natural and cultural heritage; promoting Guernsey as an attractive place to work and live and fostering individual and community participation in local nature conservation and enhancement to create a sense of ownership and responsibility, are all directly relevant to this policy area.

The phase one objectives include a need to be proactive in monitoring potential threats to our way of life and make provision to mitigate the effects. Climate change and its effects is one of the most certain threats we face. The impacts of extreme weather events, increased intensity of rainfall and sea level rise as a result of climate change can have a devastating negative effect on vital infrastructure, businesses and homes resulting in a significant threat to the Island's economy and way of life. This policy area seeks to draw together and address the issues and mitigate where possible, through policy development, including signing up to appropriate and proportionate environmental standards in accordance with phase one objectives and will therefore be of particular interest to the Committee *for* Economic Development. The need to ensure the Island is proactive in preparing for any threats that may impact on our safety, security or way of life was raised as a priority during the public consultation on phase one of the Plan in January 2017 and this policy area is of direct relevance to that concern. Also of direct relevance is the phase one objective to prevent and mitigate the adverse effects of climate change on our environment and reduce our contribution to global climate change.

This policy area reflects several of the priority statements that emerged from the public consultation on phase one of the Plan in January 2017 including maximising the use of the natural environment for economic benefit in a manner which also protects and values it; protecting and enhancing our natural environment and facilitating and encouraging opportunities for all our community to participate in protection and enhancement of our natural environment. With regard to this last priority statement one of the work streams identified to deliver the policy is to develop a methodology and programme for education and community participation in relation to Biodiversity and the natural environment.

#### Committee strategies and work streams.

There are three principal Committee strategy areas associated with delivering the environmental policy priority:-

- Protect, maintain and enhance Guernsey's marine and terrestrial environments, recognising local distinctiveness and quality of life;
- Encourage behavioural change, that will lead to the reduction of our carbon footprint and the wise long-term use and management of Island resources and that will promote climate change mitigation and adaptation and sustainable practices whilst respecting international requirements; and
- Develop a strategy approach across the States of Guernsey (and the wider Bailiwick where appropriate) which supports and embraces international requirements and best practice for a safe and protected marine environment and which complies with relevant international rules and regulations.

#### Protect, maintain and enhance Guernsey's marine and terrestrial environments recognising local distinctiveness and quality of life.

There are a number of existing work streams which it will be important to continue to contribute to delivery of this strategy area and environmental policy. The States approved the Biodiversity Strategy for Guernsey in 2015 and this sets out the vision for biodiversity on the island. One of the approved aims of the strategy is to ensure that biodiversity objectives and considerations are integral to all States policy and programmes. Continuing to develop a programme for implementation of the Biodiversity Strategy is therefore important to allow the agreed aim to be enacted.

Fundamental to the delivery of environmental policy is the establishment of a programme for Biodiversity Action Plans and their implementation which are likely to have a close policy connection with, and add to the protection of, Sites of Special Significance and Areas of Biodiversity Importance which are given levels of protection through policies in the IDP. There is likely to be a degree of co-working with the Planning Service in the development of Biodiversity Action Plans, and the production of supplementary planning guidance for Sites of Special Significance and review of the

Areas of Biodiversity Importance are relevant work streams of the Planning Service. Depending on the level of involvement in Biodiversity Action Plans some work streams intended by the Planning Service, such as producing supplementary planning guidance, development frameworks and/or the review of the protected buildings list may have to cease or slow (although it is acknowledged that guidance for Sites of Special Significance and the review and maintenance of the protected buildings list also have a part to play in delivery of the policy priority in terms of maintaining local distinctiveness, nature conservation and biodiversity and contributing to the value of the terrestrial environment).

There is also an active role in the delivery of the policy for the continued protection, review and audit of Farm Management Plans which currently takes place on an annual basis. Each dairy farm has a farm Biodiversity Action Plan and a form of General Binding Rules within an annual Farm Management Agreement which is quasi regulatory. Fourteen such Plans are in place in 2017 and this may decrease as retirements from farming take place. The Plans are an opportunity to review, and to ensure adherence to, standards regarding the intensity of land use, pollution, nutrient management, farmed land habitat management and preservation of managed countryside features (field boundaries/hedges etc.) and therefore play a significant part in protecting, maintaining and enhancing our environment. In fact the dairy industry and agriculture as a whole, is recognised as being of importance in terms of its role in managing land and its impacts on biodiversity but also in maintaining local distinctiveness in the Guernsey Cattle Breed. In this respect the current work stream associated with the Guernsey Cattle Breed Development Programme, which is part of the Strategy for Dairy Land approved by the States in 2014, is important to environmental policy in terms of maintaining local distinctiveness and the viability of the industry which is important because of its significant role in land management and maintenance of habitats and biodiversity.

Additional work streams will also be necessary in order to deliver the policy and implement the approved Biodiversity Strategy. There is a need to develop a methodology and programme to increase public awareness and encourage communities and individuals to be involved in the conservation of local biodiversity (which has a direct link also with a phase one objective). There is also a requirement to review/develop the statutory protection for biodiversity to give weight to and support the outcomes of the work streams.

In order to achieve this policy priority the following work streams have been identified:-

- Delivery to the States of a Maritime Strategy for Guernsey/Bailiwick which accords with IMO Instruments Implementation Code - by Q4 2017 (provided that required resources are available);

- Implementation of the Biodiversity Strategy in accordance with the programme for Biodiversity Action Plans approved by E&I on 17<sup>th</sup> March 2017;
- Delivery of a policy letter to the States reviewing and developing the statutory protection for biodiversity - by 2018-2019;
- Production, review and audit of Farm Management Plans - on an annual basis;
- Monitor the effectiveness of the IDP policies to deliver protection in SSS's, ABI's, Conservation Areas - on an annual basis;
- Develop a methodology and programme for education and community participation in relation to Biodiversity and the natural environment - from 2017

Encourage behavioural change that will lead to the reduction of our carbon footprint and the wise long-term use and management of Island resources and that will promote climate change mitigation and adaptation and sustainable practices whilst respecting international requirements.

As outlined above many of the work streams associated with this strategy area fall under the headings of other Committee policy priorities, notably energy policy, sustainable integrated transport policy and waste policy. Climate change mitigation and adaptation is particularly relevant to the provision of sea defences and flood management. The Guernsey Coastal Defence Strategy was approved by the States in 2013 and sets out the high level strategy and approach to flood management (by storm events and tidal surge which are both exacerbated by sea level rise). The States also agreed seven priority areas and an order of priority commencing with St Sampson/the Bridge. The States also resolved that the Strategy should be regularly reviewed and that measures also be explored to support self- help with regard to flood mitigation and ways to improve data collection and monitoring.

There is a need to identify and progress prioritised and targeted programmes to address these areas as well as reviewing/updating the Strategy itself within this political term. For the avoidance of doubt this work stream, although closely related, does not negate the need for a properly funded and prioritised programme of repairs to strategic areas of coastal defence which forms part of the maintenance programme (infrastructure provision) and is a capital project rather than policy but which will require significant resource allocation if vital infrastructure and businesses are to be protected (estimated £6,000,000 reducing as defences are repaired/put into place).

In order to achieve this policy priority the following work streams have been identified:-

- Delivery to the States of a policy letter reviewing/updating the Energy Resource Plan - by March 2018 (provided that required resources are available);
- Deliver the programme for the contribution of renewable energy to Guernsey's future energy requirements – approved by E&I on 14<sup>th</sup> April 2017;

- Implementation of the Coastal Defence Strategy by delivering the prioritised and targeted programme of establishment, repair and maintenance of sea defences - approved by E&I on 17<sup>th</sup> March 2017;
- Delivery of various work streams which deliver the Guernsey On Island Transport Strategy which provide transport choice and encourage modal shift – on-going;
- Monitor the effectiveness of IDP policies re: sustainable construction and design transport choice, renewable energy - annually

Develop a strategy approach across the States of Guernsey (and the wider Bailiwick where appropriate) which supports and embraces international requirements and best practice for a safe and protected marine environment and which complies with relevant international rules and regulations.

Guernsey is scheduled for mandatory audit by the International Maritime Organisation no later than 2020, along with the UK and the other Crown Dependencies, as well as the Overseas Territories. The strength of compliance with the International Maritime Organisation (IMO) Instruments Implementation Code by Guernsey, the UK and all of the Overseas Territories and Crown Dependencies will be of paramount importance in terms of achieving a successful audit. This work will need to be done well within this political term in order to not risk reputational damage or damage to the collective British status as a flag state or risk loss, of revenue/services if we don't meet recognised international standards for maritime safety and security. It is not clear at the moment whether the strategy will be for Guernsey or the Bailiwick and discussions are therefore continuing with Alderney and Sark. In addition there is a requirement for the strategy to be embedded across the States and so the policy prioritisation process is appropriate. This work stream is in progress and it is not anticipated that other work streams would need to stop to achieve delivery (but see resource issue below). The Maritime Strategy will be valuable to inform a Marine Spatial Plan; however the Committee will not be in a position to advance with a Marine Spatial Plan in this political term as this is not achievable within existing resources and, it considers, would place too great a resource burden on the States in this term.

Delivering the Maritime Strategy will require input from specific States officers with particular expertise – legal, operational and policy. This will be largely the Harbourmaster (STSB) together with Law Officers (a Crown Advocate and a paralegal or other support) and a Project/Co-ordinating Officer with drafting skills. P&R (External Relations) are likely to have an input, particularly if Alderney and Sark are involved. All other Committees will play a role in ensuring the Strategy is embedded across government. The Committee *for* Economic Development (CED) will be concerned that internationally recognised safety and security standards are maintained where the

absence of this could impact on business (e.g. visiting ships, cruise ships, ferry links etc.).

The Maritime Strategy will provide valuable evidence and guidance for the development of the St Peter Port Harbour Action Area master plan and Local Planning Brief. It may identify infrastructure requirements for the ports and adherence to safety and security standards are vital so that international ships continue to call at Guernsey to deliver required commodities and conduct business. Failure to maintain these standards could mean loss of revenue from business such as visiting cruise ships and could impact on sea links.

In order to achieve this policy priority the following work streams have been identified:-

- Delivery to the States of a Maritime Strategy for Guernsey/Bailiwick which accords with IMO Instruments Implementation Code - by Q4 2017 (provided that required resources are available);
- Evidence in States Strategies that the Maritime Strategy has been taken into account where appropriate – from Q4 2017;
- Regular monitoring and assessment of Maritime Strategy to measure Guernsey/Bailiwick compliance with III Code standards (gap analysis) – annually

#### Anticipated benefits of policy development

The development of environmental policy will ensure that the island's unique cultural identity, local distinctiveness, natural environment, vulnerable species (marine and terrestrial) and rich heritage are protected whilst the adverse effects of climate change are mitigated. A high quality natural environment and rich heritage are of recognised importance for the economy, particularly the tourist economy, as well as social wellbeing ensuring that Guernsey is a desirable and pleasant place to visit, live and work. A high quality natural environment has positive economic benefits in attracting individuals and businesses who wish to relocate to Guernsey. By signing up to international initiatives and standards where appropriate the island is also ensuring that its external reputation is good, which again has potential economic benefits in terms of attracting new businesses. In addition a safe and efficient harbour and maritime environment will help provide conditions that foster enterprise and remove barriers to business whilst keeping regulation proportionate and respecting environmental and social safeguards and will support the provision of reliable and sustainable sea links and ensure that there is fit for purpose infrastructure to achieve this. This policy area will therefore be of importance to a number of the priorities identified by the Committee *for* Economic Development.

A good quality natural environment, and access to it is also beneficial to the health and wellbeing of islanders, both physically and mentally and therefore also of importance to tackling unhealthy lifestyles through the priorities and strategies identified by the Committee *for* Health & Social Care. The protection of the island's unique cultural identity, local distinctiveness and rich heritage is consistent with the priority of the Committee *for* Education, Sport & Culture to develop policy to manage culture and heritage, including language and the arts.

#### Resources required to deliver the policy priority

The resources required to deliver environmental policy will be, to a great extent, those identified in the relevant related priority areas of energy policy, sustainable integrated transport policy and waste policy.

There is some existing agreed funding for the implementation of the Biodiversity Strategy and this would need to continue to be able to deliver the additional work streams associated with it. These and the other work streams noted are largely on-going and are likely to continue to be resourced by existing staff. There is a reliance on a Biodiversity Partnership Group which includes representatives of relevant Island special interest groups who provide, not only valuable external expert advice to inform consideration of options and priorities, but who is instrumental in, and a key resource for, implementing the biodiversity strategy. Legal advice will be required in relation to the review/development of statutory protection for biodiversity.

It is anticipated that the review of the Guernsey Coastal Defence Strategy and development of programmes for flood defence for St Sampson's (the States' identified and agreed top priority) and those relating to measures to support self-help with regard to flood mitigation and ways to improve data collection and monitoring, can be resourced from existing staff working on these work streams. The flood defence programme for St Sampson's is in the current 2017-2020 Capital Prioritisation at £1.5m. Some external expert advice/consultancy is also likely to be required which could cost in the region of £100k. This is not identified in the Committee's existing budget and would require fresh funding. However, it is anticipated that the funds will be made available by P&R if required if the States agrees to the importance of developing environmental policy.

Work is currently on-going on the development of a document similar to the MCA's draft UK IIC Maritime Strategy to capture the relevant information for audit purposes. The working party are in the process of mapping out the key legislation and the stakeholders that have responsibility for relevant functions across the Bailiwick. There is a critical delivery time for this work stream (deadlines not yet known, but well before 2020) to ensure that Guernsey's Maritime Strategy is in place as part of the UK's audit. Although the project is in progress the Project/Co-ordinating Officer has recently been seconded to another project and there is an urgent need to provide a

replacement officer with co-ordination and drafting skills if the work stream is not to suffer. Although there is an existing post which could provide the required resource that post is vacant and recent efforts to fill it have been unsuccessful. Alternatively the Committee may seek a States graduate officer to fulfil the role. Other resources required are in place. However, these resources relate to the Maritime Strategy development and do not cover the unknown cost of any identified implementation projects. This could be in the region of £100k. Although there is unlikely to be any specific costs to other Committees in developing the strategy, once adopted there would be a requirement for relevant Committees to ensure that the Maritime Strategy is taken into account in their own strategies where appropriate. **It should be noted that the economic and reputational cost of not doing this could be significant.**

The Committee will not be in a position to advance with a Marine Spatial Plan in this political term as this is not achievable within existing resources and, it considers, would place too great a resource burden on the States in this term.

## Infrastructure Policy

### Why is this policy a priority?

The policy intention is to provide a targeted Infrastructure Plan (IP) which focusses on the identification, co-ordination and prioritisation of the Infrastructure required to deliver the States identified priorities for this political term and for the next 10 years (or other agreed period). The development and creation of a mature IP is essential if the States priorities are to be realised and will fit very well with and help coordinate many of the work streams that the Committee has identified to deliver its policy priorities as well as those of other Committees. It is intended that the IP will extend beyond identification of assets and fiscal requirements to identify future requirements in accordance with States priorities, so that, once approved by the States, it will be a valuable tool from an Island wide and (in the future) marine planning and development perspective as well as highlighting where public/private partnership might be beneficial to deliver infrastructure and the scale of resources needed to deliver this essential infrastructure. However, in order to be effective in the delivery of the States priorities it is critical that the IP be established as quickly as possible following the States prioritisation process, to avoid lost opportunities, lack of co-ordination or focus of resources on the wrong areas. Ensuring that we have fit for purpose infrastructure to enable us to deliver services appropriately was one of the top priorities identified through the public consultation on phase one of the Plan in January 2017.

Although the Committee has the specific responsibility within its mandate for infrastructure, including ports and airports, water and waste water, good infrastructure is essential to or supports delivery of most of what the States is seeking



to achieve and the co-ordinated delivery of infrastructure will influence, or impact on, delivery of most of the phase one objectives. In terms of the Committee's mandate it also impacts on the delivery of nearly all of its responsibilities including, spatial planning, coastal defence including the Alderney breakwater, waste, water and stone reserves, solid waste, energy (including renewable energy), housing policy, Traffic and Transport and the road network, Maritime affairs, climate change, protection of the natural environment and the security of supply of essential commodities.

As well as a targeted Infrastructure Plan, there are a number of strategy areas falling within the Committee's mandate which have been identified as priorities for providing the infrastructure required to deliver the phase one objectives. These relate to housing supply, development of the St Peter Port Harbour Action Area (SPPHAA) and providing for the security of Alderney Harbour.

#### Committee strategies and work streams.

There are four principal Committee strategy areas associated with delivering Infrastructure policy:

- Provide a co-ordinated approach to the delivery of the infrastructure required to deliver the identified priorities of the States of Guernsey (an Infrastructure Plan);
- Provide for the supply of an appropriate amount of housing of the required mix of types, tenures and sizes to meet the island's housing needs in an affordable and sustainable way (Housing Supply Strategy)
- Develop and co-ordinate the policies for the development of the St Peter Port Harbour Action Area;
- Develop a strategy which provides for the security of Alderney harbour by having and maintaining a breakwater.

#### Provide a co-ordinated approach to the delivery of the infrastructure required to deliver the identified priorities of the States of Guernsey (an Infrastructure Plan).

A work stream to produce an Island Infrastructure Plan (as one of the four Island Resource Plans identified in the States Strategic Plan) was commenced and progressed until 2015 and a considerable amount of work on this has been carried out and will be useful to the strategy going forward. However, this was progressed more along the lines of a detailed asset register than a policy or strategy for identification of infrastructure priorities and delivery.

The development of the IP will require input from all Committees, including STSB and DPA, as a matter of priority so that infrastructure required to deliver the States priorities can be identified, co-ordinated and planned for in a timely way.

In order to achieve the IP the following work streams have been identified:-

- Formulate a methodology with a States wide approach, to identify and consider the infrastructure requirements over the next 10 years (or other agreed period) which are likely to be required to deliver the identified priorities of the States - by Q4 2017 (dependant on the identification of sufficient resources);
- Develop a strategic level plan that identifies the long-term infrastructure requirements of the States (beyond the 4yr capital portfolio investment cycle) in order to deliver identified priorities - by Q4 2018 (dependant on the identification of sufficient resources);
- Establish a mechanism to provide guidance and coordination to achieve delivery - by Q4 2018 (dependant on the identification of sufficient resources) ;
- Establish a method for monitoring and review - by Q2 2019.

Provide for the supply of an appropriate amount of housing of the required mix of types, tenures and sizes to meet the island's housing needs in an affordable and sustainable way (Housing supply strategy).

Housing supply has clear links with the phase one objectives of improving housing options to improve availability, quality and affordability, improving the availability of supported accommodation to assist independent living and helping to foster integration within our community. This policy priority will be important to the delivery of social housing and the Supported Living and Ageing Well Strategy identified by the Committee *for* Employment & Social Security. However the provision of an appropriate amount of housing of the required mix and types to meet the Island's housing needs is also important in terms of the phase one objectives to promote Guernsey as an attractive place to work and live and will impact on retention of workforce and attracting people to live on the island so will also be important to the delivery of many of the priorities identified by the Committee *for* Economic Development. Housing is part of the essential infrastructure of the island including providing accommodation for residents on low incomes or who require specialised housing. This strategy area, and the work streams necessary to achieve it, has direct relevance to the priority statement that emerged from the public consultation on phase one of the Plan in January 2017 to improve housing options to ensure appropriate availability, quality and affordability.

At the time of writing the Committee is expecting the Housing Market Review, which has been carried out by external consultants, in Q3 2017. It is the Committee's intention to publish the report soon and thereafter to carry out various work streams in order to deliver the Housing Supply Strategy. These are setting a Strategic Housing Target (including an Affordable Housing Target); identifying a programme for future surveys; updating the Corporate Housing Programme (CHP)/Housing Strategy (if

required); setting out proposals for a first time buyers scheme (if appropriate); setting out provision for a Deposit Protection Scheme; investigation of quality and supply in the private rental sector. Much of this work has been planned for and it is not anticipated that any work streams would need to stop to be able to achieve this.

The work streams will require close collaboration with the Committee *for* Employment & Social Security and are likely to require shared resources, joint media and consultation and joint policy letter/s. The Committee *for* Health & Social care (HSC) will also have an input in terms of identifying the need for specialised housing. Close working with the Development & Planning Authority (DPA) will be required particularly with regard to the provision of affordable housing (planning covenants), the identification of housing sites, monitoring of supply and demand and, essentially, contributing to the 5 year housing supply review for the IDP.

In order to achieve this policy priority the following work streams have been identified:-

- Publish The Housing Market Review by KPMG - by Q3 2017;
- Deliver a policy letter to the States (E&I and ESS) analysing and responding to the Housing Market Review by KPMG, setting a strategic housing target and affordable housing target and a programme for future surveys, updating CHP/housing strategy if required, setting out proposals for a first time buyers scheme (if appropriate), setting out any further work streams arising from the Housing Market Review - by Q4 2017;
- Deliver Policy Letter on Deposit Protection scheme - by Q2 2018;
- Develop methodology for approach to work on quality and supply in the private rental sector - by Q3 2018;
- Deliver Policy Letter on quality and supply in the private rental sector - by Q4 2019;
- Regular monitoring of demand for affordable housing, key worker and specialised housing (lists, house prices etc.) - annually;
- Input into IDP 5 year housing land supply review to identify types of housing required and sites where appropriate - from Q4 2019;
- Monitor the effectiveness of IDP policies to deliver appropriate housing supply - every 6 months

#### Develop and co-ordinate the policies for the development of the St Peter Port Harbour Action Area.

This identified strategy area has a specific link with the phase one objective to facilitate development of a thriving and vibrant harbour and town sea front that people want to

use, visit and invest in. The comprehensive and co-ordinated consideration of the requirements for, and potential of, SPPHAA also relates to phase one objectives of providing reliable, sustainable and affordable sea links, and also ensuring fit for purpose infrastructure. The work stream will also be relevant to the phase one objective of ensuring that States assets are maximised making an appropriate return to the States by identifying and maximising the worth of portfolio in the harbour area in terms of social, environmental and economic potential. Also of importance when considering the development of SPPHAA will be the phase one objectives of ensuring a high quality natural and built environment and promoting the importance of the marine and coastal environments, reflecting local distinctiveness which meets the needs of the entire community whilst mitigating the adverse effects of climate change and sea level rise through development.

The Committee recognises that this strategy area will be of interest to, and will require input from, several Committees as well as the 3<sup>rd</sup> sector and the private sector. However, owing to the range of its mandate (infrastructure, including ports, spatial planning, climate change and coastal defence, traffic and transport and the road network, maritime affairs, protection of the natural environment and the security of supply of essential commodities), the Committee considers that it will be best placed to oversee, co-ordinate and promote this policy area. This policy area is considered important because it will enable a comprehensive and co-ordinated approach to development in the SPPHAA which will maximise its potential socially, economically and environmentally (and will provide balance between those areas) whilst ensuring operational security, fit for purpose infrastructure, with the potential for positive reputational enhancement, giving confidence, direction and certainty to investors and developers. The public consultation on phase one of the Plan in January 2017 established that facilitating the development of a thriving and vibrant harbour and town seafront is considered a priority by the community.

It is anticipated that this work stream would take in the order of two to two and half years. The work stream would be to produce a master plan for the SPPHAA as part of a Local Planning Brief (LPB), to complete consultation and engagement and the statutory processes including a planning inquiry and to deliver the LPB to the States for consideration and approval. Thereafter a further work stream would need to consider the next steps to implement any initiatives and/or proposed development, funding, expected return on investment (socially, fiscally and environmentally) as well as monitoring and review. The work stream to deliver the LPB to the States will involve considerable cross Committee working and involvement, particularly CED, STSB, ECS and DPA as well as exploring and encouraging the possible contribution and investment potential of the 3<sup>rd</sup> and private sectors.

The work stream is likely to require expert advice from within the organisation, particularly from the planning service as the DPA (and planning law) holds the delivery mechanism (the LPB process including the planning inquiry). It will be important that resources are available at critical points in the work stream in order that it progresses. As the planning service will need to play a significant role in developing the LPB and also in taking it through the planning inquiry and to the States, some work streams such as preparing some Supplementary Planning Guidance and other guidance and development frameworks and advancement with conservation area appraisals and the Protected Building Review may slow or have to be put on hold. Other expert advice from within the organisation is likely to be required in relation to engineering, ports operational and security matters (STSB), comprehensive evaluation and appraisal of conservation and heritage assets (DPA), traffic and transport (E&I), Law Officers (LPB and planning inquiry).

In order to deliver the SPPHAA Local Planning Brief to the States the following work streams have been identified:-

- Develop a programme strategy/project plan including detailed KPI's relating to individual aspects/stages of the project to deliver the Local Planning Brief to the States through the statutory process – within 3 months of project commencement (dependant on the identification of sufficient resources);
- Delivery of the Local Planning Brief to the States - within 2 years of project commencement and against milestones (dependant on the identification of sufficient resources);
- Develop a communications plan and engagement and consultation strategy to ensure consultation depth and breadth as part of process (e.g. number/type of bodies/organisations consulted, % response rates etc.) – within 6 months of project commencement (dependant on the identification of sufficient resources);
- Monitor degree of private sector involvement and investment in the process and third sector involvement (e.g. number/type of bodies/organisations involved, degree and length of involvement) – throughout project;

The strategy area relates to St Peter Port Harbour Action Area and the Committee will not be in a position to advance with consideration of St Sampson Harbour Action Area in this political term as this is not achievable within existing resources and, it considers, would place too great a resource burden on the States in this term.

Develop a strategy which provides for the security of Alderney harbour by having and maintaining a breakwater.

Delivery of a strategy for the security of Alderney Harbour by having and maintaining a breakwater, will enable effective financial planning and asset management and will establish the best way to utilise resources. At present there is no long-term plan for the maintenance of the breakwater and an element of the unknown in terms of effect or cost should a major breach occur. Total actual annual costs (net of Alderney contribution) since 1987 range from approx. £1,148,000pa to £450,000pa with no end purpose or plan. A longer term strategy may result in savings over time.

Additionally, there are international obligations and risks to consider. The maintenance of the breakwater fulfils Guernsey's obligations to the UK in lieu of international representation and defence. The breakwater has a significant impact on the way of life in Alderney and is one of its lifeline links in terms of protecting the harbour (sea links, fishing, tourism), adding to its unique and cultural identity and protecting the adjacent coastline (environment and homes from sea level rise).

This is an on-going project; however it has suffered in the past, principally due to a lack of resources, from being set aside so that other projects may be completed. A lot of work has already been done and research and evidence gathered regarding various options. Although this will now need to be reviewed and updated the benefits of investment to date will be lost if the work stream is not completed. A programme of communication and engagement with Alderney is required and the results will need to be taken into consideration in developing the strategy approach.

In order to achieve this strategy the following work streams have been identified:-

- Deliver a policy letter to the States which sets out the options, including a preferred option, for the long-term maintenance and security of Alderney harbour including impacts and costs - by Q2 2018 (dependant on the identification of sufficient resources);
- Develop a communications plan and engagement and consultation strategy to ensure consultation depth and breadth as part of process (e.g. number/type of bodies/organisations consulted, % response rates etc.) – by Q3 2017 (dependant on the identification of sufficient resources).

#### Anticipated benefits of policy development

The development and creation of a mature Infrastructure Plan is essential to identify and prioritise the infrastructure required to deliver the States priorities in the short and medium term so that it can be planned, coordinated and adequately resourced. Comprehensive consideration of short to medium term infrastructure requirements will identify synergies between projects and infrastructure requirements across the States supporting a co-ordinated approach to infrastructure provision, targeted investment and informed capital prioritisation. In turn this will allow consideration of

options for delivery partnerships and evaluation of innovative options for funding and finance of infrastructure projects.

A Housing Supply Strategy will ensure that the housing stock is appropriate to meet the needs of islanders into the future and has the potential to make a significant contribution to two of the outcomes set out in phase one of the P&R Plan, namely an inclusive and equal community and a healthy community. There are, of course other links to be found to a number of social, economic and environmental factors.

Life expectancy in Guernsey is high, which is a positive thing, but elderly people have specific housing needs that cannot always be met at present. This means that it can be more difficult for people to stay in their own homes as they age, which has implications for health and social care services (including private providers) because elderly people sometimes have no choice but to stay in hospital or to enter residential care. Clearly there is a cost to the public purse but also there are social costs for the individual, who is likely to resent the loss of independence. If houses are built to facilitate the ability for occupants to remain in them as they age, or as they acquire or live with disability, this will engender more of a sense of inclusion in society. Whilst it is unlikely to enable public expenditure to be cut, it will help to ensure that such expenditure is targeted on areas of greatest need, which aligns with the Committee *for* Health & Social Care's transformation agenda and move to a new target operating model.

The provision of affordable housing options will assist local residents to find suitable accommodation that is within their means. This will contribute to social inclusion, as well as potentially encouraging people to stay in Guernsey.

The delivery of a Master Plan and Local Planning Brief for the SPPHAA will ensure that the harbour area and seafront is considered and planned comprehensively so that it works efficiently whilst maximising how it can contribute to and support the economy of the Island whilst maximising social benefits and ensuring that environment and culture is maintained and where possible enhanced. The brief will direct development to maximise estate value and will give direction and confidence to investors/developers whilst exploring and capitalising on the potential for private and third sector involvement and investment such as through delivery partnerships and innovative options for funding and finance. The development of SPPHAA in a planned a co-ordinated way has potential for positive improvements in island reputation.

The protection of Alderney harbour is essential to maintain lifeline cargo and passenger facilities at Braye. A strategy for the security of Alderney harbour will enable a less reactive approach to the maintenance of the breakwater and will consider

options in relation to its retention to provide for long- term planning of the maintenance programme. This will result in more targeted spending and better use of scarce resources whilst ensuring that we fulfil international requirements /obligations (contribution to UK for Defence and international representation). The establishment of a long-term strategy will support other work such as identification and consideration of potential/options for positive development (i.e. marina, association with FAB link etc.) and will provide full understanding of the vulnerability/ impacts of breakwater failure in terms of sea defence and associated impacts on land (coastal flooding) and sea (harbour, sea links etc.).

#### Resources required to deliver the policy priority

##### Provide a co-ordinated approach to the delivery of the infrastructure required to deliver the identified priorities of the States of Guernsey (an Infrastructure Plan).

This will become a critical project as the States' priorities are set and will have to be delivered in a timely way if it is to be effective in identifying, prioritising and co-ordinating the delivery of the infrastructure which is essential to deliver those priorities. It is anticipated that, initially, the work stream will require at least a lead officer and a project officer to identify the infrastructure requirements, to co –ordinate and prioritise the requirements, determine costs and resource requirements, to look for synergies and benefits to delivery and to liaise with the private sector. This resource may be found within the organisation but the Committee has not been able to identify it from its existing resources. It has examined the resources available to it but has determined that the skills and expertise required could not be obtained by de-prioritising any other Committee strategies or work streams. The Committee considers that this strategy is critical to the delivery of the States priorities and delivery of the Committee's mandate and that to deprioritise, curtail or delay an Infrastructure Plan because resources have not been identified would have serious consequences for delivery of the P&R Plan. The Committee asks that the Policy & Resources Committee helps to identify the resources required to enable this important strategy to progress.

In summary, the development of this plan will require a lead officer and programme officer resourced internally if possible but may need to be outsourced as early delivery will be critical to achieving the States priorities. It is hoped to deliver an IP to the States by Q4 2018, given the right resources, but there will be a requirement beyond that to establish monitoring and review.

##### Provide for the supply of an appropriate amount of housing of the required mix of types, tenures and sizes to meet the island's housing needs in an affordable and sustainable way (Housing supply strategy).

At the time of writing the consultant's report regarding The Housing Market Review is expected by the Committee in Q3 2017 and has no specific resource implications that have not already been agreed. The various work streams following that report will be



delivered through the Housing Policy and Strategy Team with appropriate support. However it is crucial that E&I has access to these resources to achieve the outcomes.

In summary, there is already £60k funding in place for a Housing Market Review although under resourced by way of open internal headcount yet to be replaced. There may be a requirement for external expertise to inform the design of a first time buyer's scheme and a deposit protection scheme for the Guernsey context as well as investigation of the quality and supply of housing in the private rental sector, with an estimated cost of £100k. There will also be a requirement for regular review and update of the Housing Targets but the frequency of review has yet to be determined by the States. If this falls within this political term it could be approximately £60k based on the cost of surveys in the past. As no budget was transferred to the Committee from the former Housing Department to complete this work fresh funding will be required.

This strategy area is likely to have interdependency with any work streams/policy priorities that ESS may have regarding the provision of social housing (including specialised) and intermediate housing and with DPA work streams regarding identifying and monitoring land supply for housing. Energy policy and work streams to promote a wider choice of accessible, convenient, affordable and sustainable on-island travel will also have an impact on the quality and affordability of housing and supporting independent living. Policies protecting our terrestrial environment and seeking to reduce our carbon footprint will be relevant in terms of sensitive and sustainable housing development including building in climate change mitigation.

#### Develop and co-ordinate the policies for the development of the St Peter Port Harbour Action Area.

As previously set out it will be important that relevant Committees are willing to commit resources and engage in the process at critical points in the work stream in order that it progresses. It is vitally important that this strategy area is resourced adequately or it will surely fail as other ventures have done so in the past, leaving a lack of direction with regard to development within the SPPHAA. The development of a Master Plan and Local Planning Brief is likely to require a lead officer and one project officer dedicated to the co-ordination of the process for the majority of their time. The Committee recommends that this resource should come from within the organisation in order that the States retain control over the process and development of the Master Plan and Local Planning Brief. External consultancy will be required to provide expert advice and evidence and technical reports and for the creation of a Master Plan that will form the basis of the Local Planning Brief. Together with the requirement to resource the required statutory process (a planning inquiry) this could require £500k+. This relates to the delivery of the Local Planning Brief to the States and does not

include any costing of specific development. However, many developments facilitated by a LPB for SPPHAA would potentially include third party funding and revenue development opportunities which would each need to be considered on their own merits at the time.

The SPPHAA has only relatively recently been identified, and the policy provision for its delivery put into place, in the IDP which was approved by the States in November 2016. Therefore, this is a new strategy area but its importance and potential has been highlighted specifically in the phase one objectives. However, because of its recent emergence the Committee does not have any existing resources in terms of budget or human resources available to co-ordinate and promote and help deliver the strategy. The phase one objectives consider this strategy area to be important but it is crucial that it is resourced to an appropriate standard in order, not only to deliver the Local Planning Brief but also to realise the significant positive potential of the SPPHAA. To fail to resource the strategy adequately could result in medium and long-term lost opportunities to ensure that the harbour area and seafront is considered and planned comprehensively to provide modern and fit for purpose facilities and to maximise how it can contribute to and support the economy of the Island and social and environmental benefits whilst maximising estate value. The Committee asks that the Policy & Resources Committee helps to identify the resources required to enable this important strategy to progress.

Develop a strategy which provides for the security of Alderney harbour by having and maintaining a breakwater

This strategy area has been on-going for some time but has suffered in the past from a lack of human resources to draw it to conclusion which does not represent value for money in terms of the outlay of resource historically on the work stream, particularly if it is not completed. The work stream will require a Project/Co-Ordinating Officer with skills in research, co –ordination, communication and drafting. An additional resource may be required during period/s of engagement with Alderney. It is anticipated that this resource could be secured from within the existing organisation. Additionally the work stream is likely to require expert advice on engineering, external relations and constitutional issues and legal advice which would be expected to be obtained from within the existing organisation.

This strategy will impact upon the Committee *for* Economic Development who will have an interest in terms of how the various options will impact on maintaining sea links to/from Alderney or affect the economy there. P&R may be affected in terms of policies relating to external relations with the UK and the creation of a Maritime Strategy will be relevant. Environmental policy (climate change mitigation and

adaptation protection, maintenance and enhancement of the marine environment and local distinctiveness) will also be relevant.

Although the project is in progress the Project/Co-ordinating Officer has recently been seconded to another project and there is an urgent need to provide a replacement officer with co-ordination and drafting skills if the work stream is not to suffer.

Although there is an existing post which could provide the required resource that post is vacant and recent efforts to fill it have been unsuccessful. Alternatively the Committee may seek a States graduate officer to fulfil the role. There are already regular extensive budgets expended in this area, such as the breakwater upkeep and maintenance. The strategy should help define long term policy and ensure efficient resource utilisation.

## Sustainable Integrated Transport Policy

### Why is this policy a priority?

The delivery of sustainable and integrated transport policy is fundamental to social equity and has an important role in fostering integration by providing for freedom of movement and access to transport for all whilst safeguarding vulnerable road users. It also plays an important role in making housing more affordable and accessible and provides essential support for the sustainable growth of the island's economy. Inadequate transport will be a barrier to the delivery of many of the priorities identified by Committees.

Walking and cycling are at the top of our transport hierarchy and delivery of the policy is therefore instrumental in encouraging modal shift and the promotion of health and wellbeing. Sustainable Integrated Transport policy will support the Healthy Weight Strategy and the Active Health Strategy identified as priorities by the Committee *for* Health & Social Care and mobility and accessibility will be essential to the Long Term Care Strategy also identified by HSC and the Supported Living and Ageing Well Strategy and the Disability and Inclusion Strategy highlighted as priorities by the Committee for Employment & Social Security.

A sustainable and integrated transport strategy is fundamental to the sustainable growth of the island's economy, supporting tourism and the island's imaging and marketing, and essential to the effective operation and growth of retail and business functions identified by the Committee *for* Economic Development. The policy will have a direct influence on the successful delivery of policies to develop the SPPHAA and the seafront to create vibrant, attractive and thriving locations and will be critical to the effectiveness of the Master Plan and Local Planning Brief for this area.

Whilst providing for infrastructure essential for the Island's economy and social wellbeing the policy also addresses (and mitigates) issues to do with the adverse effects of climate change on our environment, which in turn could have significant adverse effects on the island's economy, and seeks to reduce our contribution to global climate change and environmental pollution by reducing harmful emissions.

Within its mandate the Committee has responsibility for traffic and transport and the road network as well as infrastructure. Given the vision and aims of the Guernsey On-Island Integrated Transport Strategy and extant resolutions of the States, responsibilities in the Committee's mandate relating to climate change, energy, spatial planning, and protection and conservation of the natural environment are also relevant. This policy priority links to many of the phase one objectives. The policy also has a role to play in safeguarding the environment and providing access to clean open spaces and Guernsey's rich natural and cultural environment. The policy area has links to infrastructure policy, environmental policy and energy policy.

#### Committee strategies and work streams.

In order to implement the States approved Guernsey On-Island Integrated Transport Strategy and extant resolutions the Committee's objective is to promote a wider choice of accessible, convenient and affordable on-island travel options for all, that encourage behavioural change, in a safe and sustainable way and which support the efficient delivery of goods, services and people around the island. In order to achieve this priority work streams and programmes have been/are in the process of being identified which will help to deliver the policy objective and reflect the principal themes of the Guernsey On-Island Integrated Transport Strategy and extant resolutions of the States.

The highest priority work streams fall into the categories of improving safety for all road users, especially the most vulnerable (including the provision and condition of our pavements, cycle paths and roads, the competence of road users and the standards of vehicles); promoting alternative forms of transport (including walking, cycling and bus use); enabling accessibility for all (e.g. through physical improvement schemes); considering external influences/requirements in relation to driving and vehicle standards. A range of specific work streams sit under each of these high priority work streams.

There will be a need to liaise with the DPA with regard to any land supply or development issues related to the delivery of the policy. On-going liaison regarding the effectiveness of the IDP to help deliver the Committee's policy will also be required. As the adequacy of transport and transport choice can affect businesses, industry and

tourism, liaison with CED with regard to its policies relating to these areas will be required both in terms of the impacts of the policy on the economy but also on the environment which is recognised as also playing an important role in the economy. CED may also have a role in promoting innovative transport alternatives. ESS may have an involvement to ensure housing provision is accessible and affordable and HSC regarding the promotion of health and wellbeing by offering alternative transport options to the car and providing for transport options for all. Law Officers input will be necessary for any legislation required to enact the work streams.

In order to achieve this policy priority, the on-going implementation of the Guernsey On-Island Integrated Transport Strategy and extant resolutions of the States and the work streams identified above the following specific work streams have been identified:-

- Analysis of the effectiveness of measures implemented to provide transport choice and identification of further changes that may be required;
- Delivery to the States of a policy letter reviewing/updating the Guernsey Integrated on-Island Transport Strategy to include analysis of the effectiveness of the measures implemented to provide transport choice and encourage modal shift, and recommendations in relation to changes that may be required in order to continue to deliver the Strategy Vision - by December 2018.

#### Anticipated benefits of policy development

The identification of work streams to implement the Guernsey Integrated on-Island Transport Strategy (ITS) and the analysis of the effectiveness of measures implemented to provide transport choice will help to identify the strategic requirements for transport related infrastructure. The implementation of the strategy will support an inclusive society by providing for freedom of movement and access to transport for all and will support sustainable economic growth by ensuring efficient and safe delivery and movement of goods, people and services around the Island whilst safeguarding vulnerable road users.

#### Resources required to deliver the policy priority

Various work streams have been or are in the process of being prioritised by the Committee in order to deliver the policy. There are several areas where consultancy input will be required to deliver the work streams, e.g. for data collection and analysis. However there is some financial resource available through the Guernsey On Island Integrated Transport Strategy funding and, if this is used wisely and effectively, little more may be required to help deliver the policy aims. The ITS has its own funding mechanism specifically agreed by the States which is tied into income derived from

First Registration Duty and Bus Fare Income as well as the, yet to be introduced, Residents' Parking Permit fees. Any reduction in funding for the ITS would therefore, have to consider carefully these areas of revenue generation as well.

Although various work streams will be prioritised, and existing human resources will be available to deliver these, this policy has no specific end date as the Committee will strive to carry out as many work streams as it is able to achieve the overall policy objective and principal themes of the States approved ITS and the more resource made available the more work streams can be completed whereas fewer resources could mean that some will have to fall away depending on their ranking in the identified priorities. Some work streams of less priority may have to stop. In summary, the Guernsey On Island Integrated Transport Strategy is already resourced and this should not demand further funding. There may be a need occasionally for external resource.

## Waste policy

### Why is this policy a priority?

The Committee has a specific mandate regarding solid waste. It also has within its mandate responsibility for infrastructure, spatial planning, climate change, protection and conservation of the natural environment and biodiversity which are all also relevant to this policy. Phase one objectives which relate to this policy include ensuring fit for purpose infrastructure but also signing up to appropriate and proportionate environmental standards, preventing and mitigating the adverse effects of climate change and reducing our contribution to global climate change, protecting and enhancing the natural environment and being proactive in monitoring potential threats to our way of life.

Generally the Solid Waste Strategy is in the latter stages of the policy cycle and the long term strategy already agreed is being implemented and is not therefore identified as a policy priority. The current residual inert waste site at Longue Hougue has a predicted site capacity of at best December 2021 or at worst August 2019 so there is a pressing need to identify the next site for disposal of residual inert waste in order to provide continuity of fit for purpose infrastructure.

However, although this work stream is on-going, with some urgency, there is a lack of an overarching strategy for inert waste disposal which goes beyond the consideration of residual inert waste disposal and the identification of the next sites, and which provides a framework for the future which can be taken into account by Islanders and businesses (e.g. construction industry). Such a strategy needs to develop policies that

enable the sustainable and appropriate management, disposal and use of the island's inert waste whilst respecting international requirements where appropriate and will consider the various options for the disposal of inert waste in the future. This will include consideration of inert waste minimisation, recycling and reuse and how this will impact on maximising capacity in identified residual disposal sites, reducing our contribution to climate change, as well as the environmental impacts and the impacts of likely large scale construction projects (including States development).

#### Committee strategies and work streams.

The work stream to identify the next potential site(s) and solutions for the disposal of residual inert waste for the next 20 years is on-going and, as set out above, it is crucial that this work stream continues to be resourced if continuity of infrastructure is to be achieved. Failure to agree the next site could have very negative consequences for our way of life and for the environment of Guernsey. Ideally this work stream would have been progressed after the development of a States agreed inert waste strategy and would be in line with it, but a strategy is not yet in place and is therefore highlighted as a policy priority. It is therefore quite critical that the inert waste strategy is progressed at least alongside the current work stream to identify the next residual disposal sites to ensure that they remain consistent. The current work stream has engaged expert consultants and a key stage report was delivered in May 2017 and includes some work towards longer term options for inert waste disposal which can be taken forward into the strategy development.

The inert waste strategy is likely to require a statutory Environmental Impact Assessment and there will have to be close consultation with the Planning Service (DPA) both with regard to this process and any land planning issues arising from the policy options (and any potential changes to IDP policy required as a result). Depending on the level of involvement this may require the Planning Service to stop some work towards the production of Supplementary Planning Guidance and general guidance documents and possibly development frameworks for the development of some sites. Changes arising from an inert waste strategy will be required to be reflected in the Waste Management Plan which will require the involvement of STSB and the Law Officers. The involvement of the cross committee Inert Waste Strategy Team will be essential for consistency. Successful implementation of IDP policies regarding the requirement for the use of sustainable building techniques and waste management plans will be influential in the success or otherwise of a strategy for inert waste minimisation. The Committee *for* Economic Development will be involved in terms of impacts on industry, particularly the construction industry.

In order to achieve this policy priority the following work streams have been identified:-

- Report to E&I on results and findings of consultants Royal Haskoning - Q3 2017;

- Delivery of an inert waste strategy to the States for the identification and delivery of optimal solution(s) for the management, use and disposal of Guernsey's inert waste over the next 20 years (in accordance with statutory process and key milestones within the project including high level EIA and resulting changes to the Waste Management Plan and Waste Strategy) - by Q4 2017 (dependant on the identification of sufficient resources);
- Delivery of a policy letter to the States for the identification of preferred site(s) for residual inert waste disposal (in accordance with statutory process and key milestones including detailed EIA, Local Planning Brief, Planning Inquiry etc.) - by Q4 2020;
- Development of a methodology and programme for regular monitoring of how much inert waste is reused, how much inert waste is recycled, the management of residual waste, compliance with legislation and international requirements - by Q4 2018

#### Anticipated benefits of policy development

The development of an inert waste strategy will provide a clear policy framework and consistent approach for the future which will ensure compliance with Environmental Protection Legislation and which can be taken into account by the construction industry and other islanders. It will establish a longer term solution so that infrastructure and land use requirements can be comprehensively considered in a timely way and continuity of fit for purpose infrastructure can be assured. A strategy will improve the likelihood of efficiencies and best use of resources (e.g. identifying where more than one States objective may be delivered by combining projects).

#### Resources required to deliver the policy priority

The work stream to establish the residual inert waste site(s) for the next 20 years is on-going and is resourced but this will need to continue and funding for the next stages of the project provided, including for detailed Environmental Impact Assessment and Planning Inquiry. The input from members of the Inert Waste Strategy Team, which is a cross Committee team and project managed by resources primarily working to STSB, will be essential to provide knowledge and consistency and some further liaison with the consultants (Royal Haskoning) may be required.

The work stream to deliver the inert waste strategy will require a lead officer with research, co-ordination, communication and drafting skills. The Committee has not been able to identify this resource from existing resources. It has examined the resources available to it but has determined that the skills and expertise required could not be obtained by de-prioritising any other Committee strategies or work streams. The Committee considers that this policy area is critical to the delivery of the themes/outcomes identified in phase one of the P&R Plan and delivery of the



Committee's mandate and that it would not be appropriate to simply deprioritise, curtail or delay inert waste strategy development because resources have not been identified. The Committee asks that the Policy & Resources Committee helps to identify the resources required to enable this important policy priority to progress.

Expert advice from within the organisation will be required from DPA (Planning service), STSB (recycling and reuse of waste), Law Officers (international requirements and changes to Waste Management Plan).

In summary, Inert Waste already has a Capital Prioritisation submission for £40m spread evenly in 2019/20 but this is to identify the options for the next residual inert waste site(s). The initial phase of this project is already underway but the overarching strategy requires development to ensure that the identified site(s) are consistent with an agreed inert waste strategy. Given the right resources the strategy and any changes to the Waste Disposal Plan should be reported to the States by Q4 2017 but then work on the identification of the next residual inert waste site will need to continue using the existing resources working on it until delivery of the preferred option to the States anticipated as Q4 2020 and, thereafter, there will be a need to establish monitoring and review.