

Revive and Thrive

Our recovery strategy for GuernseyTogether



States of
Guernsey

Introduction

The Bailiwick of Guernsey has faced an unprecedented public health and economic shock as a result of the COVID-19 pandemic.

While the public health threat is now being effectively managed, its socio-economic consequences will pose a serious challenge for an unknown period.

Economic modelling for the impact in 2020 predicts a loss of GVA¹ of an estimated 8%, or approximately £300m, in real terms and its recovery to previous levels, without any action, could take a decade. Unmanaged, the consequences for our community are severe, with impact on islanders' physical and mental health, their life chances and opportunities, and the well-being of our community.

Guernsey must restore its financial security through an approach which is innovative, dynamic and co-designed with the community. To revive and thrive, our vision for recovery requires investment and confidence rather than cuts and austerity.

Our Recovery Strategy will guide and coordinate action plans to achieve recovery. Our vision goes beyond simply recovering from the impact of the pandemic (revive): it seeks to capitalise on community engagement and

cohesion; to learn lessons from past strategies and plans; and to grasp the opportunity to revive, renew and revitalise – to thrive.

Before the pandemic the Future Guernsey Plan was centred on a 20-year vision. This vision has not changed and forms the backdrop to recovery. However, we now have a unique strategic opportunity to learn from the COVID-19 experience and go beyond simply returning to the pre-virus status quo. We can do something special and strive to achieve longer-term economic resilience and transformational wellbeing outcomes for our community.

Our vision for recovery is:

“We will work in partnership to recover our economic prosperity, build on our inclusive community values and capitalise on our many strengths to make Guernsey a safe haven based on sustaining health, wealth and community.”

Success will rely on balancing risk and embracing opportunity to achieve at pace a confident recovery delivered through a series of interdependent action plans.

¹ Gross Value Added – calculated as Gross Domestic Product (GDP) before the inclusion of taxes and the removal of subsidies on products.

What is the Recovery Strategy?

Why do we need a recovery strategy?

The COVID-19 pandemic has had a grave impact on jurisdictions worldwide, including the Bailiwick. While the pandemic has first and foremost presented a public health crisis, the necessary emergency measures that governments have instituted to stem the spread of the virus now threaten the global economy and community well-being.

Governments have invoked wide reaching powers to isolate their populations, which has brought large sections of their economies to an almost complete standstill. The international airline fleets sit largely redundant on airport aprons; oil prices have tumbled as demand has fallen to a record low; and unemployment has soared. Financial markets have not been immune; in March 2020 the FTSE 100 posted its biggest quarterly fall since the Black Monday crash in 1987.

Unparalleled economic support by way of wage subsidies, specific sector and employer support, liquidity support and new social benefits have been introduced by many governments in order to help their communities through the crisis. Global economies are in uncharted waters and analysts and economists are now forecasting a profound economic downturn in the short term with long term consequences.

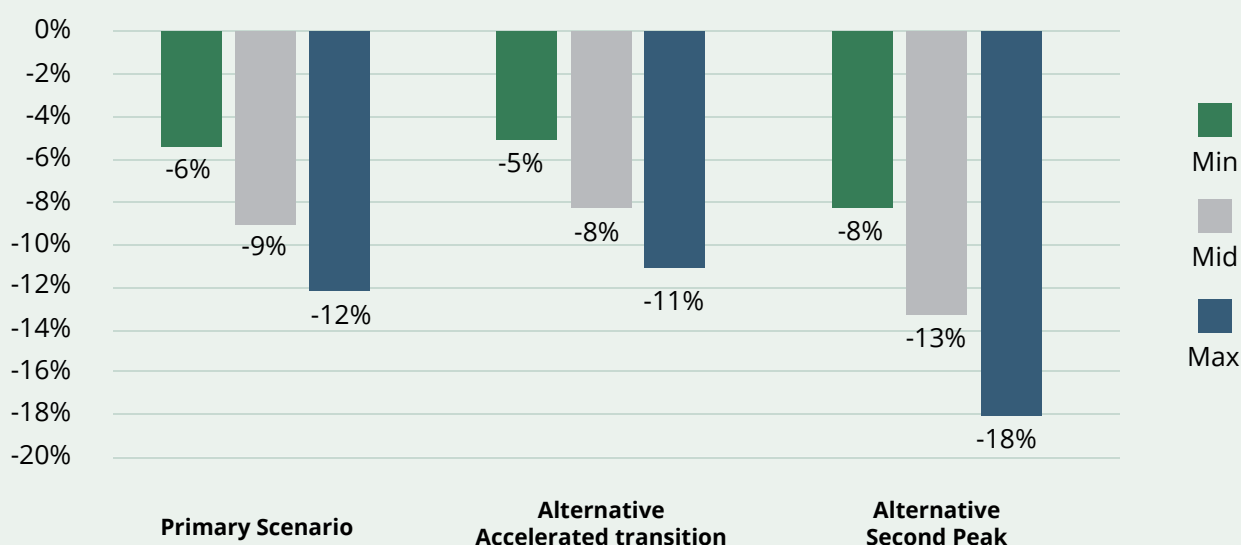
Guernsey has been fortunate in that the finance sector has only been minimally impacted by the crisis, to date, which has kept a significant proportion of our population employed and in a position to begin spending again as restrictions lift. However, the Bailiwick will not be immune to the global economic crisis, albeit that the full impact may be delayed.

Several sectors of the economy, such as tourism, hospitality, aviation, retail and construction have been, and continue to be, severely affected. Some employers have responded to the social restrictions by adapting their operating models but, nonetheless, unemployment has increased sharply.

The Bailiwick is now at the stage where emergency restrictions are gradually easing as part of the planned phased exit from lockdown. Data from previous pandemics, and the experience from other jurisdictions in relaxing their isolation measures, show that second peaks of infection (leading to further lockdown restrictions) are a real possibility. While the virus has not yet been detected in Alderney, Sark or Herm, these islands have not been immune from the impact of the emergency measures and will feel their socio-economic consequences.

There is some way to go before the resumption of business-as-usual. Indeed, what was business-as-usual for the Bailiwick, and elsewhere, may never be the same again as employers, individuals and the public service adapt to the post-pandemic reality.

2020 Economic Growth Forecasts



Economic modelling for the impact on the Guernsey economy in 2020 predicts a loss of GVA of an estimated 8% in real terms (based on the current accelerated exit from lockdown). This is a very significant recession, equivalent to the loss of more than 10% of the workforce over the course of the year. For context, the 2008 global financial crisis resulted in a loss of 2.6% of GVA.

We are managing a progression out of lockdown with greater pace than was predicted. We also have robust public health measures in place to manage a second peak of infections. However, modelling also shows that the requirement to return to a lockdown state would have a material negative impact on output.

Managing the socio-economic consequences of the public health protections will be critical as the Bailiwick moves from pandemic crisis to recovery. We therefore need a single Recovery Strategy to take the community, employers and the government forward in an inclusive way and sets out a shared vision and overall approach to recovery.

The purpose of having a Recovery Strategy

The Recovery Strategy must give business and the community confidence that recovery is well-planned, building on the successful management and community's trust in government following the COVID-19 outbreak.

It should aim to take this opportunity to revive, renew and revitalise by working collaboratively with Islanders to develop and deliver the action plans for recovery.

It will provide the checks and balances for strategic planning and decision-making. It will set out a shared vision and the overall approach to recovery, and establish the path for the planning and delivery of programmes of work.

This strategy:

- ▶ defines what “recovery” will look like for Guernsey;
- ▶ establishes principles to guide how government, public services, employers, the third sector and islanders can work together towards recovery;
- ▶ sets up the appropriate governance structure to oversee and co-ordinate recovery;
- ▶ establishes the desired socio-economic outcome;
- ▶ identifies areas of focus and priority initiatives for recovery efforts in interdependent recovery action plans; and
- ▶ commits to measuring and reporting on progress toward recovery.

Who is the Recovery Strategy for?

The development of this Strategy has been led by the States of Guernsey but is for the islands’ communities – GuernseyTogether.

The development and delivery of the associated action plans will be in partnership between government, public services, employers, the community and voluntary sector and residents and families across the island.

The Strategy has been developed for Guernsey but elements of it will apply to Alderney (because of the close relationship both fiscally and for public service delivery) or the Bailiwick as a whole.

There will be a need for close working between the States in Guernsey and Alderney and Chief Pleas in Sark to ensure that revive and recovery opportunities can be shared and that the islands’ recovery plans are, where beneficial, aligned.



Economic and Financial Landscape

The pandemic's impact on the economy and public finances is significant.

Guernsey has been relatively fortunate in that the finance sector, which represents 40% of the economy, is in large part sufficiently diversified and digitally equipped to enable it to continue operating remotely. This has kept a significant proportion of our population employed and productive.

However different parts of the finance sector will be impacted in different ways and by different factors. The challenge is to support the different parts of the sector in remaining competitive in a significantly changed global environment and the inevitable global recession.

Many external factors that existed before the pandemic – Brexit, changing international standards, consolidation, digitisation – remain. We do not know what their future influence will be, but we must monitor and continue to adapt at pace to capitalise on the opportunities they present.

Transport connectivity, data security and resilience, risk-based regulation and an effective long-term approach to skills and population will be among the critical factors in this work, as will be effective external relationships, reputation management and promotion.

Several sectors of the economy, such as tourism, hospitality, aviation, retail and construction continue to be severely affected. Employers have responded to the social

restrictions by adapting their operating models but, nonetheless, unemployment has increased sharply, and wages have fallen in some sectors.

Businesses will have applied a substantial amount of reserves to weather the period of enforced inactivity. This will have depleted the amount of working capital available to local businesses and, without it, a return to a smooth flow of money through the economy may be slow unless stimulus can be provided by government.

There is a practical role for public stimulus to play in promoting activity by providing liquidity and demand for services in the likely absence of demand from the private sector. Such demand stimulus, and other measures, may help manage increased levels of unemployment as we move beyond the crisis, but they will need to be carefully designed and co-ordinated within the whole Strategy.

For households a recession on this scale is likely to have significant effects. Most notably:

- ▶ Higher levels of unemployment persisting beyond the release of internal restrictions;
- ▶ Negative real earnings growth when comparing jobs on a like for like basis; and
- ▶ Lower household incomes.

The modelling undertaken indicates that the effect on Guernsey's public finances of the pandemic in 2020 will be in the region of £190m, comprised of:

- ▶ Direct business financial support schemes;
- ▶ Reduction in States' revenues;
- ▶ Increase in States' expenditure;
- ▶ A reduction in States' operating income; and
- ▶ A significant impact on some of the States' trading entities, notably the ports and airline.

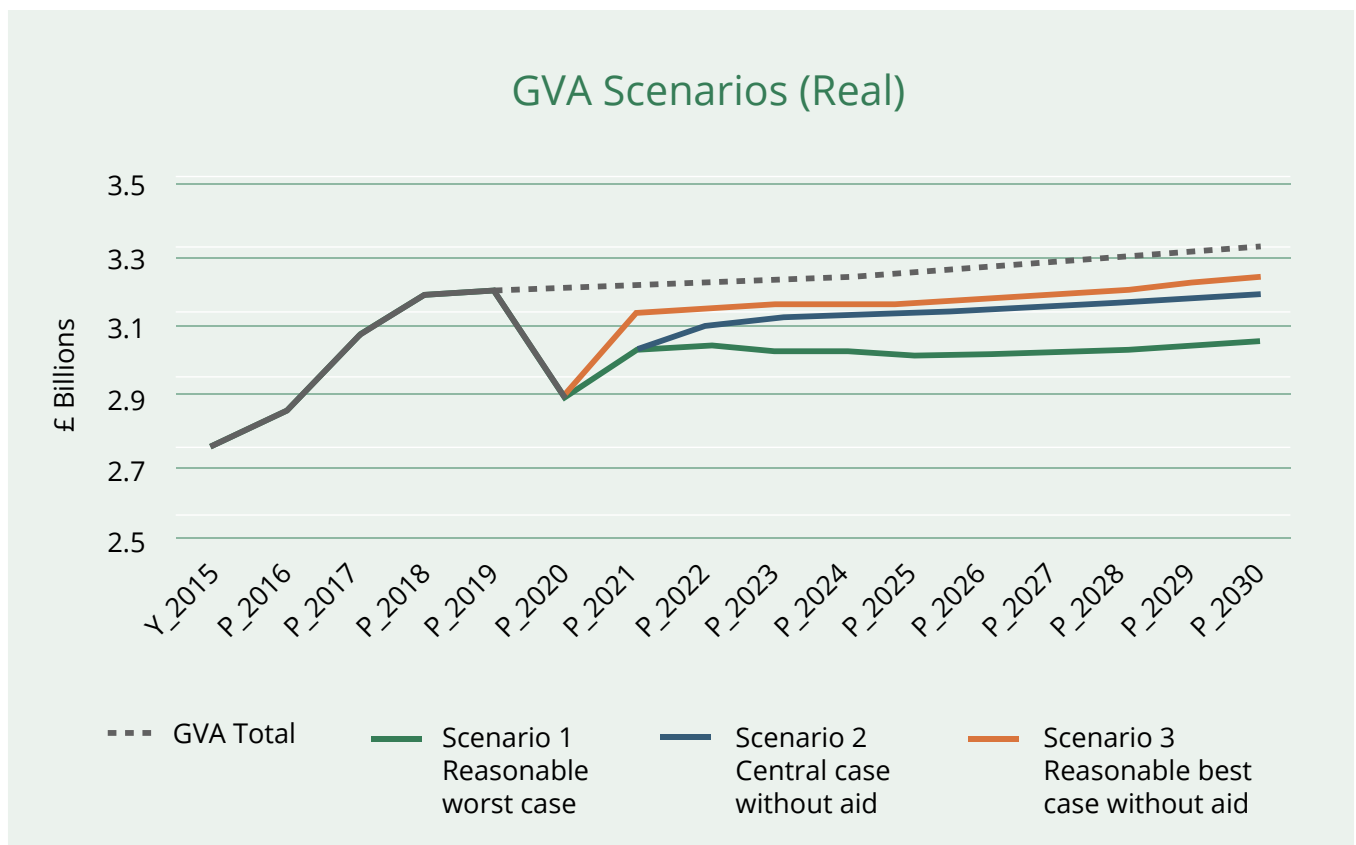
Based on the projected impact to the public purse, prioritisation and affordability must now be at the heart of all government and operational decision making. This will be vital to enable investment to be targeted for recovery which has the best overall impact.

Economic modelling based on several recovery scenarios demonstrates that, without fiscal stimulus, the economic recovery could take up to a decade.

Consequently, the recovery in Guernsey's public finances would also take a similar period as the global and local economy recovers.

Initial estimates suggest the impact on public revenues in 2020 could total £75m across almost all revenue streams. Although it is likely that much of this lost revenue will be restored in 2021 as activity resumes, receipts in 2021 could remain some £30m to £40m short of their 2019 level.

This underlines the importance of adopting a recovery strategy designed to accelerate growth in the economy in a sustainable and resilient way. The economic aim of this strategy will be to develop and invest in initiatives which demonstrably improve the recovery curve and accelerate the return of jobs and wealth to our community.



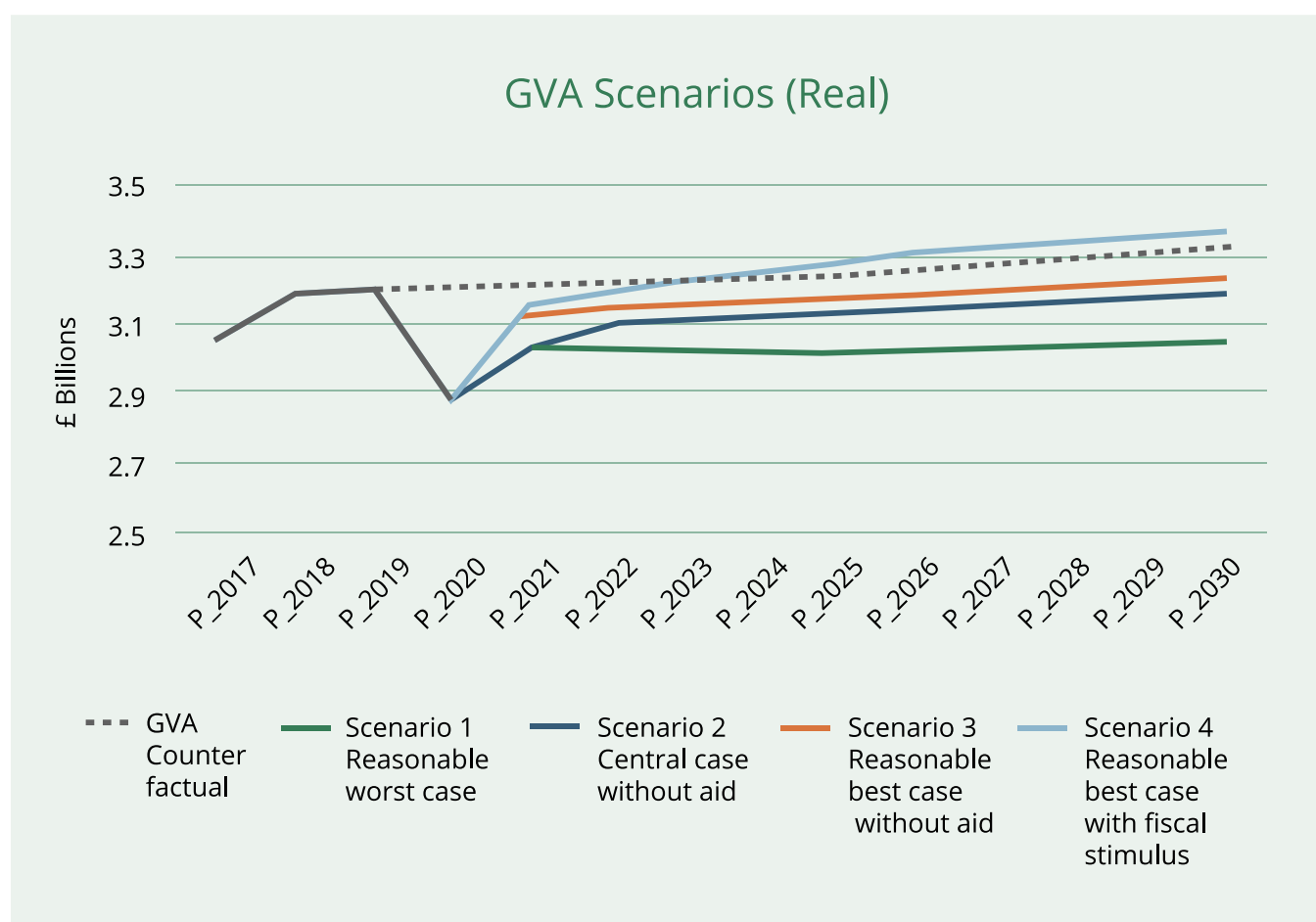
The Strategy has at its core the ambition not just of restoring the majority of economic activity in 2021, but also promoting sufficient economic growth to exceed the previous growth path for the economy within three years.

Achieving this ambition will require employers to be able to re-employ the majority of staff and have access to sufficient liquidity to invest in recovery. Our ambition is to consider fiscal stimulus - primarily around construction, financial and professional services and information and communication services - enabling growth rates to improve by an average of 1% per annum.

This scenario would see GVA exceed its previous growth path by 2023 and provide a cumulative increase in GVA of some £1.4bn between 2021 and 2030 compared to the 'central case' illustrated.

As well as exceeding the previously predicted GVA, stimulating the economy will improve States' revenues. If it is assumed that between 20% and 25% of additional GVA is translated to tax revenues, this represents an additional £280m to £360m of government revenues over the course of a decade.

Such stimulus should also reduce unemployment levels, improve household income, reduce fiscal stress on household incomes and reduce reliance on means-tested benefits.



Community Landscape

The pandemic has had repercussions across the community, as a result of the significant economic impacts and the changes to daily life created by the lockdown.

Data on social indicators in Guernsey is being gathered and evaluated and will be used to establish the new community baseline.

Economic Vulnerability

There has been a rapid increase in the number of individuals experiencing some degree of economic vulnerability. The community monitoring tool² identified that 44% of employed respondents were at one stage unable to continue to work fully, rising to 84% of self-employed respondents.

There have been almost 3,000 additional benefit claims approved since lockdown and unemployment is estimated to have increased to over 1,000 (an increase of some 300%).

Education

The partial closure of schools has substantially disrupted the school year for students from pre-school through to higher education.

It also impacted parents' ability to work. A survey by Island Global Research reported that 53% of employed or self-employed parents had had their capacity work affected by childcare².

Mental Health

Concerns over the risk of contracting the virus, the economic impact of lockdown, domestic stresses from working at home while home-educating children, and the more limited social interaction and activity all have the potential to impact individuals' well-being. Some 20% of respondents to the Community Monitoring Tool requested information on emotional and mental health.

Physical Health

Longer-term physical health impacts in the community are a real risk. It is likely that individuals have avoided medical appointments or treatment due to concern over contracting the virus or financial limitations. Additional areas of concern are the decreased visibility of more vulnerable individuals who might be shielding, and the delay in medical procedures, treatments and appointments due to restriction of movement.

Housing

The growth in economic vulnerability has increased the number of people at risk of becoming homeless. This has been visible through an increasing number of households on the waiting list for social housing.

Domestic Abuse and Children at Risk

The pandemic has resulted in financial insecurity, stress, and uncertainty, as well as the decreased visibility of households. A 30-40% increase in domestic abuse cases has been observed, as well as a spike in referrals for children at risk. It is likely that the number of recorded cases will increase as agencies return to more normal working practices.

Third Sector Vulnerability

The impact of the pandemic has resulted in greater demand for services provided by the third sector, from food banks to refuge accommodation. At the same time it has impacted on the third sector's ability to raise the funds required to provide those services.

Inequality

The effects of the pandemic will not impact all people equally. Some parts of the community will have been disproportionately disadvantaged. For example, sectors such as hospitality and tourism are suffering greater losses than those businesses able to operate and deliver services by remote working.

It is possible that the relaxation of emergency restrictions will resolve many of the social impacts of the pandemic. However, some will take longer to emerge or require more resource to manage and support. Stimulating the economy in a sustainable and resilient way will help to improve individuals' capacity to support themselves and the States' capacity to provide social support where and how it is needed.

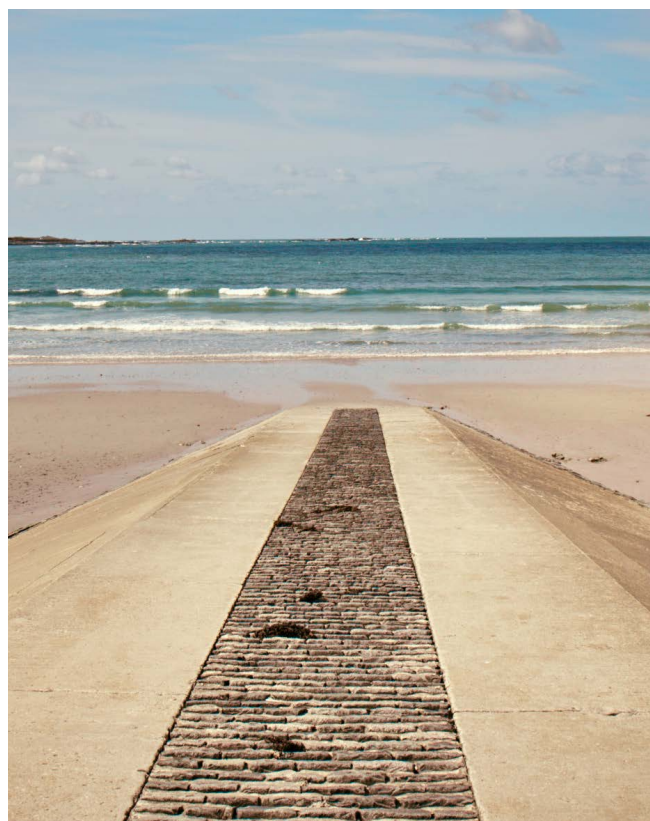
Positive Impact

There have been some positive effects which the community has identified itself. For example, the traffic levels in Guernsey have reduced by approximately 60%; air quality is improved, and more people appear to be exercising.

Recovery efforts will seek to build on the opportunities generated by positive impacts to support new ways of working and sustainable practice. Some jurisdictions, for example, are considering attaching so-called 'green strings' to fiscal support, ensuring that businesses are rewarded by continuing to consider environmental and social, as well as financial, outcomes.

2 The community monitoring tool was launched on 27th March and 5,518 members of the community have registered to participate

3 Island Global Research, Our Reports, Impact on Children's Education <https://www.islandglobalresearch.com/Our-Reports> completed by 1,684 respondents, 685 in Guernsey



Guiding Principles

Ten principles have underpinned the development of the Recovery Strategy and should guide further development and delivery:

Guernsey Together

Recovery is a collaborative effort between government, public services, business, Islanders and the third sector. It is essential to have constructive relationships built on trust and openness to co-design the recovery action plans.

Take an integrated approach

Each recovery component's success will be dependent on the others and the links will be identified and managed to achieve the greatest overall benefits.

Look forward, not backwards

Recovery initiatives will not simply focus on reinstating the pre-pandemic status quo. An open mindset will be used in identifying and exploiting opportunities in order to deliver and sustain enhancements to pre-pandemic baselines.

Promote resilience and efficiency

Resources will be used wisely so that recovery is timely, affordable, and delivers value for money.

Innovate

Creative and resourceful solutions will be adopted including alternative operating, funding and delivery models.

Use the best available information

The availability of a wide range of data and its proactive analysis will be key to providing insight and in decision-making. This will help improve transparency, promote best practices and enable the community to engage effectively.

Care about each other

Recovery initiatives will recognise islanders' mental health, physical and social needs. They will promote equitable outcomes and recognise diversity.



We care about our Islands

We are blessed with a rich and diverse natural environment and a unique Anglo-Norman cultural heritage. We should nurture these to support environmental and community renewal, our economic diversification, and to promote the Bailiwick as a unique part of the world.

Balanced decision-making

Decisions will balance action and desired outcomes with risk. They will focus on the outcome set out in the Strategy and consider the need for positive action, speedy responses and certainty.

Clear and transparent communication

Communication must be clear, transparent and based on fact. It must give stakeholders the information they need, when they need it, in an easily understood format and via accessible channels.

Our Approach to Recovery

“Recovery is defined as the process of rebuilding, restoring and rehabilitating the community following an emergency, but it is more than simply the replacement of what has been destroyed and the rehabilitation of those affected.”⁴

The ability to ‘revive’ is an essential element of our recovery and one on which we must focus in the very short term to ensure we achieve economic, environmental and social recovery.

For the purposes of this Strategy, “recovery” does not simply mean returning the community, economy and public service to how it was at the outset of the pandemic.

Planning our recovery presents us with opportunities: while the health, economic and social impacts of the pandemic already appear significant, so is the chance for renewal. The ‘revive’ phase will provide the platform toward a new model, recognising that positive financial, environmental and social outcomes are inter-dependent and inter-connected and not mutually exclusive.

Guernsey Together

Before the pandemic the Future Guernsey Plan has been centred on a 20-year vision:

“We will be among the happiest and healthiest places in the world, where everyone has equal opportunity to achieve their potential. We will be a safe and inclusive community, which nurtures its unique heritage and environment and is underpinned by a diverse and successful economy.”

This vision has not changed and forms the backdrop to this Strategy. However, the starting point has changed significantly: the crisis has afforded us an extraordinary opportunity to think afresh about sustainable economic development; how we deliver public services; which projects and policies are important now; and how we can bring the community together to revive and thrive and ensure our well-being like never before.

The lockdown has magnified for many what is special about our Islands. We have seen an outpouring of community spirit, and for many the extra family time has enabled Islanders to rediscover our natural and heritage assets.

⁴ The UK government paper Emergency Response and Recovery Non statutory guidance accompanying the Civil Contingencies Act 2004 (October 2013) (<https://www.gov.uk/government/publications/emergency-response-and-recovery>)

Opportunities for investment, innovation and job creation need to be maximised, and the well-being of the community should be kept at the heart of the recovery.

We now have an opportunity to go beyond simply returning to the pre-virus status quo and can strive to achieve longer-term socio-economic resilience and transformational outcomes for our community.

The vision is the capstone of the Recovery Strategy. It is the lens through which all policies, action plans and engagement is viewed.

The vision for our recovery is:

“We will work in partnership to recover our economic prosperity, build on our inclusive community values and capitalise on our many strengths to make Guernsey and the Bailiwick a safe haven based on sustaining health, wealth and community.”

Components of Recovery

The recovery is made up of three action plans which are set out in more detail in section 7:

- ▶ sustainable economy
- ▶ community
- ▶ health and care

All of these action plans are interlinked, must be developed together and will be underpinned and framed by fiscal stimuli and investment to catalyse growth over the short and medium term. Without action, the impact on public revenues of the ‘central case’ could

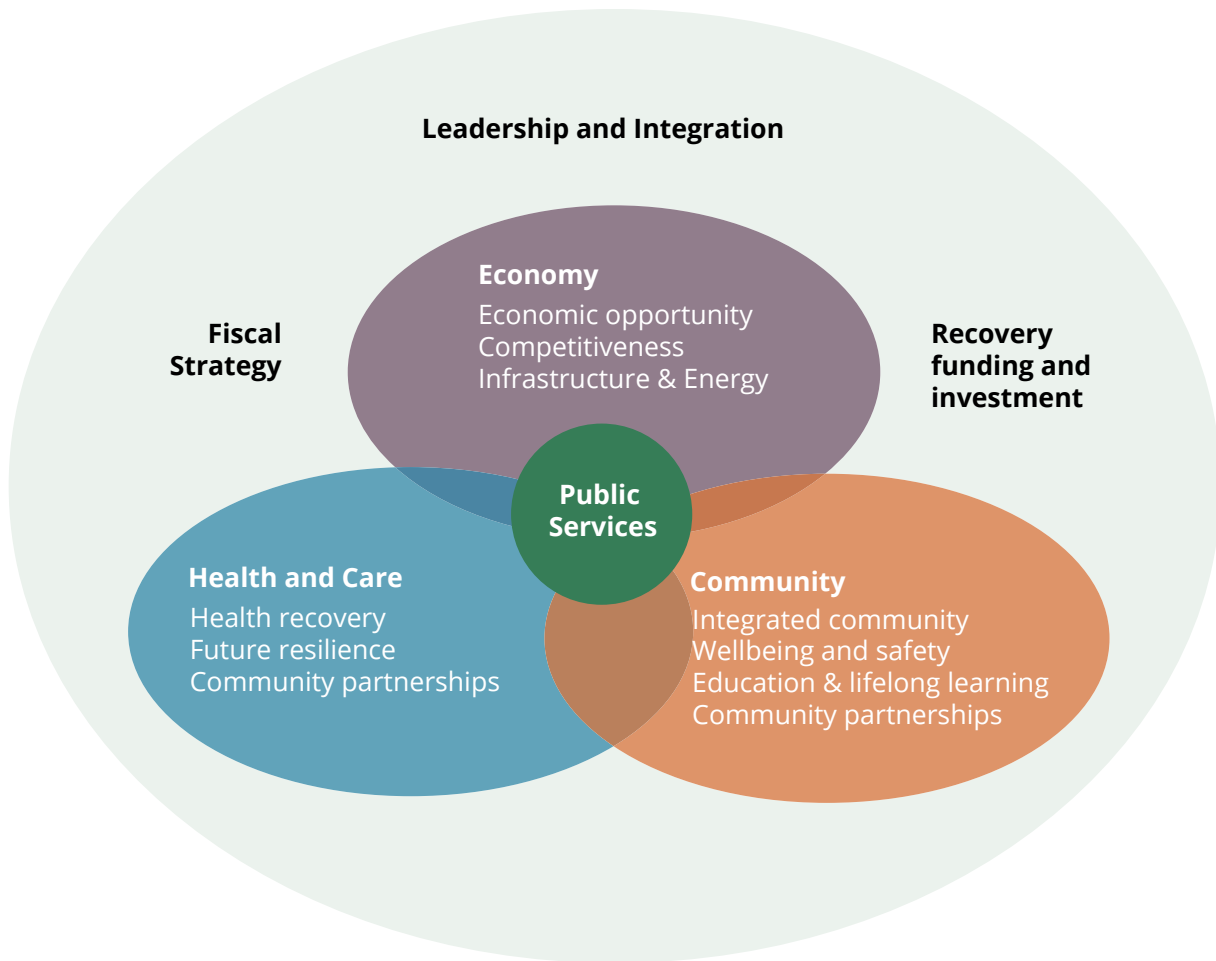
be in the region of £400m over a ten-year period, which would necessitate borrowing to fund day to day expenditure in the absence of drastic austerity measures.

Borrowing to invest in recovery could improve this position by some £280m - £360m over the same period as well as restoring confidence, growth and well-being to the community.

A fiscal strategy will be an important foundation for recovery. It will evaluate the structure of taxes and the role they will play in closing the gap (through tax cuts, rises, new taxes or temporary schemes) as well as the size and cost of public services. This will ensure that Guernsey is financially sustainable and stable, is able to invest in recovery, and is resilient and prosperous, while also meeting its obligations to the islands of the Bailiwick.

The public service will be critical - from development through to delivery of the action plans – be that the delivery of services or commissioning of same. Using recent experience, the public service will continue to adapt to deliver the transformed, efficient and resilient public services the community will require.

For successful recovery there must be leadership and integration across the Strategy which must be based on research and information, communication, and the governance, coordination and management of recovery activities.



Policy principles

We have developed a set of policy principles to guide the development of our detailed recovery action plans:

- ▶ We are striving for a resilient and successful economy and so will encourage and reward economic diversity and innovation that promotes opportunities for sustainable growth and innovation which benefit the whole community
- ▶ We will consider the potential consequences in our decision-making and actions on the wellbeing of Islanders, today, tomorrow and in future generations
- ▶ We will actively consider climate change impact, taking care to mitigate or compensate for any negative consequences of our decisions
- ▶ We want to be an inclusive society known for international excellence in creating and sustaining wealth, health and community and will not leave anyone behind
- ▶ The access to public services should follow the principle of proportionate targeting for those with the most need



Outcome

The UN Global Goals for Sustainable Development are recognised standards which are outcome-based. As amended for the Bailiwick, they can form the 'thread' between the vision, the policy principles and our outcome for recovery.

In the context of recovery, we will develop a much more targeted set of outcomes than we have worked within before. Our action plans will all develop clear and measurable outcomes for success designed to achieve the outcome for recovery:

Guernsey has revived the large majority of economic activity in 2021 and exceeded the previous growth path for the economy within three years which allows our community to thrive.

Timeframes

The anticipated magnitude of the impact of the pandemic locally and internationally means that recovery will be a multi-year effort.

We will focus on a combination of short- and medium-term measures designed to revive in 2021 and thrive within three years.

We recognise that recovery may take longer than three years to achieve but this time horizon provides a clear focus and will enable progress to be tested and future plans adjusted before designing any further phases.

Competitiveness is critical to our economic recovery. We have long been a good place to do business. In order to recover, we must become a great place to do business.

There are bedrocks for competitiveness that we know we must work at pace to put in place: connectivity; data resilience; investment; and skills.

Work is already ongoing as part of the implementation of the States' Economic Development Strategy, but it now needs to be implemented – with even greater momentum – and in the context of recovery.

We have seen that during the lockdown period, these were the critical components of competitiveness that businesses needed. Now they form the basis on which we must build our future economy and prosperity.

Connectivity

Transport connectivity must be addressed. The reviews of strategic air and sea links infrastructure and of aviation policy will be completed. There will be clear recommendations on the future role of Aurigny as an economic enabler, the provision of long-term resilient lifeline sea links, the potential for investment in our ports, and the network of destinations we need to connect into.

Digital

The review of the use and licensing of 5G technology will now include an overhaul of our existing telecoms strategy, with clear recommendations for future investment for business, home and government users. Through this, we will build a data infrastructure that is resilient, secure and world class. We will become a recognised global leader in respect of data.

Investment

We will provide a plan for investment in Guernsey's critical national infrastructure; in our economic infrastructure, including transport and data; and in the regeneration of our seafront and our built environment. We will also ensure that the Island Development Plan is used as the tool to meet our objectives and secure the outcomes our community needs.

People and skills

The strategic review of population management will be restarted with a revised scope to identify the people and skills our economy needs to recover and grow, and to set out the changes needed to ensure we can do that at pace. We will also start work on a human capital strategy that combines attracting the people we need from off-island with the training and equipping of our on-island population to meet the challenges of recovery.

The Recovery Strategy will be delivered through a framework of interconnected action plans which will allow the economy and community to thrive.

Each will be developed, reviewed and updated in response to new information and the changing local and global context, but their development will be guided by:

Sustainable economy

Will seek to build back better by:

- ▶ identifying growth opportunities and resilience in new sectors and adjacent growth in existing sectors;
- ▶ establishing the framework within which we can retain long-term competitiveness for supporting and attracting new businesses; the growth of existing business; and to support the exploration and development of new economic opportunities;
- ▶ supporting environmental and social sustainability through economic outcomes; and
- ▶ putting in place an infrastructure framework, including energy resilience, that prioritises and accelerates investment in areas that support the overall recovery strategy as well as the local economy.

Health and care

Will adopt an integrated approach to meet the community's needs by:

- ▶ developing the holistic health and care system, its services and infrastructure to meet community needs;
- ▶ ensuring that services are centred around the needs of islanders and are accessible and affordable;
- ▶ ensuring that health and care services are sustainable and resilient against future challenges;
- ▶ ensuring backlogs built up during the crisis are eliminated; and
- ▶ improving population health outcomes through addressing the social determinants of health.



Community

Will enable the community to thrive by:

- ▶ ensuring the recovery is inclusive, just and proportionate to need;
- ▶ fostering whole community wellbeing and resilience;
- ▶ nurturing our natural environment and unique heritage;
- ▶ making greater and more innovative use of our natural and cultural assets;
- ▶ ensuring the community has access to education and lifelong learning;
- ▶ working to support those in hardship as a result of Covid-19 and to minimise future deprivation;
- ▶ focusing on improving cohesion and connectivity; and
- ▶ enhancing and creating new meaningful community partnerships.

Supporting plans

The three action plans will be supplemented by further supporting and enabling plans:

Fiscal strategy

Seeks to maximise the opportunity for recovery through ensuring:

- ▶ the fiscal structure supports and promotes recovery and innovation;
- ▶ we are able to deliver affordable and sustainable public services; and
- ▶ Guernsey is financially sustainable, stable and resilient.

Public services

The public service will be the engine that drives all of the action plans - from development through to delivery - and will play its part in recovery through:

- ▶ continuing to adapt to deliver the transformed, efficient and resilient public services the community will require;
- ▶ effectively managing and co-ordinating the recovery of public services during and following the “exit” from lock-down, addressing the impact of any service disruption and clearing any resulting backlogs; and
- ▶ delivering a new operating model for the public service that ensures provision remains affordable, sustainable and appropriate for future needs.

Funding and investment

In order to deliver a confident and successful recovery, it will be necessary to ensure it is appropriately resourced and funded. The aim of this work will be to:

- ▶ understand the investment needs for delivery of the action plans;
- ▶ ensure government funding is put in place to catalyse growth;
- ▶ examine opportunities for co-funding and joint investment; and
- ▶ determine necessary borrowing requirements and the mechanisms for repayment.

Monitoring, reporting, communications

Monitoring and Reporting

The States of Guernsey have adopted the OECD's⁵ Regional Well-Being Index, which is part of its Better Life Initiative, to monitor progress against the Future Guernsey Plan. The Index looks not only at the economic well-being of a region, but also at the experiences and living conditions of its population.

This approach to monitoring and reporting will be adopted as part of the regular reporting on progress with the delivery of the Recovery Strategy and supporting action plans which will include:

- ▶ progress of action plans and progress towards milestones and delivery of outputs;
- ▶ fiscal, economic, social and environmental measures of progress monitoring progress towards outcomes; and
- ▶ any proposed changes to the Strategy or action plans based on experience.

The progress reports will be published for the community and available for public and political scrutiny.

Financial monitoring and reporting will need to be rigorous and must ensure transparency and accountability for the decision-making and spending of public funds. It will include

predictive analysis and have an emphasis on measuring value for money as well as accounting for expenditure.

The Recovery Strategy is owned by the community through its elected representatives in the Assembly. It will be reviewed by the Policy & Resources Committee as required to keep it current and relevant, taking account of feedback and direction from the States Assembly.

Communications

An open, clear and evidence informed approach to communication will be adopted and our guiding principles are:

- ▶ transparency and openness;
- ▶ clarity and consistency; and
- ▶ engagement with our community, in person and online.

⁵ Organisation for Economic Cooperation and Development

Recovery will require co-operation, collaboration and genuine engagement.

In designing the governance, it will be critical to secure agility to take quick strategic decisions on cross-cutting issues and avoid any significant decisions being taken in isolation. No one group can achieve recovery alone. Collaboration is essential to connect government, and engage the public service, business, Islanders and the third sector in the recovery effort.

The Policy & Resources Committee is accountable to the Assembly for the Recovery Strategy in accordance with its mandate responsibilities to lead, monitor and report on government policy and fiscal matters, economic affairs and the public service.

The governance model adopted will need to provide effective and efficient engagement across government, enable effective partnerships, inform decision making and assist with holding delivery committees to account.

Governance Principles for Recovery

- ▶ business and community advisory groups will be established to ensure economic recovery is developed and delivered through partnerships;
- ▶ a Recovery Coordination Group will be the senior public service governance body supporting government in its strategic leadership of recovery;

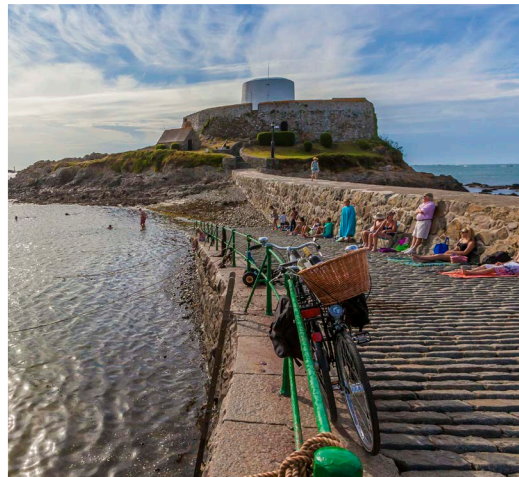
- ▶ governance must be aligned across all recovery activity;
- ▶ there will be clearly defined and consistently applied roles and responsibilities for all governance bodies and their members; and
- ▶ decision making should be at the appropriate level.

Collaboration and Engagement

For the Strategy to be implemented successfully action plans must be co-designed and owned jointly by stakeholders and their elected representatives who are the decision makers in government. Business and the community may be engaged in different ways and at a numerous milestones during the development and delivery of the recovery action plans.

This is likely to evolve over the recovery period and should be innovative and accessible to reflect the ambition of the Strategy. More traditional methods of communication and engagement - such as website information or public meetings - will also be considered and deployed as appropriate.





States of
Guernsey