

Guernsey Development Agency

Chair

JOB DESCRIPTION

Overview

During its March 2022 meeting, the States of Guernsey approved the establishment of a development agency as a company limited by guarantee and wholly owned by the States. The Guernsey Development Agency is an arm's length agency, tasked with overseeing and then delivering development of the seafront of Guernsey on behalf of the States and in partnership with the commercial sector and other stakeholders.

The Guernsey Development Agency is responsible for implementing the States of Guernsey's strategic direction, as set out in Appendix 1. The agency will manage land assets on behalf of the States by facilitating development from private sector developers and social enterprises and, where it is necessary or appropriate, by partnering with other parties in delivery.

The Guernsey Development Agency will operate in three distinct phases.

Phase 1: Discovery and setting the strategic direction

Review previous information relating to the Seafront Enhancement Area, including documentation, proposals from the private sector and other plans for the area.

Understand economic, social, environmental and operational requirements by engaging with relevant stakeholders.

Prepare a strategic direction for approval by the States setting out the options for the provision of infrastructure along Guernsey's east coast consistent with the objectives and priorities set out in Annex 1, below. A more specific set of objectives will be prepared for the GRA to deliver against, which will be agreed by the States, alongside the strategic direction.

Promote and drive forward quick wins that reflect government priorities and can be delivered ahead of Phase 2 without undermining longer term objectives.

Phase 2: Preparation of a Long-Term Development Plan

Prepare of a Long-Term Development Plan for the provision of future operational harbour and commercial port requirements and infrastructure along Guernsey's east coast consistent with the relevant extant strategies and policies of the States, and with the detailed requirements set out in the Local Planning Briefs. The Long-Term Development Plan shall require a Certificate of Consistency from the political oversight group to provide

assurance that the proposals are consistent with the decisions of the States and its strategies and policies.

Phase 3: Delivery

Delivery of the Long-Term Development Plan through managing land assets in the areas designated as Harbour Action Areas within the Island Development Plan.

Secure coordinated development along Guernsey's east coast and establish commercial partnerships and work with developers and the community to successfully deliver economic, social and environmental outcomes through the management of land and infrastructure as a strategic resource.

The Chair will work as a monitoring trustee, with the duty to monitor compliance with the conditions and obligations produced for the Guernsey Development Agency.

The Guernsey Development Agency may operate more widely to deliver other States of Guernsey objectives in the future.

Team Structure

The Guernsey Development Agency will be small and efficient but with the ability to draw in consultants and expertise as appropriate and with authority to implement the long-term development plan once finalised.

The permanent members of staff will have an understanding of influencers and stakeholders in Guernsey and be well linked into the business community and third sector. This team would be supplemented by consultant expertise, including real estate consultants and architects.

The Chair

The role

The Chair of the Guernsey Development Agency will serve a maximum term of two three-year terms, which may coincide with the three phases set out above. He or she will be the representative of the shareholder on the Development Agency Board, in turn ensuring that they are appraised of matters material to them.

The Chair will have a good understanding of the development industry and the political structures of the States of Guernsey. He or she will have the ability to work with a range of groups and individuals in a close community to ensure the delivery of development.

The Chair will be responsible for working with the Oversight Board on the strategic direction for development delivery. He or she will also be responsible for setting high standards of governance to ensure the effectiveness of the board and officers.

Ideally, the Chair will have experience of working as a monitoring trustee, or other experience of monitoring compliance with the conditions and obligations as may be produced.

The Chair will ensure that the Guernsey Development Agency can deliver development and regeneration projects with the certainty and stability required for long-term projects, including through the establishment of effective community partnerships and increased community participation.

Key Responsibilities:

- Setting the style and tone of Board discussions and creating the overall conditions for Board and Director effectiveness;
- Ensuring that the Board as a whole is enabled to play a full and constructive part in the development and determination of the Authority's strategy and overall objectives;
- Managing and protecting the Agency's reputation in the Guernsey community and further afield;
- Hiring, oversight and performance evaluation of the Chief Executive;
- Addressing any board-level conflicts and working with relevant parties to resolve them, and ensuring that the performance of the Board is formally and rigorously evaluated once a year;
- Reviewing governance arrangements and ensuring that all decisions are in line with the States of Guernsey objectives, legal requirements and wider policies of the States, such as the Island Development Plan and the On-Island Integrated Transport Strategy; and
- Ensuring that the Board and the executive take full account of the important issues facing the Agency, of the concerns of all Board members, that it primarily focuses on strategy, performance, value creation and accountability, and that issues relevant to those areas are reserved for Board decision.

Relations with shareholders and wider stakeholders:

- Ensuring that there is effective and appropriate communication of financial and other information by the Guernsey Development Agency, by the Chief Executive and when necessary, by him/herself;

- Provide close support to the Chief Executive in assuring strong political, governmental and regulatory relationships;
- Ensure that all members of the Board develop an understanding of the views of all relevant stakeholders;
- Ensuring the that the shareholder's views are effectively and actively understood at Board level; and
- Advising the shareholder, through the Oversight Group, of matters that are material to them in a timely manner, ensuring a 'no surprises' policy.

In addition, the Chair should:

- Demonstrate ethical leadership;
- Promote the highest standards of integrity, probity and corporate governance throughout the company and specifically at Board level;
- Ensure, where appropriate, compliance with the Board's approved procedures, including the matters reserved to the Board for its decision and each Committee's terms of reference;
- Ensure that succession planning and the composition of the Board are regularly reviewed.

Experience

Candidates will be required to demonstrate the following essential experience:

- Working closely with the commercial sector;
- Experience operating within the boardroom with a track record of chairing meetings efficiently and successfully;
- Strong understanding of governance good practice in both structure and processes;
- Demonstrable ability to influence through effective stakeholder management, including interacting with the general public; and
- Highly developed strategic influencing, communication and relationship management skills.

It is also desirable that candidates are able to demonstrate the following experience:

- Understanding of Guernsey and its socio-political environment;
- Industry or sector background in regeneration, development, housebuilding, infrastructure investment or construction management; and

Candidates will be expected to have a high level of integrity, proven team building skills, strong interpersonal and communication abilities. They must be capable of forging excellent

relationships with a group of strong individuals, whilst stimulating and encouraging diverse thinking in the team.

Time commitment

The Board meets in person six times a year but there is the potential for additional ad hoc and/or formal Board meetings from time to time. There will also be regular board updates and stakeholder engagement via conference call.

The minimum time commitment expected of the Chair amounts to 24 days per year and is rewarded with a fee of £25,000 plus associated expenses.

Appendix 1

The strategic direction

This strategic direction sets the overarching approach that the States of Guernsey wishes to take towards the provision of infrastructure on the east coast for at least the next 20 years and sets the wide parameters for both the work of the development agency and the development of States of Guernsey strategy and policy in relation to east coast development.

The overall purpose of the development agency is to secure co-ordinated development along Guernsey's east coast in a way that successfully delivers economic, social and environmental outcomes through the management of land and infrastructure as a strategic resource.

The strategic direction will:

- Provide the parameters for the operation of the development agency in its role of producing a long-term development plan for the provision of infrastructure along Guernsey's east coast, setting the parameters for what the development agency can consider for inclusion in the long-term development plan;
- Set the broad and long-term agenda and priorities for the approach to the provision of infrastructure along Guernsey's east coast, which will inform the work of the development agency and States of Guernsey;
- Provide guidance and direction for the development of the St Peter Port and St Sampson's HAAs, as well as any other Local Planning Briefs or significant infrastructure projects proposed along Guernsey's east coast, in order to ensure a consistent approach between the work of the Development Agency and the supporting strategies and policies of the States of Guernsey;
- Enable the States of Guernsey to set an overarching long-term direction for the provision of infrastructure along Guernsey's east coast, which any future developments must adhere to;
- Enable the development agency to achieve continuity of approach to development across Government terms by providing a strategic framework for the development agency to confidently work within, whilst also providing accountability of the development agency to the States of Guernsey through an overarching goal and set of objectives;
- Provide confidence to potential investors, by providing a framework which aligns specific developments with the ultimate goals of the States of Guernsey, as set out in the Government Work Plan;

- Maximise the overall potential of land and resource use, by creating an overarching framework which encourages development to be considered holistically, rather than in a piecemeal approach; and
- Ensure that developments are aligned with the strategic objectives of the States of Guernsey, as agreed in the Government Work Plan or subsequent strategic plans of the States of Guernsey.

In order to achieve the States priorities, the strategic direction sets a number of core objectives, which set out the priorities for the long-term provision of infrastructure along Guernsey's east coast. As set out in paragraph 3.4, proposed development should:

- Support the development of economic and environmental opportunities in the blue economy and the green economy;
- Enhance the visitor economy through investing in Guernsey's tourism product and heritage;
- Support the development of a Bridge strategy;
- Support the Strategy for Nature;
- Make the centres of St Peter Port and St Sampson more attractive as places to live, as well as work, whilst also meeting current housing needs through new homes in regeneration projects;
- Support decarbonisation of the island by taking into account the States' long-term energy objectives in regeneration projects;
- Set out a clear plan for Guernsey's future harbour requirements, in consultation with Guernsey Ports;
- Provide increased momentum to complete essential infrastructure maintenance and coastal defence projects and harbour maintenance whilst building resilience to climate change and help mitigate and reduce environmental risk;
- Bring forward development opportunities through implementation of the Development Frameworks for the Regeneration Areas adjacent to the harbours; and
- Bring forward development opportunities through implementation of the Local Planning Briefs for St Peter Port HAA and St Sampson HAA.

Furthermore, the strategic direction requires that proposals should be facilitated and prioritised where:

- Improvement is made to infrastructure which enables the effective and efficient functioning of the Island;

- Improvement is made to the land connection between the two main centres along the east coast waterfront;
- Opportunities are taken to mitigate current and future environmental threats;
- Guernsey's maritime culture and heritage (which add to its attractiveness as a maritime destination) are celebrated;
- Exceptional quality of design is on offer, and in particular where designs are of iconic merit; and
- The political mandates of the Principal Committees of the States of Guernsey are recognised and supported.