



# BILLET D'ÉTAT

WEDNESDAY, 30th JULY, 2003

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# *BILLET D'ÉTAT*

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## **TO THE MEMBERS OF THE STATES OF THE ISLAND OF GUERNSEY**

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I have the honour to inform you that a Meeting of the States of Deliberation will be held at **THE ROYAL COURT HOUSE, on WEDNESDAY, the 30th JULY, 2003,** immediately after the Meetings already convened for that day.

**STATES ADVISORY AND FINANCE COMMITTEE**

**LEGAL AID SCHEME**

The President  
States of Guernsey  
Royal Court House  
St Peter Port  
Guernsey

24th June 2003

Dear Sir

**LEGAL AID SCHEME**

1. At their meeting on 25 July 2001 the States resolved to approve in principle that a comprehensive system for the provision of civil and criminal legal aid be established that will satisfy the Island's obligations under the European Convention on Human Rights and the International Covenant on Civil and Political Rights. On the basis of that resolution, the Law Officers have caused a Projet de Loi to be drafted (entitled the "Legal Aid (Bailiwick of Guernsey) Law, 2003") which the States will be asked to approve at their meeting on 30 July 2003.
2. The Projet will create broad powers for the States, by Ordinance, to set up Schemes for the provision of publicly funded legal services throughout the Bailiwick, in relation to specified matters, for individuals who cannot afford the cost of those services. In addition, the Projet will enable the establishment, if thought appropriate, of a public defender service as mentioned in the Policy Letter presented to the meeting of 25 July 2001. Mindful of the difficulties that exist in the recruitment of Guernsey Advocates to publicly funded employment, the Projet empowers the States by Ordinance (and subject to the approval of the Royal Court) to enact legislation which would enable lawyers who are not Guernsey Advocates to be employed to give legal advice to and represent assisted individuals before the courts of the Bailiwick. The Advisory and Finance Committee believes that the States should be asked to note and, to the extent that the provisions do not fall within the ambit of the Policy Letter, to approve specifically, the provisions of clause 19 of the Projet, which will give the States the power referred to above.
3. The Advisory and Finance Committee hopes that all publicly funded legal services will be delivered by Guernsey Advocates and that it will not prove necessary to recommend the States to use their powers under clause 19 once enacted. However, the Committee takes the view that the States should have

the power to provide for the delivery of certain publicly funded legal services by lawyers who may not be Advocates where:

- (a) it appears reasonable to do so;
- (b) it does not compromise the quality of the delivery of those services;
- (c) it is cost effective to the public purse; and
- (d) the Royal Court approves of any arrangements.

**Recommendation**

4. The Advisory and Finance Committee recommends the States to agree to approve all the provisions of the Legal Aid (Bailiwick of Guernsey) Law, 2003, including those of clause 19.

A draft *Projet de Loi* has been prepared and I am grateful to you, Sir, for agreeing that this could be placed before the States in the same *Billet D'État* as this additional policy letter.

I should be grateful if you would lay this matter before the States with propositions that the proposals as set out in this letter, and the Legal Aid (Bailiwick of Guernsey) Law, 2003, be approved.

Yours faithfully

L. C. MORGAN

President  
States Advisory and Finance Committee

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The States are asked to decide:-

1.- Whether, after consideration of the Report dated the 24<sup>th</sup> June, 2003, of the States Advisory and Finance Committee, they are of opinion:-

1. To approve the recommendation contained in that Report relating to section 19 of the *Projet de Loi* entitled "The Legal Aid (Bailiwick of Guernsey) Law, 2003".
2. To approve the *Projet de Loi* entitled "The Legal Aid (Bailiwick of Guernsey) Law, 2003", and to authorise the Bailiff to present a most humble Petition to Her Majesty in Council praying for Her Royal Sanction thereto.

**STATES ADVISORY AND FINANCE COMMITTEE**

**POLICE POWERS AND CRIMINAL EVIDENCE (BAILIWICK OF GUERNSEY)  
LAW, 2003**

The President  
States of Guernsey  
Royal Court House  
St. Peter Port  
Guernsey

24th June 2003

Dear Sir

**Police Powers and Criminal Evidence (Bailiwick of Guernsey) Law, 2003**

Her Majesty's Procureur has written to the Advisory and Finance Committee in the following terms:

*"I refer to my predecessor's letter to you of 18<sup>th</sup> June 2002 on this subject, and to the resolution of the States of 1<sup>st</sup> August 2002 directing that a draft Projet be prepared along the lines suggested in the letter.*

*You will recall that the principal purpose of the legislation is to clarify and codify police powers in the Bailiwick in preparation for the implementation of the Human Rights (Bailiwick of Guernsey) Law 2000. Much of this proposed legislation was to be based upon similar provisions in England and Wales, suitably modified and adapted to the Bailiwick. It is not always possible to anticipate the detailed changes and adjustments that are necessary to do this effectively, and thus there are some areas in the draft Projet which were not covered specifically in the earlier letter. I set these out below.*

**Arrest – Part III**

*One of these areas is in relation to the topic of arrest. The English Police and Criminal Evidence Act 1984 (PACE) contains three categories of arrest without warrant: for offences where the sentence is fixed by law; for offences with imprisonment over 5 years; and for a list of exceptions now contained in a schedule. The schedule of exceptions has increased considerably since 1984, and has to be regularly updated whenever an offence is created or removed. Its constantly changing nature means it is difficult and confusing for police and public alike.*

*Replicating the PACE regime exactly in relation to the scope of arrestable offences in the Bailiwick would mean considerable complexity at the outset and involve continuous*

updating. Given that one of the objectives of the legislation is to ensure clarity and certainty on key areas such as arrest, I considered that a more suitable and straightforward solution should be sought for the Bailiwick.

*In looking at alternative criteria for arrest, I considered both the system in Jersey and the original recommendations of the Royal Commission from which PACE in England was derived. Under a 1974 Law, Jersey police have powers of arrest for all offences. This is commendably simple, but does not distinguish between minor and the more serious types of offending.*

*One way of making a distinction which also simplifies powers of arrest without warrant is to make all offences which carry imprisonment 'arrestable offences' for the purpose of the Law. Interestingly, this was the original recommendation of the Royal Commission for PACE in England. This solution acknowledges that arrest is a serious interference with the liberty of the individual, and limits the power to only those matters which are regarded as serious enough to punish by imprisonment. It also avoids creating a fiction where a line is drawn at 5 years imprisonment, and then creating a long list of exceptions to that rule. It is infinitely clearer and easier to understand for both law enforcement officers and for the public. For practical purposes, it means that the police will have adequate powers to deal with offences if they need to use them, and the other advantage is that the Law will not require frequent revision where fresh offences are created.*

*The provisions therefore at section 28(1)(b) of the draft Projet represent this clearer and simpler regime for the powers of arrest without warrant.*

### **Entry and search post arrest**

*Another area where the English statutory provisions did not provide clear guidance is in the area of entry and search of premises following arrest. The difficulties are amply illustrated in a recent case in the House of Lords, R v Metropolitan Police Commissioner ex parte Rottman. In that case, the judgment of which was delivered on 16<sup>th</sup> May 2002, the House of Lords considered whether there was power to search the premises of a person who had been arrested on a lawfully executed extradition warrant. The court found that there was such a power, but they had to conclude that this was a surviving common law power, since it was not covered by the English legislation.*

*In order to avoid lengthy and ultimately unproductive argument on this point in the Bailiwick courts, and to honour our obligations under agreed extradition arrangements, I consider that it would be better to deal with this explicitly in the statute, and so a provision has been included at section 13(10) which covers this point. It simply sets out the effect of the decision in statutory form, and confirms that the position in the Bailiwick in this respect is the same as that in the United Kingdom. In all other respects, this section mirrors its equivalent in section 18 of the English PACE provisions.*

### **Retention, use and destruction of samples and fingerprints**

*This is another area where a series of cases in England has resulted in a lack of clarity which it is difficult to remedy without legislation, and this is the course which has already been adopted by the United Kingdom government. It is also an area where developments in DNA and other technology have meant that it is necessary to reassess how best to protect the interests of the wider public under the law.*

*Originally, the provisions of the 1984 legislation in England and Wales provided for the destruction of fingerprints and other samples where a person was cleared of an offence. Where someone was entitled to have these samples destroyed, the Act provided that no information arising from them could be used either in the investigation of offences or in evidence against them. In 2000, the Court of Appeal heard two cases, *Weir* (reported in the *Times*, June 16 2000) and *Re Attorney General's reference* (No.3 of 1999). Both cases concerned the most serious offences: one involved a murder charge and the other a charge of the rape of a 66 year old lady in her own home. In both cases there was a sample, which should have been destroyed but which had not been, which led the police to arrest the suspect. The Court of Appeal held in respect of both cases that the prosecution could not use the sample either in evidence or for the purposes of further investigations. However, a few months later, the House of Lords disagreed in respect of one of the cases, and allowed the Attorney General's appeal. It held that it was in the interests of everyone that criminal cases should be effectively investigated and prosecuted, and therefore it was permissible to use the sample, where it had survived, for further investigations. The court pointed out that the rights of the accused were well safeguarded by the wide discretion of the trial judge to exclude unfair evidence.*

*The ambiguity created by these cases and the confusion in the proper investigation of criminal offences has now been resolved in England by an amendment to PACE in section 82 of the Criminal Justice and Police Act of 2001. The provisions now allow for samples and fingerprints to be retained, but they can only be used for the purposes of the prevention and detection of crime, the investigation of any offence, and for the conduct of a prosecution. These changes have been in force in the United Kingdom since December 2001. The amended provisions have been considered by the Court of Appeal in a case called *R v Chief Constable of South Yorkshire* [2003] 1 All E.R. 148, and confirmed to be human rights compliant.*

*The draft Projet includes these provisions in their amended form for both fingerprints and other samples, so that the Bailiwick can properly ensure the effective investigation of offences. The effect of the provisions is to ensure that samples are retained only for elimination purposes, and enables the law enforcement agencies to carry out effectively their task of investigating and detecting criminal matters.*

### **Further provisions on evidence in criminal proceedings**

*Finally, the draft Projet contains a number of provisions which deal with particular aspects of evidence in criminal proceedings, including confirming in statutory form the right of a court to exclude evidence from a trial if its admission would cause unfairness to the accused. However, in order to ensure that in future the Bailiwick can make*

*appropriate laws on evidential matters in a timely fashion, or deal with any matter that has been overlooked, the Law includes an enabling provision at section 85 to allow the States to make Ordinances on this subject should it become necessary or desirable to do so. Any Ordinance which it is proposed to introduce under the relevant section will, of course, require fresh directions on policy by the States, as this provision simply allows for this procedure to be adopted where it is desirable to do so.*

**Conclusion**

*This legislation has been drafted to include the provisions as indicated above, so as to ensure that the Bailiwick is able to promptly and smoothly implement the Law and make any changes which may be required in preparation for the implementation of our Human Rights Law.”*

A draft Projet de Loi has been prepared and I am grateful to you, Sir, for agreeing that, in view of the requirement for this legislation to be in place before the Human Rights (Bailiwick of Guernsey) Law, 2000 is incorporated, this could be placed before the States in the same Billet D’État as this additional policy letter.

I should be grateful if you would lay this matter before the States with propositions that the proposals as set out in this letter, and the Police Powers and Criminal Evidence (Bailiwick of Guernsey) Law, 2003, be approved.

Yours faithfully

L. C. MORGAN

President  
Advisory and Finance Committee

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The States are asked to decide:-

II.- Whether, after consideration of the Report dated the 24<sup>th</sup> June, 2003, of the States Advisory and Finance Committee, they are of opinion:-

1. To approve the recommendations contained in that Report concerning the Projet de Loi entitled “The Police Powers and Criminal Evidence (Bailiwick of Guernsey) Law, 2003”.
2. To approve the Projet de Loi entitled “The Police Powers and Criminal Evidence (Bailiwick of Guernsey) Law, 2003”, and to authorise the Bailiff to present a most humble Petition to Her Majesty in Council praying for Her Royal Sanction thereto.



**States Education Council**

**Five Year ICT Strategy**

**January 2004 to December 2008**

**ICT Strategy January 2004 to December 2008**

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26<sup>th</sup> June, 2003

The President,  
States of Guernsey,  
Royal Court House,  
St. Peter Port,  
GY1 2PB

Dear Sir,

**ICT STRATEGY  
JANUARY 2004-DECEMBER 2008**

**EXECUTIVE SUMMARY**

The purpose of this policy letter is to:

- inform the States of the progress with the Education Council's ICT Strategy since the original policy letter considered by the States in July 1999
- present the next phase of the strategy from 2004 to 2008 and to seek the necessary resources as part of the Council's revenue budget.

The States investment in ICT for education over the last four years has allowed the infrastructure, training and equipment to be put in place for maintained schools on the island and as a consequence there has been significant advancement in the use of ICT in education. The policy letter identifies the revenue funding necessary to maintain and build upon this progress, and expands upon the key requirements for ICT identified in the Council's Policy and Planning submission for 2003.

The Council requests the States approval for its proposals, including the acceptance of tenders, an increase in technical support to schools and appropriate provision in the Revised Budget Estimate for 2004 and its Budget Estimates for subsequent years.

## ICT Strategy January 2004 – December 2008

### 1.0 Purpose

The purpose of this policy letter is to:

- inform the States of the progress with the Education Council's ICT Strategy since the original policy letter considered by the States in July 1999
- present the next phase of the strategy from 2004 to 2008 and to seek the necessary resources as part of the Council's revenue budget

### 2.0 Previous decisions

In June 1999 the States approved Phase 1, the pilot Phase of the strategy; the States resolved:

- i) To approve in principle the States Education Council's proposals for the development of Information and Communication Technology as set out in this report*
- ii) To authorise the Council to seek tenders for the preliminary work as set out in this report and to award contracts with the agreement of the Advisory and Finance Committee*
- iii) To vote the Council a credit of £500,000 to cover the cost of the preliminary work, which sum shall be charged to the Council's capital allocation*
- iv) To authorise the States Education Council to submit a budget for 2000 in excess of its revenue expenditure limit in respect of further funding requirements for Information and Communication Technology up to a maximum £300,000 as set out in this Report*

Following the successful completion of the pilot phase within budget, the States subsequently approved Phases 2 and 3, the expansion of the education network. In July 2000 the States resolved .

1. *To approve in principle the States Education Council's proposals for the continuing development of the ICT Strategy as set out in this Report at a total estimated cost of £12.6m.*
2. *To authorise the States Education Council to seek and accept subject to the approval of the States Advisory and Finance Committee, tenders for the supply of the following:-*
  - i. electrical upgrades and data cabling;*
  - ii. associated building works.*
  - iii. project management and consultancy*
  - iv. training resources.*
  - v. management information systems.*
3. *To authorise the States Education Council to accept the tender in the sum of £5,753,013 for the purchase of ICT equipment and services from Research Machines plc over the period 2001 to 2003.*
4. *To authorise the States Education Council to accept the tender in the sum of £141,585 from Capita Education Services to undertake detailed suitability surveys, associated design and production of tender documentation for the major electrical and building works*
5. *To authorise the States Education Council to enter into agreement with Guernsey Telecoms for the supply of communications equipment server and software in the sum of £187,561.*
6. *To vote the States Education Council a credit of £6,091,317 to cover the above capital costs and to provide a contingency allowance of 10% with regard to the tender from Capita Education Services, which total sum shall be charged to the capital allocation of the States Education Council.*

7. *To authorise the States Advisory and Finance Committee to take account of the States Education Council's balance of capital allocation and its other capital priorities at the relevant time and to release to that allocation from the Capital reserve appropriate sums up to a total of £19m for the continuing development of that Council's ICT Strategy*
8. *To authorise the States Advisory and Finance Committee to adjust the approved capital and revenue budgets to take account of changes in the means of procurement of ICT equipment, subject to the proviso that such adjustments do not represent an overall increase in the cost of procurement as set out in this Report.*
9. *To authorise the States Education Council to submit a budget for 2001 in excess of its revenue expenditure limit in respect of the increased revenue costs up to a maximum of £237,251 as set out in that Report.*
10. *To direct the States Advisory and Finance Committee when recommending to the States revenue allocations for the States Education Council in 2002 and 2003, to take account of the costs associated with the continuing development of that Council's ICT Strategy.*

### 3.0 Summary

**The States investment in ICT for education over the last four years has allowed the infrastructure, training and equipment to be put in place for maintained schools on the island, as a consequence there has been significant advancement in the use of ICT in education. This policy letter identifies the revenue funding necessary to maintain and build upon this progress, and expands upon the key requirements for ICT identified in Council's Policy and Planning submission for 2003.**

### 4.0 Background and rationale

- 4.1 Schools, the College of Further Education and Education Services have made substantial progress in their use of Information and Communication Technologies (ICT) to support learning and teaching and to improve the efficiency of management since 1999 when the Council first brought its ICT strategy to the States.
- 4.2 The use and awareness of ICT within schools has continued to grow and the progress that has been achieved towards the goals set in 1999 is something of which the island can be proud. However, we are only at the beginning of what is now termed the 'information revolution', an ongoing change in the way we learn, work and live, in which progress is characterized by the extraordinary becoming the ordinary.
- 4.3 As recently as the early 1980s ICT as a subject did not exist. It is now not only a core National Curriculum (Guernsey) subject, but an effective medium for learning in other subjects. It is also a tool which enhances teaching and is changing the way teachers work. This change in the nature of teaching will continue to evolve.
- 4.4 The period since 1999 has seen significant advances in the range of technologies and applications available for education. The Council considers it essential to sustain, and to build upon the position it has achieved in order to continue to equip students with current technological skills, to enable them to realize their potential and enhance the economic position of the island.
- 4.5 This strategy outlines the future direction for the development of ICT in education, the principle components of which are to:

- integrate ICT into all aspects of the education service
- sustain and continue to develop the current ICT infrastructure
- extend 'e-learning' opportunities to the community

The capacity of the Council to sustain this development into the future is dependent upon an adequate level of resourcing.

- 4.6 The strategy is informed by the draft proposals for the development of e-government and will facilitate full engagement with the developing e-government agenda.

## 5.0 Progress in the first 3 phases of the project

- 5.1 In June 1999 the Council proposed to...

"exploit the recent advances in Internet and digital broadcasting technologies by replacing the ageing equipment in its Schools and Services with modern, networked, industry standard computers. These computers would be linked to an island-wide electronic network, the 'Guernsey Grid for Learning' (GGFL) ... which would hold valuable educational and training resources, capable of providing educational information for schools and the wider community, including access to further and higher education".

The Guernsey Telecoms Millennium offer provided generous and timely assistance to the Council in providing the connectivity central to this proposal.

The following goals were then set to be achieved by December 2003:

### 5.1.1 To provide all students with access to the latest networked industry standard computers.

*Outcome - All Council maintained schools have been equipped with high specification computers to run modern multi media educational software. The target level of resourcing of one computer to every 5 pupils of primary age, and 3 pupils of secondary age, will have been achieved by August 2003.*

### 5.1.2 To provide all teachers, pupils, lecturers and students with a rich diversity of learning resources.



*Outcome* Every maintained school and the College of Further Education has been provided with networked software to deliver a large element of the curriculum. Integrated learning systems and management information systems have been installed. Every computer has 'always on' access to filtered internet resources.

**5.1.3 To link these computers by school-based networks, to link schools and educational services throughout the Bailiwick to each other and to the World Wide Web.**

*Outcome* All computers are linked to fast school based networks and to the Bailiwick-wide GIGfl, which in turn has 'always on' broad band access to the World Wide Web. This goal was achieved by December 2000.

**5.1.4 To open the Guernsey Grid for Learning to the community.**

*Outcome* The GIGfl has initially been developed as a private network for use by schools, colleges and education services including the School's Library Service. Its primary function is to provide a filtered Internet portal. The wider community has access to some duplicated GIGfl pages through the Internet.

Access by the community to education resources for e-learning was a long term aim which has yet to be achieved and will be covered in a separate policy letter in the future. Because of the scale of this task, community access to e-learning through the GIGfl will require a high degree of collaboration between a range of public and private providers. It is possible to build on the existing GIGfl service to extend e-learning to the community and hence increase the value of the GIGfl. However, this will require additional resources some of which can be provided through partnerships as it will represent an extension of the Council's established provision.

**5.1.5 80% of the Council's teaching and support staff should be using ICT as a routine part of their work by 2003.**

*Outcome* - Training of staff and teachers was considered fundamental to the success of the project. To assist with development of ICT skills and as an aid to management and administration, schools were provided with sufficient laptop computers for every full time teacher equivalent. Personal access for teachers to a laptop computer for preparation, planning and teaching has been one of the strongest influences in achieving and surpassing this 80% goal.

### 5.1.6 Enhancing the technical support available for ICT within the Education Service.

*Outcome - A Managed Service was contracted for the supply, installation, maintenance and management of the networks. This has enabled the Education Council to meet its strategic objectives within the States policy for the limitation to growth in numbers of States employees. However there are some significant disadvantages inherent in a remote support model, in particular the level of technical support which must be available within schools to make best use of the managed service has exceeded expectations. The Council is seeking to rectify this shortcoming through these proposals*

- 5.2 In addition to the goals achieved above there has been £4m of building preparation works required before the ICT could be installed. The scope of these changes was not fully understood in 1999 but has been completed in order to achieve the successes to date.
- 5.3 The use of ICT in schools is continuing to increase and becoming a much more regular and effective feature of learning and teaching. The role of the ICT Strategy in bringing about this change is of critical importance. Pupils' ICT capability is improving throughout the primary, secondary and Post 16 sectors with examples of beneficial effects on their performance in a range of subjects.

"Teachers generally are much more knowledgeable and confident in the use of ICT. The allocations of a laptop computer to each teacher along with basic laptop training are key factors that have facilitated this progress...as a result of these initiatives ICT has a much higher profile in the curriculum than previously. The subject leader expresses enthusiasm for the subject and anticipates that the new facilities will result in pupils achieving much higher standards in ICT. A portfolio has been produced, providing evidence of progression from reception to year 6"

*Primary school valuation 2002*

- 5.4 The progress made has confirmed Council's belief in the learning benefits of ICT. It has also encouraged schools to move forward and to want implemented:
- More collaboration between schools, not just within the Island
  - Access to a broader range of materials
  - Raised standards and targets for ICT
  - Multi-sensory learning

"Staff and pupils are beginning to share the use of interactive whiteboards in whole-class teaching across the curriculum, including reporting back to the rest of the class in the plenary lesson"

"I would like staff to routinely access the CfEIT, and web as part of their lesson preparation to download resources or plans and to benefit from the reduction in workload"

*Guersey Primary School Headteacher*

## 6.0 Looking to the future – The Vision

6.1 The Council's vision is to improve the quality of learning by utilizing ICT to support its achievement. ICT will be used to:

- facilitate collaborative thinking and learning
- enable students to become independent learners
- provide greater motivation to learn
- engage learners through the process

"Pupils have very positive attitudes when using ICT. They show interest and enthusiasm. They cooperate very well with one another. They enjoy their lessons. Overall, most make good progress in their learning."

*A Guernsey Primary School Validation Report 2000*

## 6.2 'e-learning' in schools

The impact of ICT is seen in all aspects of our lives, however, its impact upon education is particularly strong. The term 'e-learning' is now used to describe a range of activities, from the use of digital resources and learning technologies in the classroom, to personal learning through ICT at home or elsewhere. Combined with established learning experiences e-learning can provide exciting opportunities for individuals to realise their potential and can lay the foundations for life-long learning. Although still at the beginning of this change, schools are in a good position to exploit opportunities in e-learning.

Research published in 2001 in the UK showed that schools making good use of ICT within the National Curriculum have higher attainment for Key Stage tests and GCSEs than other schools. The following is a summary of the 'Impact 2' study undertaken by the DfES:

"The first report in the ImpaCT2 series - 'ImpaCT2: The Impact of Information and Communication Technologies on Pupil Learning and Attainment' - focused on the relationship between pupils' use of ICT and their performance in National Tests and GCSEs.

The study found that there was a positive relationship between the use of ICT and pupil attainment at GCSE. In particular, pupils who used high levels of ICT gained the equivalent of half a grade more in science and in design and technology GCSEs than low ICT users.

After comparing this relationship across the core subjects at Key Stage 2 and 3, and a wider range of subjects at Key Stage 4, the study has found that in every case except one there is evidence of a positive relationship between ICT use and attainment (although the extent of the positive effect varied across subjects). In short, those pupils who use ICT more often achieve on average higher GCSE results across a range of subjects."

*UK Department for Education and Skills 2002*

The positive gains observed locally include the following:

- Pupils' greater independence with regard to learning
- Pupils' confidence enhanced
- Collaboration within schools
- Staff more confident in the use of ICT
- The use and production of interesting materials
- Confidence of learners, which is reflected in the ability to make choices on how to learn, and allows them greater control of their learning
- Confidence of learners, which is reflected in the ability to make choices on how to learn, and allows them greater control of their learning
- Higher self-esteem - children with poor organisational or presentational skills can improve their production skills
- Rising standards of work
- The removal of practical obstacles and distractions to working by providing a convenient and portable work location
- Better communication
- Direct access to source material
- A wider learning environment
- More choice
- Benefits for all children particularly the less able and the gifted
- Extensive use of ICT for administration and management

- 6.3 Given the rapid progress of technology, predicting change in the long term, for example for the 5 years to 2008, is problematic. However, the Council has a strong vision for ICT and will adopt a strategic approach to managing change based upon the following long-term predicted developments in education, both in schools and the community:

In schools and the College of Further Education,

- The need to increase opportunities for collaborative work
- An increasing social expectation of good access to ICT networks
- The need to overcome the digital divide – those that do not have and those that are not skilled
- The need to make equipment available to ensure equality of access
- The emergence of alternative access devices to personal computers
- The need to provide and train e-learning mentors to give on-line learning support
- The move to on-line resources and the predicted withdrawal of alternatives
- Increasing use of on-line assessment

In the community:

- The need for improved community access to ICT systems in schools
- The changing role of libraries and ‘other than home’ locations where learning can take place
- The advent of community partnership *learning* centres (clubs etc)
- The emerging responsibility to enable home access as well as group, school and community access
- The States moves towards e-government

- 6.4 The building programme for the provision of new schools will take account of these developments and will provide an ICT rich environment. It is possible with reasonable confidence to identify likely implications for new school design for the period of this strategy based upon current trends, these include:

- An increasing proportion of personal computers, or other personal access devices, that can be deployed flexibly using wireless networking and linked to the school fixed network.

- An increased use of school intranets which host resources and information that can also be accessed from home by students and parents
- Increasing ownership of personal ICT which is brought to school by students and teachers and will need to be accommodated
- Provision of more comprehensive content management applications capable of storing, categorising, distributing, sharing and publishing content, for aspects of learning management and administration.
- Increased use of technology for the presentation of information, such as interactive whiteboard, (screens linked to computers) for teaching and presentation of work.
- Increased curriculum access for students with special needs for example through better voice activated software and optical input devices
- The anticipated development of the 14 to 19 curriculum towards a more 'personalised' curriculum provided in part through ICT, and the resultant change to work patterns, school organisation and design.

## **7.0 Access for the whole community of Guernsey**

- 7.1 In a world of increasing technological dependence, the differences between those who have access and those who do not are in danger of becoming greater. *Research (In)paCT 2, Department of Education and Skills, 2001* shows that children use ICT at home more than at school and there is evidence of a 'digital divide' between those that have Internet access at home and those that do not. Children who use computers at home use them at school more frequently and with more confidence than those with no home access. It is thus imperative that schools provide adequate access to computers for all students to ensure equal learning opportunities.
- 7.2 It is also important that access for the wider population to ICT is available. For those adults who do not have access at home and those who lack the confidence and skills to use ICT, our schools could provide the access points to ICT services. Our larger companies are developing or subscribing to e-learning services to supplement their

staff development programmes. Small businesses may not be able to invest in complex networks for e-learning and hence cannot take advantage of these opportunities. Similarly a growing number of adult learners need access to broadband 'always on' internet services for research and remote learning support. The GGF, broadband network can provide the access points to ICT services, in particular to e-learning. It is important to develop pupil and adult skills to ensure entrepreneurial and economic well being of the island. The Council is aware of these issues but intends to return to the States at a future date when the States wide strategy is developed

7.3 At present broadband access to the GGF, is limited to schools, the Guille-Allés Library and the College of Further Education. The Education Council recognises the trend towards community access to enable lifelong learning and the potential of the GGF, to help achieve this. However, the Council's mandate, which pre-dates ICT, neither extends to such a comprehensive community provision, nor are resources provided to achieve this. The current strategy refers only to the resources required for the current provision which includes:

- Compulsory education (currently ages 5 to 15) - ICT services for the primary and secondary sectors is perceived as covering the age range 4 to 16.
- The following elements of Lifelong learning - Post 16 level 3 courses including 'A' level and AVCE, Vocational studies including the apprenticeship scheme
- Recreational or evening classes traditionally delivered by a range of providers, strongly supported by the Council.

7.4 The Council wishes to draw the attention of the States to the e-learning need of the wider community, which is in addition to that above. Community access to e-learning is a component of government ICT strategy in the UK and Europe. It is recognised that ICT skills must be present throughout the population for communities to participate fully in the new economy and to access government and commercial electronic services. Such an extension of e-learning, using the same GGF, infrastructure could be undertaken in collaboration with other training providers in order to share costs, manage overheads, and hence provide greater value for money for all involved. The Council recognises that this lies outside its traditional remit and has not included any proposal or resource requirement relating to this

development. However, it will monitor developments and needs in this area with the intention of returning to the States with proposals in due course, when the proposals for e-government are more complete, (and have been debated by the States), and the associated community access and training requirements are more fully understood.

## **8.0 Key requirements for progress**

8.1 The funding provided for Council's ICT Strategy from 1999 to 2003 has played a critical role in enhancing the ICT resources available to schools. Looking ahead, key requirements must be fulfilled if the improvement in learning and teaching is to be maintained.

### **8.2 Issues for Schools**

Schools can move forward with integrating ICT into learning and teaching if:

- The level of competence of all school staff and students in the use of ICT is sustained and improved;
- The ICT provision is robust, reliable and well maintained;
- There is sufficient access for students and all school staff to high quality ICT equipment;
- There is sufficient access for students and all school staff to high quality ICT content;
- All school staff have an adequate level of technical support;
- ICT is treated as a core management priority;
- Staff engage in ongoing professional development.

### **8.3 Issues for the Education Council**

The Education Council can promote the integration of ICT in learning and teaching if:

- It can secure an adequate level of skilled technical support
- It can secure an adequate level of professional development
- It can employ sufficient staff with effective management skills to develop the service
- It can secure funds to maintain, sustain, regularly renew and develop the technical infrastructure
- It can secure funds for the maintenance and on-going development of the ICT service

### **8.4 Issues for the States of Guernsey**



- 8.4.1 The vision cannot be achieved without a commitment to funding for the foreseeable future. As ICT becomes integrated into the education service it becomes an essential component of learning, as essential as buildings and books. Council's first strategy, supported by the States in 1999, indicated that the revenue demand for ICT would continue, and increase for the foreseeable future, as technology became more pervasive in most aspects of our lives.
- 8.4.2 In 1999 and 2000 the States supported an unprecedented development for the Bailiwick, the establishment of the GGL. Similar 'Grids for Learning' are now established throughout the UK and the Department for Education and Skills is continuing to invest heavily in ICT, recognising the importance of a skilled workforce and the role of ICT in producing this. The key requirements for progress outlined above are crucial to realising the benefits of our investment to date. If either the infrastructure, training or content elements of the ICT strategy are under-resourced output will suffer and our education provision will not move forward at a comparable pace to developments elsewhere.

#### 8.5 Issues for sustainability - collaboration

- 8.5.1 The Strategy agreed by the States in 1999 acknowledged that the Education Council alone was unlikely to be able to provide the complexity of infrastructure and support required for a complex learning network. The Council has been fortunate in benefiting from the Guernsey Telecoms, and subsequently Cable and Wireless, 'Millennium Offer' to connect all schools, though in 1998-9 no-one foresaw the speed of the introduction of broadband. The Council further contracted commercial services from G1 for aspects of the connectivity. It also entered into contract with Research Machines plc for the provision of hardware, software and school-based network managed services.
- 8.5.2 The Education Council is the sole client for these services and the major beneficiary of the GGL. The Council is in active discussions with other States departments about how to maximise the use of ICT resources, in addition it is actively seeking collaborative partnerships to develop and provide services through the GGL, which will add value for students

and the community in general, and share the burden of providing such a complex and extensive infrastructure which could support government services. However, it is imperative that there is continued investment in the GGN, for education purposes as the present generation of pupils require access to updated infrastructure.

- 8.5.3 The Education Council is an active participant in the Advisory and Finance e-Government Steering group and has contributed to each of the projects to develop corporate services. In particular, it is working closely with the Advisory and Finance Committee to identify the best corporate approach to providing an all embracing State infrastructure over which specific applications such as the GGN, and other specialist services can be provided through "virtually separate" networks. Proposals could not be brought forward in time to be included in this policy letter. However, the Council cannot halt its ICT services to schools and is thus proposing an arrangement for the provision of a wide area network managed service until the end of 2005, by when it is hoped that the necessary specification for a joint tendering exercise for a corporate provision will be achieved.

## 9.0 **Proposals - The five year Development Plan, actions 2004-2008**

- 9.1 The Council's ICT resource provision policy is based upon the following principles:

- learning and teaching needs dictate the technology requirement;
- purchasing decisions are based upon life time cost not initial price;
- maximum value is obtained from the investment before renewal is essential
- equipment will have defined replacement cycles
- managed services will be used and provide staff and pupils with a robust and reliable systems.
- managed services require local technical support to reduce the technical demands placed upon teaching staff

By following these principles the Council endeavours to obtain the best educational value from its investment.

- 9.2 **Resource requirements**

Below are listed the resource requirements currently identified. These resources are necessary to maintain the existing provision, renew it and to meet future predicted developments. They are a realistic assessment of need to realise the value of investment in the GGN, already undertaken. Without them is unlikely that the service can continue to provide a competitive advantage for our students

#### 9.2.1 Local area networks - Continue programme of upgrades:

Following the initial installation of computers and servers in 1999 there have been several changes in technology. The Council does not follow each new change, as this would lead to an expensive programme of modification, which could not be afforded or managed by the education service. However, some become unavoidable due to external constraints. Change tends to be limited to significant advances in technology and the withdrawal of support for older systems. The Council now needs to embark upon the first programme of PC and server system upgrades since 1999, this will be completed for all local area networks by Summer 2004.

#### 9.2.2 Installation of additional servers for Information Management and cache purposes.

All schools now undertake computerised management and administration tasks. Consequently the storage and processing demands for information management are greater. The Council has embarked upon a programme of installation of additional servers specifically for Information Management and the storage of on-line content to reduce the demand for bandwidth.

#### 9.2.3 Replacement of laptop computers:

The laptop computers were issued to schools in 2000, they are intensively used by teaching staff and have proved to be one of the success stories of the project. As network PCs and servers are upgraded to a new operating system, and the laptop computers approach the end of their useful life, they will need to be replaced to maintain compatibility with school applications. Ways of recycling, particularly the laptop computers will be examined.

#### 9.2.4 Upgrading/replacement of PCs.

The cycle of replacement of PCs will begin in 2003 when the first computers to be installed on the GGD, will be 4 years old. A rolling programme of replacement will then follow over the period of the strategy until all PCs are replaced. A four-year replacement programme has been adopted rather than the industry standard 3-year cycle which is also recommended by the DfES for UK schools. The replacement cycle for servers is more extended, as they are capable of upgrade to a greater degree.

#### 9.2.5 Replacement of peripheral equipment

Peripheral equipment includes printers, scanners, data projectors, interactive whiteboards, digital cameras, control equipment etc. The replacement cycle for this equipment varies according to type and function. However, peripheral equipment use is concentrated at the effective end of the learning and teaching process as it provides the input to, and the output from ICT systems. It can reasonably be assumed that it will need replacement over the four-year period of the strategy. A sum has thus been included for its replacement based upon current value and anticipation the wider use of peripheral devices.

#### 9.2.6 Local area network management for the future

All workstations and servers connected to the school local area networks have been managed remotely by Research Machines plc. The Council first proposed a managed service to meet its technical maintenance needs in 1999, as it was unable to employ sufficient technicians to undertake the management of the 3000 workstations and 45 servers that it planned to install. It is estimated that to replace the managed service the Council will require the equivalent of 20 ICT technicians. The staff limitation policy and limited local recruitment of skilled technicians creates some difficulties with that approach. Therefore, some form of ongoing managed service for the local area networks is required. The preferred solution is a combination of locally based and remote support.

The RM managed services contract ceases in November 2003. Following a competitive tendering exercise and post tender negotiation, the following proposals were received for the provision of local network managed services.

Sigma	£465,900
Hex	£582,148
Ramesys	£889,446
Research Machines	£840,993

Following an extensive evaluation of these proposals Hex (Guernsey) Ltd. has been chosen as the preferred contractor on the basis of its experience of providing ICT services for education and the advantages accruing from a locally based managed service supplier. An appropriate allowance for the period 2004 - 2008 is included in the budget estimate which follows in section 12.0 below.

#### 9.2.7 Technicians

In order to make effective use of the managed service schools need to have a technician available to undertake first line fault finding and be available to liaise with managed service technical staff. This need was raised in the Council's policy and planning submission for 2003 - 2007, which referred to the ideal requirement for technical staff in each school. The Council recognises the difficulties in recruiting sufficient staff for every school. It is thus proposed that the managed services provider employs 6 additional term-time technicians, to provide the local technical support to relieve teachers and head teachers from an increasingly onerous role. The technicians would be managed by Hex on behalf of the Education Council and would largely support the primary schools as they have least ICT specific staff. It is anticipated that employment of fully trained staff is improbable and that the College of FE would assist the training to ensure an adequacy of skills focused on the needs of schools, which are connected to a managed service. It is anticipated that over time this will increase the skills base on the Island. An appropriate sum is included in the expenditure estimate.

### 9.2.8 Wide area network (WAN)

The Wide Area Network (WAN) comprises the lines and communication equipment linking schools and education services across the Bailiwick and connecting them to the Internet.

The connections linking schools and services within the GGH, are provided free of charge under the GI 'Millennium Offer'. Cable and Wireless have agreed to maintain this free connectivity until the end of 2004. When the GGH was first established the broadband connections provided were more than sufficient. The connections included 2Mbps links to primary schools and St Anne's School Alderney, and 100Mbps links to secondary schools. These connections have been in place since January 2000.

As data transmission needs have increased the 2Mbps links to the primary schools and St Anne's School Alderney have become inadequate. Similarly the 4Mbps link between the Internet and the GGH, is insufficient for predicted traffic needs.

On the cessation of the 'Millennium Offer' in December 2004, the Council needs to enter into a commercial agreement for the provision of connections to schools. The Council also needs to upgrade school connections by January 2005. The expenditure estimate for the wide area network managed service thus increases significantly in 2005 to £629,150. This sum comprises the rental for 23 x 100Mb lines, managed services and internet feeds.

The cost of the line upgrade is subsidised by Cable and Wireless for 2005 by £100,000 in lieu of the Millennium Agreement.

In anticipation of a corporate States approach to the provision of e-Government services, the WAN managed service agreement between the Council and Cable and Wireless is proposed to extend until December 2005, or until such time as a corporate solution for the provision of a Bailiwick-wide e-Government network is realised.

#### 9.2.9 GGL, Internet, email and content management services

The content management system which provides internet, email and content management services, is responsible for the major functions of the GGL. A high proportion of the cost of a content management system is for technical and administrative maintenance. This is a new resource, which is available to every learner within the GGL, and is expected to transform curriculum content provision. Content management systems are now widely deployed within education authorities as the main vehicle for communication.

#### 9.2.10 Information management

The increasing development and use of information management systems at school and department level will bring efficiencies and has the potential to reduce workload over time. Computerised records which comply with data protection guidance, are in place and are extensively used for assessment, examination entries, transfer between schools etc. There is already progress towards greater commonality between student management information systems and this trend is set to continue. It is anticipated that this will lead to some of the common data storage and processing tasks being undertaken at a central point rather than duplicating the process within each school. A budgetary allowance has been made for the implementation of this development.

#### 9.2.11 Provision of content – Local and on-line

A wide variety of innovative work has been funded by the UK Department of Education and Skills (DES) to develop innovative digital content for schools. In Autumn 2002 the curriculum 'on-line' initiative was launched with £250m for on-line materials. A principal aim is to make a set of resources available that covers all National Curriculum Subjects at all levels.

The estimate for expenditure on curriculum software in the future takes account of the intensity of development outlined above. The trend, supported by the UK Government, is towards a higher proportion of school budget being allocated to ICT content, and towards subscription-based payment.

### 9.2.12 Training and support

Although all teachers have now undertaken a basic professional development course in the use of ICT in learning and teaching, there is a continuing need for professional development. Recommendations for the proportion of the ICT budget to be spent on training vary but are generally higher than that currently achieved, given the logistical difficulty of releasing teachers from teaching duties.

The proposed budget covers all aspects of ICT professional development. A substantial proportion of the budget is to cover release time for teachers both to attend training and to work with colleagues to implement new techniques and approaches and integrate them into their teaching. A sum is also included for continued professional development consultancy to provide the Council with high quality advice and guidance in this new area at a time of intense development.

### 9.3 Planning for sustainability

Expenditure on ICT is now a permanent feature of the education budget. The Council is exploring ways to ensure that maximum value is obtained from the investment in ICT and the containment of expenditure through collaboration and partnerships. To this end the Council is contributing to the cross committee E Government Steering Group and its various sub groups.

The College of Further Education is already working in collaboration with Board of Health to establish software suitable for e-learning. It has also established a Pro-Metric testing centre with the States Traffic Committee for e-Learning which is used for both driving tests and general e-Learning accreditation. The Council works closely with the Guille-Adès Library on provision of web-based information services.

More collaboration is possible such as the use of the GGIL for health promotion and the provision of health information, environmental survey input using Digimap, public access to high-speed broadband services such as higher education and e-learning for small businesses.

The Council will actively consider collaboration and partnerships which add value to, and share the costs of the GGIL, in order to



provide services to the community and contribute to improved access to its broadband terminals.

## **10.0 Consultation**

10.1 The Council has consulted widely in preparing for its ICT Strategy for the period 2004 to 2008. Throughout the period 2000 to 2003 staff have consulted frequently with UK schools, local authorities, suppliers the Department for Education and Skills and other UK Government agencies to gain advice in all aspects of ICT infrastructure, education services and the principles of teaching. This has also included research in the Scandinavian countries and the USA through the award of a Churchill Fellowship.

10.2.1 The culmination of this research and development formed the agenda for a "Strategy Writing Group" in July 2002 with a membership drawn from all sectors of the Education Service, Advisory and Finance Committee, Training Agency, Board of Health, Guille-Allès and Prieulx Libraries. The completed draft strategy has been subject to consultation with schools and the College of Further Education.

10.2 The Council thus considers that this policy letter is drawn from a strategy which has had an extensive professional and community input, and is informed by sound research of best practice regarding the deployment of ICT in education.

## **11.0 Resource Implications**

### **11.1 Pattern of expenditure**

When the Council first approached the States to fund its ICT strategy in 1999 and 2000 it requested a capital allocation to fund the development of a network infrastructure and an increased revenue allowance to meet associated recurrent costs. As ICT has become central to the delivery of education, expenditure has become both recurrent and more predictable requiring a revenue budget rather than periodic injections of capital. It is thus proposed that the funds requested below are provided through a single revenue allocation, rather than part capital and part revenue.

### **11.2 Current expenditure**

Revenue expenditure now has reached the level predicted in 2000, following the completion of the installation phase. Capital expenditure has been maintained within budget with some changes in emphasis

between the original budget headings owing to changes in technology. The combined annual revenue and capital expenditure for 2002 was in excess of £4m.

### 11.3 Estimate of expenditure 2004 – 2008

The current provision for ICT expenditure from 2004 to 2008 in the revenue budget is:

2004	2005	2006	2007	2008
£1,300,000	£1,300,000	£1,300,000	£1,300,000	£1,300,000

The predicted overall annual expenditure for the period 2004 to 2008 is:

2004	2005	2006	2007	2008
£5,550,000	£4,650,000	£4,400,000	£5,000,000	£5,200,000

The additional revenue requirement for the ICT strategy is thus:

2004	2005	2006	2007	2008
£4,250,000	£3,350,000	£3,100,000	£3,700,000	£3,900,000

All costs are given at 2004 levels and do not include RPI for 2005 and onwards.

## 12.0 Revenue allocation and budgetary provision

12.1 The Education Council received a capital vote in July 2000 for identified capital costs within Phases 2 and 3 to be undertaken. The Council considered funds for the project, then estimated in total at £12.6 million, (in addition to the 1999 vote) would be required on a staged basis. A total of £11,629,059 has been allocated in votes of which the current expenditure for Phase 2 and 3 is as follows:

2000	2001	2002	2003 to 10/06/03	Balance remaining
£2,184,722	£2,128,284	£3,447,277	£1,292,179	£1,916,923

Additional votes for most of the remaining £878,200 allocation are anticipated in the coming months

12.2 It should be noted that this resource requirement was for a three year period to 2003, the expected time scale of the initial project. In 1999 ICT typically accounted for 4% of budget. As reported in July 1999, there would be an ongoing requirement for replacement and updating

of equipment beyond 2003. A figure of 4% of revenue is now at the low end of the proportion of spend on ICT within the public and private sector. This trend is reflected in the resource requirement expressed in this paper.

- 12.3 The Council's Policy Letter of July 2000 stated that "...owing largely to the cost of the local area network managed service, the revenue requirement had increased to a total of £3,204,735 for the period 2000 to 2003". The pattern of revenue expenditure was difficult to predict as it depended upon the rate of progress of the GGL implementation. The expenditure to date is as follows:

2000 £461,464	2001 £604,495	2002 £895,983	2003 to 11/06/03 £488,686
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- 12.4 The pattern of actual expenditure within each year changes with new technology and the rate of progress of equipment refreshments and updates. A degree of flexibility which could include vicinment between years, would be of great benefit. It is suggested that a review of revenue funding linked to the various contracts occurs after 3 years owing to the rate of technical change. This could be carried out by delegated authority to Advisory and Finance or its successor body.
- 12.5 The development of the ICT strategy has created an additional workload for staff within schools. Although the Council has chosen a managed service to minimise the technical demands upon schools, school staff remain responsible for first line fault finding, low level technical maintenance, fault reporting and technical liaison with the managed service. These tasks will continue to be the school's responsibility as clients of the managed service. Ideally each school would have at least one non-teacher with technical knowledge available to assist teachers and be available during the school day to liaise with the managed service. Whilst it is recognised that the employment of such a number of staff is unlikely to be achieved, the Council is proposing the establishment of a small core team of 6 technicians to work on a peripatetic basis with schools. It is proposed that these technicians are employed by the managed services provider.

### **13.0 Summary Conclusions**

The ICT strategy 1999 to 2003 has achieved considerable outcomes. In order to maintain the complex ICT system and maximise the benefit of that investment, the ongoing stages of the Strategy will need to be adequately resourced. It is very important that learning and teaching within the Bailiwick can benefit from the opportunity that ICT offers to enhance educational attainment, whilst equipping our youngsters to live and work in an increasingly technological world.

### **14.0 Recommendations**

- 14.1 To approve in principle the States Education Council's proposals for the continuing development of the ICT Strategy as set out in this Report.
- 14.2 To authorise the Council to seek and accept, subject to the approval of the Advisory and Finance Committee, tenders for the supply of ICT related resources as detailed in this Report.
- 14.3 To authorise the Council to submit a revenue budget for 2004 at a sum of £4,250,000 in excess of the approved cash limit.
- 14.4 To direct the States Advisory and Finance Committee to take account of these costs when recommending to the States revenue allocations for 2005 and subsequent years.

I should be grateful if you would lay this matter before the States with the appropriate propositions.

Yours faithfully,

M. A. OZANNE

President,  
States Education Council.

## Appendix A

<b>ICT Expenditure Estimate 2004 - 2008</b>						
<b>Item</b>	<b>Year</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>LAN</b>						
XP Upgrade		£160,000				
Server 2000 upgrade		£50,000				
SQL Installation		£110,000				
Laptop OS upgrade		£60,000				
Extended warranty		£110,000	£110,000	£110,000	£110,000	£110,000
ICT Tender		£40,000				
Replacement NMS		£590,000	£590,000	£590,000	£590,000	£590,000
PC and server rolling replacement		£1,790,000	£420,000	£530,000	£1,370,000	£1,580,000
Peripheral equipment replacement		£420,000	£420,000	£190,000		
Additional part-time technicians		£160,000	£160,000	£160,000	£160,000	£160,000
<b>WAN</b>						
Replacement equipment			£160,000	£160,000	£160,000	£160,000
Line upgrade*			£160,000			
WAN NMS		£190,000	£660,000	£660,000	£660,000	£660,000
WAN Data B/U		£50,000	£50,000	£50,000	£50,000	£50,000
Tender for WAN managed service			£40,000			
<b>Content management WAN</b>						
Implementation of CMS		£70,000	£70,000	£70,000	£70,000	£70,000
Web workflow development				£10,000		
<b>MIS</b>						
Management of IMS		£110,000	£110,000	£110,000	£110,000	£110,000
Licence for IMS		£50,000	£50,000	£50,000	£50,000	£50,000
Licence for SIMS		£30,000	£30,000	£30,000	£30,000	£30,000
Upgrade to SIMS		£20,000				
Web-based SIMS				£40,000		
Work flow development		£50,000	£50,000	£50,000	£50,000	£50,000
<b>Curriculum content</b>						
School-based licences		£320,000	£320,000	£320,000	£320,000	£320,000
Replacement and upgrade		£110,000				
Licence for existing ILS		£20,000	£20,000	£20,000	£20,000	£20,000
Annual subscription on line content		£420,000	£630,000	£630,000	£630,000	£630,000
<b>Professional development</b>						
Post NOF		£260,000	£260,000	£260,000	£260,000	£260,000
Prof development consultancy		£170,000	£170,000	£170,000	£170,000	£170,000
Establish ECDL accreditation		£20,000	£20,000	£20,000	£20,000	£20,000
Central management training		£20,000	£20,000	£20,000	£20,000	£20,000
Specialist professional		£20,000	£20,000	£20,000	£20,000	£20,000
<b>Contingency sum</b>						
		£130,000	£110,000	£130,000	£130,000	£120,000
<b>Subtotal</b>						
		<b>£5,550,000</b>	<b>£4,650,000</b>	<b>£4,400,000</b>	<b>£5,000,000</b>	<b>£5,200,000</b>
<b>Current provision</b>						
		<b>£1,300,000</b>	<b>£1,300,000</b>	<b>£1,300,000</b>	<b>£1,300,000</b>	<b>£1,300,000</b>
<b>Additional requirement</b>						
		<b>£4,250,000</b>	<b>£3,350,000</b>	<b>£3,100,000</b>	<b>£3,700,000</b>	<b>£3,900,000</b>

\* Cost of line upgrade reduced by £100,000 sponsorship from Cable and Wireless

## Appendix B Glossary

**Broadband/bandwidth:** bandwidth provides a measure of the volume of data that can be transmitted through a cable in a given time and is measured in Megabits (Mb) per second. A full page of English text is about 16,000 bits, while full-motion, full-screen video would require about 10 Mb in one second, depending on how it is transmitted. Broadband refers to higher rates – in the terms of this report – 2 Megabits per second upwards.

**Caching** – The use of a server to store electronic content thus reducing the demand for on line access and the associated bandwidth requirement.

**Digital camera** - A camera that stores photographs in digital format.

**E-mail** - electronic mail: the sending and receiving of messages using the Internet. Users who subscribe to the Internet are given unique addresses, which enable them to send messages to, and receive messages from, other users.

**Filtered Internet** : The use of software to screen Internet content according to agreed rules in order to exclude material which may cause offence to the user.

**Guernsey Grid for Learning (GGIL)** - An island-wide electronic network.

**Hardware:** A general term for referring to computers and, often, other peripheral devices such as printers that connect to computers.

**Infrastructure:** The cabling and network components that enable computers to exchange information.

**Internet** : The worldwide 'network of networks' connected by telephone communication systems. The Internet enables the transfer of information such as text, pictures, databases, web sites and e-mail, and provides other services such as news and information.

**Internet Service Provider (ISP)** : A commercial company, LEA or other institution, which provides 'gateway' access to Internet services.

**Intranet** : A restricted network that uses the style and search facilities of the Internet on information held locally within an organization's own network. An intranet usually has a facility to connect to the wider Internet.

**LAN:** Local area network, the cables, communication equipment and servers located within a building, or group of buildings, that comprise the network.

**Network** - A network connects computers together so they can share the use of software and peripherals such as printers and access to the Internet. A school network is likely to be a LAN (local area network). A network connecting

different buildings on a large campus or various schools/homes is a WAN (wide area network).

**NOF:** the United Kingdom New Opportunities Fund, a social fund supported by the lottery which was used to fund a £0.8m ICT training programme for teachers.

**Software:** The applications (or programs) which run on computers.

**WAN:** Wide area network, the lines and communications equipment that comprise a network linking several sites across geographic area.

The President  
States of Guernsey  
Royal Court House  
St Peter Port  
GUERNSEY  
GY1 2PB

27<sup>th</sup> June 2003

Dear Sir

**States Education Council – Five Year ICT Strategy**

I refer to the policy letter dated 26th June 2003 addressed to you by the President of the States Education Council on the above subject.

It is clear that ICT is having a profound effect on education, affecting both teaching and learning as well as underlying administration. Technology provides immediate access to a broad range of information sources and allows students to work in a more interactive way, leading to improved learning.

In terms of objective measures, such as the network bandwidth available to schools or the ratio of computers to students, Guernsey scores well and is probably above the UK average. However, many schools within the UK have provision equal or better than that in Guernsey and central UK government funding is helping the other schools to catch-up.

The proposed ICT Strategy represents a transition from the development/implementation phase of the Guernsey Grid for Learning (GGfL), which was principally funded as capital expenditure, into the operational phase that will require an annual revenue budget increase of between £3.1M and £4.25M over the years 2004 to 2008. This request was expected and allowance has been made for the additional expenditure in the 2003 Policy and Resource Plan.



The Committee's Information Services Department has been involved in the development of these proposals and the Committee supports this investment in Education services. The investment in the GGFL should, however, be seen within the context of the States broader e-Government strategy which is the subject of a separate report submitted by the Committee for consideration at the July 2003 States meeting.

The GGFL and e-Government infrastructures and systems should be seen as mutually supportive parts of a corporate asset. The Education Council is keen to be closely involved in e-Government developments and has agreed with the Committee that there will need to be close liaison with ISD to ensure that technological configurations can be integrated across the States and to achieve best value in procurement and management of systems.

As well as the direct effect on ICT expenditure, the proposed strategy will have an impact on non-ICT related resources. The Council has agreed that it will report to the Committee each year on the value for money achieved from the investment in the GGFL taking into account all direct and indirect costs and savings. The project will also be subject to ongoing review by the Internal Audit Department.

The Advisory and Finance Committee therefore recommends the States to approve the proposals.

Yours faithfully

L. C. MORGAN

President  
Advisory and Finance Committee

The States are asked to decide:-

III - Whether, after consideration of the Report dated the 26<sup>th</sup> June, 2003, of the States Education Council, they are of opinion:-

1. To approve in principle the States Education Council's proposals for the continuing development of the ICT Strategy as set out in that Report.
2. To authorise the States Education Council to seek and accept, subject to the approval of the States Advisory and Finance Committee, tenders for the supply of ICT related resources as detailed in that Report.
3. To authorise the States Education Council to submit a revenue budget for 2004 at a sum of €4,250,000 in excess of the approved cash limit
4. To direct the States Advisory and Finance Committee to take account of these costs when recommending to the States revenue allocations for 2005 and subsequent years.

**STATES BOARD OF HEALTH**

**ST. MARTIN'S COMMUNITY CENTRE – FUNDING ARRANGEMENTS**

The President  
States of Guernsey  
Royal Court House  
St Peter Port  
Guernsey

23<sup>rd</sup> June 2003

Dear Sir

**St Martin's Community Centre – Funding Arrangements**

1. In the Board's Site Development Plan, approved in principle in July 1999, (Billet d'Etat XV), the base for day services for adults with a learning disability and the headquarters office accommodation for the Board's services for people with a learning disability as a whole, will be required to move from their current premises on La Corbinerie site. This is an integral part of clearance of this site to allow the remaining mental health services to be transferred from the Castel Hospital. It is also required, in its own right, as a hospital site is not a suitable environment for day services for people with a learning disability and the Mignot Centre is not a suitable building for people who have a physical disability.
2. The Board undertook an extensive consultation exercise in 2001, as a result of which it was confirmed that a replacement day services building would still be required.
3. The present service, based at the Mignot Centre, provides for approximately 40 people per day. Over the next 10 years, it is projected that a net additional 14 people may require this non-vocational service.
4. During the search for a suitable site, the Board had discussions with the Rector and Churchwardens of St Martin's regarding the construction of a Community Centre on the site of the present Church Hall and Air Rifle Club at the Rue Maze, which could be designed to incorporate accommodation for day services for adults with a learning disability and some office accommodation.

5. The day services for adults with a learning disability should be provided in a building that is located in the community, not isolated and has good access to public transport and local amenities. Ideally, it should be a building that is used for other community purposes. This has the advantage of not labelling the building as being for the use of people who are in some way 'different' and cannot use the same community facilities as others. It also provides opportunities for people with a learning disability to mix with others and join in activities with other members of the community. In addition, it provides opportunities for the education of members of the public on learning disability issues and reduces the isolation of people with a learning disability.
6. The Board has spent several years looking for a suitable building or site for a base for these day services but found nothing that met the basic criteria of being in the community, not isolated and having good access to local amenities and public transport. The St Martin's Community Centre not only meets those criteria but also the additional, desirable criterion of being in a building which is used for other community purposes.
7. The site is owned by St Martin's Church, who would lease the land to a Board of Trustees on a 99-year lease at a peppercorn rent. The Board of Health wishes to enter into a joint funding arrangement for the construction of the building and the ongoing rental of those areas within the Community Centre earmarked for Board of Health use. The original intention of the Board of Trustees was to provide a community centre, the capital cost of which would be found from fund-raising. As the building needs to be larger to accommodate the Board's day services, assistance with the capital cost will be required.
8. The timescale for the scheme is subject to Island Development Committee approval but could commence in January 2004 and it is estimated that it would take 10 - 12 months to complete. Management of the capital project would be undertaken by the Trustees as landlord.
9. It is proposed that a 21-year lease be negotiated with the landlord on full repairing and insuring terms, incorporating an initial lump sum payment in lieu of part of the rental. This will reduce the capital that the Board of Trustees needs to raise, which, in turn, will expedite construction and minimise overall costs. It also has the benefit of reducing the Board of Health's on-going rental payments. Plans have still to be agreed with the Island Development Committee and rent levels will be subject to commercial scrutiny by the Board of Administration's professional property advisers and subsequent approval by the Board of Administration and the Advisory and Finance Committee. The Board is, therefore, only able at this stage to give an indicative estimate of the rent payable. In accordance with the principle outlined above, the Board proposes to pay to

the landlord a capital sum of £1.2 million in lieu of part of this rent by agreed instalments against architects' certificates as the building progresses. An estimated reduced initial rent in the range of £50,000 per annum to £55,000 per annum would then become payable from the lease commencement date. Costs in respect of the common areas would be an integral part of the service charge payable by the Board of Health in addition to rent.

10. In addition to the demised areas, it is proposed that the Board should have the right to park 25 vehicles in the adjoining car park at a rent of £500 per annum, i.e. a total initial parking rent of £12,500 per annum.
11. Although the St Martin's Community Centre will provide a base for day services for adults with a learning disability, it will not totally replace the services currently provided at the Mignot Centre. In order to do this, it will be necessary to rent other premises, as was done recently when it was necessary to undertake some work within the Mignot Centre in preparation for the building of the new wards at La Corbinerie. For this period, space was rented at the Western Parishes Community Centre (Styx) and the arrangement proved the success of operating the service on two separate sites. Consequently, in addition to the costs detailed above, there will be a need for a revenue sum of approximately £12,000 per annum to rent other premises, which will be much smaller than the St Martin's Community Centre facilities. This will be on a shorter lease basis to allow for a regular review of the Board's requirements.
12. The Board believes there will be a continuing need for this accommodation for the day services to be provided but if this did change at any time in the future, there are other services provided by the Board, which could make use of the building or it could be sub-leased. There will, however, be a clause in the lease which enables the Board to recover its capital investment if the property should be sold.
13. It is envisaged, other than the rental charges, that the revenue costs of new premises will be relatively neutral and can be contained within the Board of Health's existing revenue allocation. There are no staffing implications.
14. The Board also wishes to mention that it intends to approach the States later this year regarding leasing arrangements for a new development on Les Cotils site. This will house a replacement for the Russels social day care facility for older people and also incorporate a day centre for people with dementia. The latter will replace facilities at the Castel Hospital, in accordance with the Board's plans to vacate that site. The intention is that this project should be on similar lines to those proposed for the St Martin's Community Centre, ie. that assistance will be given with the capital cost of the project in return for a reduced rent.

15. Recommendations

The Board of Health requests the States:

- i. to agree in principle to a 21-year lease of part of the proposed St Martin's Community Centre and 25 parking spaces by the Board of Health and to authorise the Board of Administration to negotiate the terms of such lease, subject to the final approval of the Advisory and Finance Committee and the Law Officers of the Crown;
- ii. to authorise an initial capital payment, not exceeding £1,200,000, in lieu of rent;
- iii. to vote the Board of Health a credit of £1,200,000 to cover the cost of the above, which sum to be charged to the capital allocation of the Board of Health;
- iv. to authorise the Advisory and Finance Committee to transfer a maximum sum of £1,200,000 from the Capital Reserve to the capital allocation of the Board of Health;
- v. to direct the Advisory and Finance Committee to take due account of the revenue costs to the Board of Health associated with this project when recommending revenue allocations to the States for 2005 and subsequent years.

Yours faithfully

P. J. ROFFEY

President  
States Board of Health

**(NB The States Advisory and Finance Committee supports the proposals)**

The States are asked to decide:-

IV.- Whether, after consideration of the Report dated the 23<sup>rd</sup> June, 2003, of the States Board of Health, they are of opinion:-

1. To agree in principle to a 21-year lease of part of the proposed St Martin's Community Centre and 25 parking spaces by the States Board of Health and to authorise the States Board of Administration to negotiate the terms of such lease, subject to the final approval of the States Advisory and Finance Committee and the Law Officers of the Crown;
2. To authorise an initial capital payment, not exceeding £1,200,000, in lieu of rent.
3. To vote the States Board of Health a credit of £1,200,000 to cover the cost of the above, which sum shall be charged to the capital allocation of the States Board of Health.
4. To authorise the States Advisory and Finance Committee to transfer a maximum sum of £1,200,000 from the Capital Reserve to the capital allocation of the States Board of Health.
5. To direct the States Advisory and Finance Committee to take due account of the revenue costs to the States Board of Health associated with the above project when recommending revenue allocations to the States for 2005 and subsequent years.

**STATES COMMITTEE FOR HORTICULTURE**

**2003 REVIEW OF THE HORTICULTURAL INDUSTRY AND STATES SUPPORT**

The President  
States of Guernsey  
Royal Court House  
St Peter Port  
Guernsey  
GY1 2PB

25<sup>th</sup> June 2003

Dear Sir

**2003 REVIEW OF THE HORTICULTURAL INDUSTRY AND STATES SUPPORT**

**1. Introduction**

- 1.1 The Committee for Horticulture has reported regularly to the States reviewing the horticultural industry and the support it receives from the States. The most recent such report was approved in 1999 and the Committee for Horticulture was due to report again to the States during 2004.
- 1.2 In the light of the major restructuring of the States Committee system scheduled for next year and given the completion earlier this year of a report from a Joint Industry Working Party, the Committee felt it was opportune to bring its report to the States at this time.

<p><b>1.3 In this policy letter the Committee will, with the benefit of an up to date description of the industry drawn from the work of the joint review, present its current proposals to support the further development of the horticultural industry, which continues to make a positive and beneficial contribution to the Island.</b></p>
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**2. Outcomes of the 1999 Review**

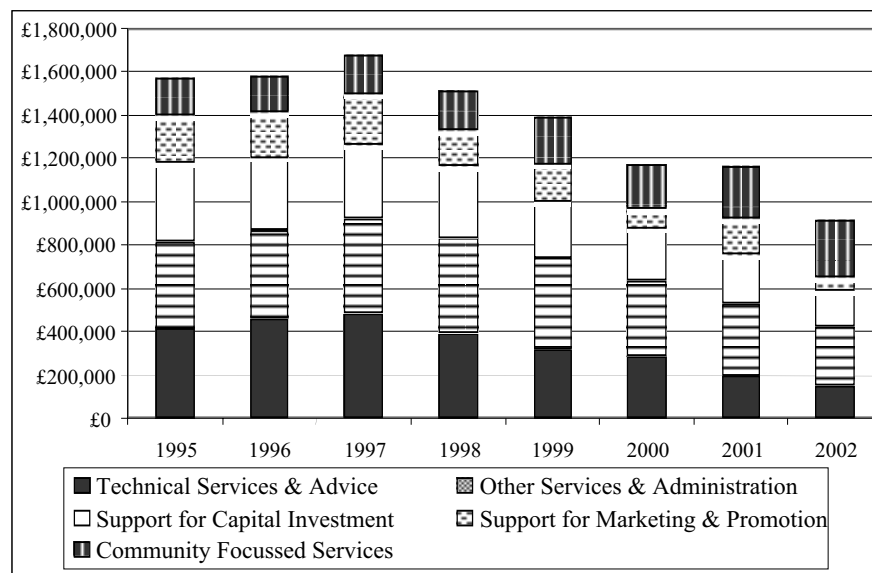
- 2.1 Before looking at the latest review the Committee believes it is worthwhile to remind members briefly of the results of the 1999 review, which contained recommendations that were supported fully by the House and which set a new direction for the package of States support and encouragement for the industry with a significant reduction in the Committee's annual budget.



## 2.2 The main effects of the 1999 Review were, in summary:

- Committee technical services were trimmed, reducing staff numbers and cost.
- Financial support schemes were put on a firm joint funding basis.
- Responsibility was placed on businessmen in the industry to plan ahead to consider their marketing, advisory, and investment needs, either individually or as groups, and to make applications for part funding from the Committee.
- The States was asked to note the changes in the industry and its contribution to the Island as a bulk exporter making a total economic contribution to the Island in excess of £60 million per annum from export sales in excess of £40 million.
- The States was also asked to note that fewer staff were working in the Island's glasshouses, as a consequence of the reduction in the number of businesses and increasingly efficient use of staff. It was agreed that continued access to such temporary staff was essential.
- The report highlighted, what were and remain, the key issues for developing horticultural businesses, and these are the availability of the right glasshouse sites and the opportunity to expand whenever possible in current locations.
- The States agreed that there was a need to bring the Strategic and Corporate plan up to date to maintain the Island's control over inappropriate development, but to recognise the importance of allowing commercial horticultural development where a clear need could be demonstrated.

Figure 1: Committee for Horticulture Revenue Expenditure



### 3. 2003 Joint Industry Review

- 3.1 Following a request from the President of the Guernsey Growers' Association (GGA) in 2002, the Committee was pleased to support a joint review of the industry, focusing on its current size and situation and its likely future development. As one element of the review, particular consideration was given to the part played by States support in encouraging sound business development in the horticultural sector.
- 3.2 The report of the Joint Review Working Party was published in April 2003 and was endorsed by the Guernsey Growers Association and the Committee. It has been used as a basis for this policy report, as well as acting as a springboard for a number of projects that will be taken forward both jointly and separately by the two parties.

- 3.3 In the following sections of this report the Committee will present:
- An overview of the horticultural industry
  - An assessment of likely future development.
  - A review of the major policy areas that it wishes the States to consider in relation to future support to encourage a successful horticultural industry.

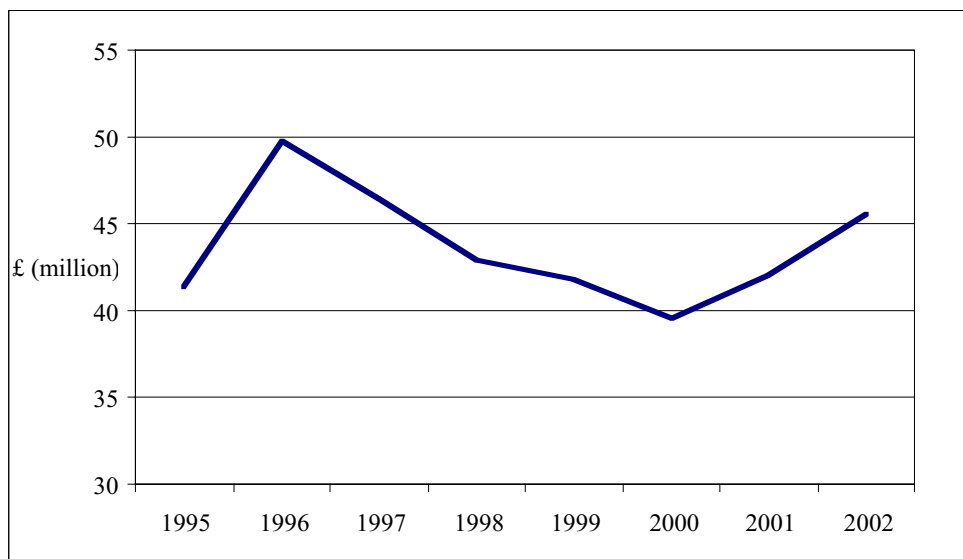
### 4. The Horticultural Industry - An Overview

- 4.1 Guernsey has a horticultural industry that comprises a mix of businesses of different sizes and with different products, from “plug” plants to mini-plum tomatoes. Overall, the industry continues to make a positive contribution to the local economy and the Island and, as businesses in the successful sectors grow, the total value of exports shows signs of increasing in real terms.**

- 4.2 The most recent detailed statistical report on the industry forecasted an increased export turnover for the industry of £45.5 million for 2002, which is an increase of some £3.5 million (or 8%) over the 2001 total of £41.9 million. This will be the second consecutive year of increase following declines in the second half of the 1990s and comes from further increases in earnings by the plant production and postal flowers sectors.
- 4.3 The total number of commercial horticultural businesses has continued to fall and now stands at 172. The number of people employed in horticulture has also fallen. However, behind such headlines lies the reality of a changing industry that will, in the future, have moved away substantially from its traditional products if current trends continue.

- 4.4 Many smaller growing businesses have ceased trading in recent years and this trend will continue as growers move towards retirement or find their operating profits reduced by one or more factors. This trend is expected to continue and it is anticipated that in 10 years there could be fewer than 50 commercial horticultural businesses in total on the Island. These will occupy a reduced total area of glass, but concentrated in the main on the larger, and more efficiently operated sites. In contrast to the overall contraction in the industry size, the businesses that are likely to expand or establish themselves locally are those with products that are supplied to markets willing to pay to have the quality that can be grown on the Island in preference to other sources of supply. These businesses are characterised by a positive engagement in the marketing of their products, attention to production, quality, and innovation, and investments that support their long-term viability.
- 4.5 Increasingly, these are businesses that are physically large in terms of glasshouse area and are the major contributors to the turnover of the Industry. That said, it is likely that total horticultural exports could be at least equivalent to the current level and may well be greater. Thus we would be seeing a modest resurgence of horticulture based on the highly efficient operation of larger sites but which, in total, occupy a smaller area of glass than in the past.

Figure 2: Horticultural Industry Export Value (adjusted for inflation)



## **5. The Horticultural Industry – Key Trends**

- 5.1 The general trend in the 1990's, after a peak in 1991, has been for a very low level of investment in new glasshouses and glasshouse equipment. However those glasshouses which have been built and fully equipped are now playing a very significant part in the production base and export value of the industry.
- 5.2 The value of horticultural exports increased by £3.16 million in 2001 to £41.97 million and a further increase to £45.53 million expected for 2002. This follows a period of decline after a peak at £42.51 million in 1996 at the height of cut flower exports. Over this 8-year period there have been some very significant changes within the industry.
- 5.3 Against the general decline in traditional sectors, some companies within the industry are expanding their market share and so increasing their contribution to the economy and employment. The amount of cut flowers being produced for export continues to fall as, in this highly competitive market, most sectors are finding difficulty in maintaining their unit price. The decrease in exports has been in the region of 100,000 boxes per year since 1996 and the total exported in 2002 is likely to be below 400,000 boxes. The decline has been most marked in the Carnation and Iris sectors.
- 5.4 The postal flower sector has shown an increase in sales value and appears to be spurred on by the adoption of e business opportunities by a number of companies. These are, in effect, specialist gifts and their major sales periods are linked to seasonal events (e.g. Christmas, Mother's Day, Easter) rather than to local production patterns. Thus, whilst there is strong loyalty to locally produced flowers, these firms do need to import a limited number of flowers from other production areas to supplement supplies out of the local season. These seasonal imports help sustain the market for local production.
- 5.5 The edible crops sector is much reduced from the size it was 30 or even 20 years ago and now consists of a handful of specialist producers of high value tomato crops (such as mini-plum and on-the-truss cherry) sold to UK multiples and an enthusiastic producer of tomatoes to the Soil Association Organic Accreditation Standard. The export of capsicum peppers has recommenced with a single specialist producer marketing into UK multiples through a specialist wholesaler. There is also significant edible crop production on the Island for the local market and this acts as an import substitute.

**5.6 Young plant production is now the major industry sector in terms of the value of exports and earnings for the Island, accounting for more than one half of all exports by value from a relatively small number of highly specialist producers with strong market links. This sector is the main area where capital investment is being made in the local industry.**

- 5.7 For a number of years The Guernsey Clematis Nursery has been a leading light in the industry and in recent years the success of Delamores, Channel Island Plants (formerly Des Marettes Nurseries), and Thompson and Morgan have shown what can be achieved. Local young plant production has also benefited from the separate establishment of a number of locally based young plant mail order operations, which have produced marketing opportunities for locally produced, “plug plants” which are being sold through this route in increasing numbers.
- 5.8 The recent interest of the company Healthy Direct in establishing a significant base for the production of beneficial pharmaceutical products from plants has shown further areas with potential for growth in local horticulture.

## **6. The Horticultural Industry - The Business Challenge**

- 6.1 The change in horticulture over the last 30 years has had a significant effect on the skills and knowledge needed to be successful and on the tasks that have to be done by a grower. In the past, tomatoes were grown to a more or less universal standard production programme and dispatched for central processing and marketing. These days, growers must establish production programmes and crop control to match the market opportunities that they establish, more often than not, through their own marketing efforts.
- 6.2 They often run larger areas of glass and employ and train seasonal non-local staff. They must be conscious of health and safety and environmental concerns and must be trained and certificated even to buy the chemicals needed for crop protection.
- 6.3 The currently successful businesses are run by growers who are innovative, self-reliant, quality focussed, aware of their markets, experienced, skilled, and fully in touch with the financial and management demands of their businesses. It is these approaches and characteristics that the Committee endorses and intends to support.

**6.4 The crucial challenges for the industry are those of a strategic nature and encompass such things as the continued availability of strategically important sites, the encouragement of new and novel business start-ups, and the supply of skilled and enthusiastic staff.**

**If these challenges are met successfully they have the potential to encourage investment and the development of businesses and will secure a healthy and viable industry in the future.**

- 6.5 At the individual business level there are challenges needing action in the shorter-term. Examples of these are effective management of businesses, maintaining access to essential crop protection chemicals, capital investment, the development of market opportunities, and the availability of technical services.

6.6 In its 1999 policy review, the Committee proposed a short set of “success factors” which it said would, if pursued by businesses, mark out those that would be more likely to succeed in the future. The factors listed were:

- A business approach to growing
- A quality product
- The will and ability to move into expanding premium markets
- Compliance with environmental standards
- Attracting young people into the industry and investing in their future.

6.7 It is increasingly clear that the businesses that are still operating successfully have all embraced most, if not all, of these factors.

**6.8 The evidence suggests that horticulture can continue to play an important part in the Island’s economy. Horticultural businesses are like all others in the sense that future success will rely on several factors, some that are the responsibility of the entrepreneur and some in which government can play a crucial role.**

## 7. Policies to Encourage Horticultural Success in Guernsey

7.1 In its review in 1999 the Committee set out a number of objectives for its policies and a set of guiding principles on which they would be based. These are equally important in 2003 and the Committee re-iterates them in this report virtually unchanged.

7.2 The objectives, which need to be met, are that the Island should see:

- The continuation of a successful commercial horticultural industry, which makes a positive contribution to the wealth of the Island and contains a bank of jobs that can be available for locals if needed.
- The best use being made of the Island’s horticultural assets and the horticultural expertise of Islanders.
- Horticultural businesses operating as responsible and environmentally aware members of the community.
- A career in horticulture as an attractive opportunity for Islanders.

7.3 The principles that the Committee believes should be the basis for its policies are that they should:

- Encourage clean and environmentally friendly horticultural businesses.
- Provide essential services in the most cost effective manner.
- Be based on joint funding.
- Support business focussed services for the industry.
- Support progressive attitudes.

- Support strategic investment.
- Focus support on the reduction of development costs for businesses.

7.4 In the remainder of this report a number of policy areas are considered in terms of what can be done by the States to continue to encourage the continuation of the horticultural industry with all the benefits that it still brings to the Island in terms of such things as the creation of employment opportunities, export earnings and freight volume. Success will depend on the following areas being successfully tabled:

- Horticultural sites
- Environmental protection
- Industry staffing & training
- Technical Services
- Capital Investment
- Market Development

## **8. Encouraging Horticultural Success – Horticultural Sites**

### Strategically Important Horticultural Areas

8.1 In 1966 the horticultural industry occupied (in terms of the area of glasshouses above) in excess of 1094 acres of land, which was close to 15% of the surface area of the island. With the contraction of the industry and in particular the tomato sector, the area of commercial glass had fallen to 284 acres by 2001. This reduction represents a release of land for other purposes in the region of 635 acres, with some 200 acres used for non-commercial purposes.

**8.2 As the recent Joint Review progressed it became clear that access to suitable sites is a critical issue for the future success of the industry and particularly for the larger and expanding businesses expected to be its mainstay in the coming years.**

8.3 The pressures to release sites for other purposes is greater than ever and the Committee has seen, as well as smaller sites, some notable areas of land re-allocated for housing (Belgrave Vinery – 32 acres and Francief Vinery – 4.5 acres), industry (Saltpans Vinery – 20 acres), and most recently for schools (Les Nicolles Vinery – 20 acres). Other major sites are under threat and as each one goes, so the ability of the industry to contribute to the island's economy in the future is reduced.

8.4 The Committee believes that the industry has been reasonably well served by planning policies since the early 1990's which balanced the declining need for

land for horticulture, as the industry physically contracted, with the opportunity to keep viable commercial operations going with the ability to expand.

Nevertheless, experience suggests that the pressure on the larger sites is such that the time has come for a new approach to ensure they remain available both for the industry and the Island as a source of export income.

- 8.5 The larger horticultural sites offer numerous advantages giving room for expansion with lower building costs with glasshouses being built on a scale that is more cost effective. Development on this scale improves operating efficiency, reduces energy consumption, and lowers production costs. Furthermore, management and production control are improved compared to “split-site” operations, which have become the norm in recent years, not through choice but because of a lack of suitable sites. Such sites, while considered to be very large by local standards are, nevertheless, the minimum size that an inward investor will consider.
- 8.6 The Committee has concluded that rather than concentrating only on the concept of strategically important sites, it is better to consider “horticultural areas”. Whilst such areas may indeed be a single holding in one ownership, there are a number of key areas where two or more sites adjacent or in the same vicinity could provide a viable development in the future.
- 8.7 These areas of strategic importance are relatively few in number and have characteristics that mark them out; namely that they:
- Are in the region of 5 acres or more with adjacent areas allowing for expansion up to 10 or even 20 acres in total.
  - Are sheltered, more or less level sites with good access for goods vehicles and with all main services.
  - Have existing modern metal-framed glasshouses on at least a part of the area and have the potential for expansion of the growing area and associated packing and office facilities.
  - Are free from environmental contamination.
- 8.8 The Committee believes that, in consultations that include the industry (via the GGA), these strategically important horticultural areas should be identified and safeguarded for future investment and use by the industry. Furthermore, the recent case of the purchase of Les Nicolles Vinery also shows that the protection should be explicitly extended to ensure that public sector departments do not override the zoning protection without there being open debate in the States on such proposals.

<p><b>8.9 The Committee seeks States approval in principle for the identification of these strategically important horticultural areas. Furthermore, the</b></p>
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**Committee proposes that the States directs the Committee and the IDC to jointly identify such sites and to examine how to safeguard them for the future and to report back to the States no later than February 2004 on how this can be achieved with urgency.**

- 8.10 Smaller glasshouse sites of 1 or 2 acres can and will continue to play an important part in the horticultural industry both now and in the foreseeable future. These will be capable, with the right facilities, and probably in combination with other sites, of supporting viable commercial operations. It is known that one investor is keen to sub-contract specialist production to “one man” units on this scale. This has obvious advantages such that these smaller sites should have protection for their existing uses for the foreseeable future.

## **9. Encouraging Horticultural Success – Environmental Protection**

### The Safe Use of Chemical by the Industry

- 9.1 The use of crop protection chemicals by the industry is much lower than it once was, as biological control, and pollination by bees in the case of edible crops, has become the norm in many crops. However, there are occasions when pest and disease problems call for effective and timely chemical control measures to be used. The horticultural industry cannot expect that safety standards will be reduced and indeed should consider pushing actively for the adoption of best practice across the industry to back up its request to be a trusted and safe user of crop protection chemicals.
- 9.2 Businesses have found that by taking the initiative and using procedures such as COSHH (Control Of Substances Hazardous to Health) they have improved the efficiency and safety of the use and storage of chemicals. The Committee was very encouraged by the positive support from the industry for the industry-wide adoption of COSHH as a joint project with the GGA.

**9.3 The Committee will start this project in 2003 with the objective of the adoption of COSHH by all horticultural businesses in no more than a 3-year period, i.e. by the 30<sup>th</sup> June 2006. Provision for the cost will be made within the normal budget process and will be contained within cash limits.**

### 9.4 Improved Environmental Management on Horticultural Sites

Local horticultural production has been able to fill the market niche for high quality produce and in this regard there are clear opportunities in the area of “green” or “sustainable “ production. Organic tomato production is just such an initiative, but on a wider scale there are already demands, and hence opportunities, for “environmental quality assured” production.

- 9.5 Commercial vineries cover some 500 acres of the Island and can make a positive impact on biodiversity with appropriate management. Already there are market

led pressures in the edibles sector for “vinery environment action plans” and this could be developed more widely in the industry with positive results for marketing of produce and the Island’s environment, complementing the Farm Biodiversity Action Plans being supported by the Agriculture and Countryside Board

**9.6 The Committee believes that it can give added stimulus to this beneficial development by giving support for the cost of the needed technical advice for the production (but not the implementation) of environmental actions plans for vineries through its Advisory Support Scheme (see paragraphs 11.5 to 11.9 in this report) within existing budget provision.**

Clearing Up Derelict Glasshouse sites

9.7 With the retirement of many growers, the Island has a significant number of disused glasshouses that with the dilapidation of the surrounding vinery land have become a serious eyesore and a real safety concern. These are a blight on the Island and despite the firm planning policies of the IDC, that were intended to remove unrealistic hopes of obtaining development permission, such sites still remain and this creates a very poor public impression of the industry.

9.8 While the future of derelict glasshouse sites is not of direct relevance to the growers who will be continuing in the industry in the future, nevertheless this was an issue that came out very strongly in consultation with the industry during the Joint Review. Both the GGA and the Committee are supportive of a positive attempt being made to introduce sensible measures that lead to the removal of derelict and dangerous glasshouses that continue to blight the island.

9.9 In addition, to stimulate the clearance of sites, it is important that growers are not disadvantaged, simply because they have cleared old glass and buildings from vinery sites if they subsequently make applications to re-build horticultural facilities.

**9.10 Experience suggests that the problem of derelict sites will continue to spoil the Island unless the States intervenes in some way. However, the Committee is very conscious that any financial support from the States for such an exercise in environmental improvement would have to be examined very carefully and linked to clear environmental gains for the Island.**

9.11 The Committee believes that the topic merits a separate approach to the States at some point in the future and does not intend to examine the matter in this policy letter, nor is it certain that the Committee or its successor is the appropriate body to present specific proposals. However, the Committee seeks States support for a project that will research the likely cost of clearing glass and restoring land as a starting point for developing any support scheme in the future.

- 9.12 Specifically the Committee proposes that it should undertake a limited pilot project whereby some “typical” glasshouse sites are cleared by the private sector. The clearance proposed would be the complete removal of glasshouses and other built structures and the removal of waste materials from the site.**
- 9.13 The costs of such clearance would be carefully recorded and, in consultation with the other interested parties, options for encouraging future clearance identified and a comprehensive review brought to the States in due course.**

#### The Return of Unwanted Crop Protection Chemicals

- 9.14 There continues to be concern over the possible retention of banned chemicals on vineries because of the disposal charge levied on commercial growers by the Board of Industry. There are added worries that these materials may ultimately be left on vineries that become derelict once commercial operations are abandoned. The reasons for the disposal charge are fully understood, but the reality is that this is perceived as a disincentive to the proper and timely removal of these materials from vineries.
- 9.15 Calls from the GGA for a repeat of the past practice of arranging further short periods of “amnesty” to encourage the return of chemicals without incurring a charge, have not been agreed despite approaches to Advisory and Finance. The Committee believes that public safety would be well served by this issue again seeing the light of day.

- 9.16 The Committee with the support of the GGA, intends to investigate this matter again with the Board of Industry to consider the practicalities and funding of a final well publicised, short, return period, strictly limited to those chemicals that can no longer be used by commercial growers, during which the disposal charge would be subsidised in full.**
- 9.17 The Committee recommends the States to agree that a sum of £10,000 is made available from its unspent balances for such a scheme.**

(Note: Members of the public and owners of glasshouse sites that are no longer in commercial operation can already dispose of unwanted chemicals without charge through the Board of Industry’s scheme).

## **10. Encouraging Horticultural Success – Staffing and Training**

### Staffing

- 10.1 The reduction in the size of the industry and the adoption of labour saving methods and equipment (such as bulb planters and flower packing lines) have reduced the total number of people working in the industry and the number of short term licences required for temporary staff. The total number working in the industry is now in the region of 660, with less than 340 being workers on temporary housing licences.
- 10.2 It is likely that the future changes in the industry will reduce these totals further but there will probably be an increasing need for a small number of technically experienced staff to work in the developing businesses. These staff will need some longer licences and a continuation of the sympathetic consideration of such applications by the Island's authorities will be very important for future success in the industry.
- 10.3 The industry has a very good record of introducing effective controls on staff including careful screening, well managed accommodation, healthcare, and liaison with the local authorities. Unfortunately that alone cannot ensure the continued availability of these valued and essential workers who have, as much as the dedication of the local businessmen, been central to the continuation of horticulture over the last 15 years.
- 10.4 Changes in the economy in Madeira have created many more job opportunities there than existed in the past and this has restricted the number of experienced and reliable staff seeking work in local horticulture. In recent years growers have turned, with a good measure of success, to workers from Latvia to staff their businesses.
- 10.5 The industry has handled the question of staffing with care and a co-ordinated approach that has been crucial in persuading the States departments involved in approving work and housing permits to develop straightforward administrative systems based on mutual trust.

<p><b>10.6 These arrangements have worked well for all parties, are important to the industry, and should continue to operate.</b></p>
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### Learning and Skills for the Industry's Future

- 10.7 A consequence of the current and future focus of the industry on larger companies, moving away from "one man" stand alone businesses, is the need for key staff to have a broader range of skills. At present the Committee supports training for spray operator certification and its staff provide ad hoc training for specific crop protection requirements on request. Future needs will range from

crop production and crop protection through to staff and business management and computer skills.

- 10.8 Support from the Industry and the Committee for training and development in horticulture, although marked by examples of personal input and success has, overall, been patchy and inconsistent. It is felt to be high time that an independent view of this topic was taken and a Training Needs Analysis for horticulture commissioned.

**10.9 The Committee, working with the GGA, has already held discussions with the Training Agency and will be pursuing this project in 2003 and 2004 with the objective of identifying the skills, qualifications, and training required for the future and to identify any “skills gap” and plan how best to address it.**

#### Support for the Cost of Training

- 10.10 The range of skills required within horticulture is wide from the practical and manual skills of crop production to handling the necessary business and marketing demands of the modern growing enterprise. The acquisition of these skills will be important to businesses and it is felt that this is an area in which the Committee should give extra stimulus with financial support.
- 10.11 The Committee believes that the parameters of the Advisory Support Scheme should be extended to support activities that are aimed at learning of direct relevance to the horticultural industry. Under this Scheme, (which replaced the direct employment of technical and advisory staff by the Committee in 2000) support is given strictly on a pound for pound, matched funding basis. This will help enrich the industry with new and needed skills, support forward-looking growers and staff, and enhance career opportunities for new entrants.
- 10.12 Examples of the range of activities that could be covered are, ICT courses, study tours and professional horticultural training. Working with the GGA as a partner, such opportunities could be arranged and promoted, to include groups of businesses where appropriate, to reduce costs and make best the use of support from the Scheme

**10.13 The Committee proposes that the rules of the Advisory Support Scheme should be extended to cover learning and study activities of direct relevance to the future and development of horticultural businesses**

### **11. Encouraging Horticultural Success – Technical Services**

#### Technical Services Provided by the States

- 11.1 The industry has far fewer States supported technical services than it did only a few years ago. The remaining elements, the Plant Health and Laboratory services,

are held in high regard by the Industry and despite the reduction in staffing, which was a practical response to the falling demand for its services from the industry, the laboratories still provide an excellent and accurate service that is the fastest competitively priced option for the local industry.

- 11.2 The Committee's current technical services continue to be used not only by growers but also by the public and other States department for regular work using the particular skills available (e.g. animal health testing for Agriculture) and for specific enquiries needing their specialist knowledge (e.g. the safe chemical control of weeds).
- 11.3 As well as needing accurate crop nutrition analysis and crop protection advice, the industry will continue to require effective technical backup to assist it in being an environmentally responsible member of the Island community. In this respect, integrated pest management programmes have been shown to deliver cost and crop protection benefits for businesses and this knowledge and expertise is already proving to be absolutely crucial to the success of most of the new breed of horticultural businesses on the island.
- 11.4 The Committee is soon to start a project to refurbish the laboratories at Raymond Falla House, creating a single unit to replace the two separate laboratories that exist at present. As well as allowing greater efficiency of the use of the reduced staffing this is an opportunity to bring the 30 year old laboratory facilities to a modern level and in particular in accord with current health and safety requirements.

<p><b>11.5 The Committee has concluded that the changes introduced in the staffing of its technical services match the demand in a practical manner and the current technical services should be maintained at their current level and backed with suitable facilities.</b></p>
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#### The Advisory Support Scheme

- 11.6 The Advisory Support Scheme, which replaced the Committee's directly employed technical advisers, has worked to the benefit of all parties ensuring that growers can obtain horticultural technical advice, from a range of sources, at a cost that represents good value for money.
- 11.7 Under the Scheme growers can claim 50% of the cost of employing a technical adviser up to a daily maximum rate set by the Committee. Advisers must be accredited as being of an appropriate professional standard and experience, for their use to be supported.
- 11.8 Since its inception in August 2000 the Scheme has been used by over 30 different horticultural businesses to assist with the cost of technical support from approved advisers. The proposals earlier in this report for the modest extension of the

scope of this Scheme to support and encourage the use of qualified assistance on the areas of skills training and environmental planning can be achieved within the existing budget provision.

**11.9 The Committee is convinced that with an annual budget of £50,000, the Scheme has proved to be cost effective and beneficial and should be retained.**

## **12. Encouraging Horticultural Success – Capital Investment**

### The Horticultural Interest Subsidy Scheme

- 12.1 The Committee's Interest Subsidy Scheme provides a partial subsidy towards the cost of interest on loans taken out to fund capital investments in the Industry. The grower secures funding for his project from the commercial sector, with the Committee paying a portion of the interest charge on the loan. This has the effect of allowing the grower to borrow to make his investment at a lower than market rate.
- 12.2 This form of joint funding assists not only by reducing the cost of borrowing, but also by giving confidence to commercial lenders by virtue of the technical checks carried out on behalf of the Committee. The checks confirm that the projects are appropriate solutions to the technical requirements and that the work has been done to a good standard. If either of these conditions is not met, support is not given.
- 12.3 As described earlier, capital investment has been low in recent years and the Scheme has been under-subscribed for some years. As it is a "formula-led" budget, unspent funds are returned to Treasury at the end of each year. The current estimated expenditure for 2003 is £134,000 against a budget of £300,000.
- 12.4 The Scheme is of greater benefit in real and percentage terms to applicants when interest rates are higher. The current low and stable rate of bank interest has significantly reduced the cost of the Scheme, but at the same time greatly reduced its effect as an incentive to borrowing for capital investment. It could be argued that, pound for pound, the Scheme delivers less benefit for growers applying for support at the present time.
- 12.5 In 1999 the States agreed that the Committee should have the ability to vary Scheme details in consultation with the Advisory and Finance Committee. In the light of the low and stable interest rates the Committee approached Advisory and Finance and is pleased to have received that Committee's approval of the following changes:

- (a) That Scheme base rates for new applications from 2003 to be altered as follows:
- Equipment projects – base rate reduced from 5% to 2.5%
  - New glasshouse projects – base rate reduced from 2.5% to 1%
- (b) That 100% of the cost of projects should be used in the calculation of support. To date, only 75% of the cost of equipment projects has been taken into account whereas for glasshouse building 100% has been used.

**12.6 The Committee believes that the Interest Subsidy Scheme is well targeted and should remain open to new applications for a further 5-year period with the budget provision retained at the current level.**

### **13. Encouraging Horticultural Success – Market Development**

#### Supporting and Encouraging the Development of New Market Opportunities

- 13.1 In the 1999 policy review the States agreed to the scrapping of the previous approaches to support in this area of marketing and their replacement with a strict 50:50 funding scheme, the “Market Development Scheme”, which requires applicants to make “bids” for funding for activities that would investigate, open up, and start the initial development of market opportunities not previously exploited.
- 13.2 Since its first year of operation, applications for the Committee’s Market Development Scheme have been close to or exceeded the annual funding maximum, but understandable decisions to hold back on some developments have reduced the final level of claims.
- 13.3 Through this Scheme, businesses have been encouraged and supported to engage in a range of activities from the development of websites for postal sales, marketing and promotional events on the island and in the UK, to new advertising and branding work for horticultural businesses. The Committee has had a very clear and unequivocal message from its consultations with the industry that this Scheme is strongly supported in its current form by the businesses that have made use of it.

**13.4 In view of the importance of the Scheme and the contribution it has made to encourage development of new and existing markets, the Committee has concluded that this scheme and its current level of funding should be retained for a further 5 years before being reviewed again.**



**14. Consultations**

- 14.1 In the period of the Joint Review and the preparation of this policy letter, the Committee has consulted with the horticultural industry and its representative body the Guernsey Growers' Association. The Committee has also consulted the Island Development Committee, Income Tax Authority, and Cadastre.

**15. Effect of Proposals Staffing and Committee Budget**

- 15.1 The proposals in this report will have no effect on the Committee's current staffing or budgetary provision. Funding for the glasshouse removal pilot project and the chemical disposal subsidy should be taken from its unspent balances.

**16. Recommendations**

The Committee recommends the States to:

1. Direct the Committee and the Island Development Committee to jointly work to identify the Island's strategically important horticultural areas, to consider how best to safeguard them for the future to the industry, and to report back to the States by February 2004 with proposals to do this, as set out in Section 8 of this report.
2. Agree the Committee's proposals for a pilot investigation project to establish the likely costs of the full clearance of glasshouse sites as set out in paragraphs 9.7 - 9.13 of this report.
3. Note the Committee's intention to investigate a possible future report to the States on the subject of derelict glasshouse clearance with other interested parties (paragraphs 9.11-9.13).
4. Agree to the Committee's proposal to fund, at a cost of up to £10,000 from its unspent balances, a short period of 100% subsidy for growers towards the cost of the safe disposal of unwanted crop protection chemicals through the Board of Industry's chemical disposal scheme, as set out in paragraphs 9.14 - 9.17 of this report.
5. Note the continuing need for staff for the industry on housing licences both short-term and, to provide specialised knowledge, a limited number of longer term licences (paragraphs 10.1 to 10.6).
6. Note the proposals of the Committee with regard to training for the Industry as set out in paragraphs 10.7 – 10.9 of this report.

7. Agree to the continuation of the Advisory Support Scheme for a further five years and the widening of the activities eligible for support as set out in paragraphs 11.6- 11.9 of this report.
8. Agree to the continuation of the Interest Subsidy Scheme for a further 5 years as set out in section 12 of this report.
9. Agree to the continuation of the Market Development Scheme for a further 5 years as set out in section 13 of this report.

I would be grateful if you would lay this matter before the States with the appropriate propositions.

Yours faithfully

P. A. C. FALLA

President  
States Committee for Horticulture

**STATES COMMITTEE FOR HORTICULTURE**

**2003 REVIEW OF THE HORTICULTURAL INDUSTRY AND  
STATES SUPPORT**

**STATISTICAL APPENDICES**

1. Export Volume
2. Flower Values
3. All Flowers Statistical Summary
4. Edibles Statistical Summary
5. Plant Production
  - 5.1 Plant Production: Gross Turnover
  - 5.2 Plant Production: Crop Area
6. Postal Flower Exports From Guernsey
7. Total Horticultural Area Under Glass (Hectares)
8. Number of Businesses & Average Size

**APPENDIX 1:****EXPORT VOLUME**

Boxes of flowers exported

2002	Carnation	Fern	Freesia	Iris	Roses	Others	TOTAL
January	1,462	32	7,680	774	2,140	1,093	13,181
February	1,828	48	9,425	2,605	602	1,110	15,618
March	2,851	48	19,664	6,676	1,081	1,586	31,906
April	2,611	62	11,769	3,793	14,078	1,520	33,833
May	4,988	101	7,412	1,303	14,896	1,916	30,616
June	17,479	108	8,441	694	18,776	1,472	46,970
July	23,210	107	7,432	192	20,027	1,592	52,560
August	20,644	116	7,814	35	19,749	1,689	50,047
September	17,080	113	8,935	885	16,626	1,508	45,147
October	7,503	86	6,183	953	12,225	1,535	28,485
November	3,594	86	5,942	1,174	7,887	1,386	20,069
December	1,199	35	3,754	1,110	1,926	1,429	9,453
<b>TOTALS</b>	<b>104,449</b>	<b>942</b>	<b>104,451</b>	<b>20,194</b>	<b>130,013</b>	<b>17,836</b>	<b>377,885</b>

**APPENDIX 2:****FLOWER VALUES**

Average Flower Values as £ per unit at (Gross Price, net of commission)

Cut Flowers	Unit Type	2000 actual	2000 reflatd	2001 actual
Freesia	Box	24.78	25.28	27.01
Carnations	Box	25.39	25.90	25.39
Roses	Box	19.88	20.28	21.68
Iris	Box	32.04	32.68	30.87
Fern/Foliage	Box	36.64	37.37	50.98
Lisianthus	Box	20.81	21.23	19.11
Alstroemeria	Box	15.90	16.22	25.27
Others	Box	24.18	24.66	24.64
All Flowers	Box	24.95	25.45	28.12

Source: *Committee for Horticulture Economic and Statistical Report.*

Note: Gross price includes transport and marketing charges, but is net of wholesaler commission.

Note: Not standardised boxes - i.e. data include a variety of box types, bunches per box, flowers per bunch.

States Committee for Horticulture – 2003 Review of the Horticultural Industry and States Support

## APPENDIX 3

## ALL FLOWERS STATISTICAL SUMMARY

YEAR	1966	1976	1986	1990	1996	1997	1998	1999	2000	2001
Crop Area (ha)	49	115.3	173.2	159.9	124.7	113.2	108.3	110.8	96.96	92.95
Export Volume (boxes)	n/a	892,424	1,060,731	1,040,562	946,279	858,890	792,767	730,165	587,576	577,462
	2000 (actual)		2000 (reflated)		2001					
Price	24.95		25.45		28.12					
% Change 2000/2001					10.5%					

## APPENDIX 4

### EDIBLES STATISTICAL SUMMARY

YEAR	1966	1976	1986	1996	1998	1999	2000
Crop Area (ha)	303.9	227.5	66.0	18.6	20.4	20.9	18.7

Source: Committee for Horticulture Census

## APPENDIX 5

### 5.1 PLANT PRODUCTION: GROSS TURNOVER (including Island Plant Sales)

	1995 (£)	1996 (£)	1997 (£)	1998 (£)	1999 (£)	2000 (£)	2001 (£)
Projected Total	3,770,557	7,893,258	8,855,561	9,694,787	12,439,116	16,215,633	20,921,344
Reflated Total	4,524,668	9,235,112	9,918,228	10,470,370	13,185,463	16,539,946	20,921,344

### 5.2 PLANT PRODUCTION: CROP AREA

YEAR	1976	1986	1996	1997	1998	1999	2000
Crop Area (ha)	1.6	8.1	10.9	10.7	14.7	15.0	15.0

States Committee for Horticulture – 2003 Review of the Horticultural Industry and States Support

**APPENDIX 6**

**POSTAL FLOWER EXPORTS FROM GUERNSEY**

Year	Volume (no. of boxes)	Price per Box (£)	Gross Value (Estimate - £m)
1993	307,256	10.70	3.29
1994	366,181	10.96	4.01
1995	333,732	12.00	4.00
1996	336,106	12.00	4.03
1997	401,158	12.50	5.01
1998	386,930	12.50	4.84
1999	423,000	13.00	5.49
2000	396,000	13.00	5.14
2001	432,194	14.00	6.10
2002 (estimate)	475,413	14.00	6.60

*Sources : Guernsey Post Office Customer Services Department  
Guernsey Postal Flowers Association*



## APPENDIX 7

## TOTAL HORTICULTURAL AREA UNDER GLASS (HECTARES)

TYPE	1976	1996	1998	1999	2000	2001
Hot	297.9	83.3	78.7	73.8	62.2	45
Frost Protected	n/a	47.3	39.3	41.6	41	46
Cold	94.3	34.6	23.7	22.3	24.8	23
*Total Commercial	392.2	167.3	143.7	143.8	129.8	115.1
Non-Commercial	28.3	55.5	65.4	57.5	67.1	71
New Area Built	0.65	0.7	0.6	0.7	0.4	0
TOTAL AREA	421.15	223.5	209.7	202	197.3	186.1
Area Demolished	9.3	6.0	3.4	1.1	0.7	1

*\*This figure also includes areas for which a heating regime was not indicated.*

*Source: Committee for Horticulture Census*

## APPENDIX 8

## NUMBER OF BUSINESSES &amp; AVERAGE SIZE

Year	1976	1987	1990	1995	1996	1997	1998	1999	2000	2001
No. of Businesses	2432	904	685	429	364	298	253	239	209	187
Average Size of Business (ha)	0.18	0.31	0.36	0.41	0.46	0.52	0.57	0.60	0.62	0.62

**APPENDIX 9**

**EMPLOYMENT IN THE HORTICULTURAL INDUSTRY**

	1966	1976	1987	1990	1997	1998	1999	2000	2001
Total Number of Posts	5,786	5,222	2,805	2,420	1,315	1,093	921	877	809
Full Time Equivalent Total	5,275	3,375	1,817	1,736	1,108	888	767	725	657
Total Number of Seasonal Posts	-	-	-	731	442	429	371	361	337

Source : Horticultural Census Database

**(The States Advisory and Finance Committee supports the proposals)**

The States are asked to decide:-

V - Whether, after consideration of the Report dated the 25<sup>th</sup> June, 2003, of the States Committee for Horticulture, they are of opinion:

1. To direct the States Committee for Horticulture and the Island Development Committee to jointly work to identify the Island's strategically important horticultural areas, to consider how best to safeguard them for the future to the industry, and to report back to the States by February 2004 with proposals to do this, as set out in Section 8 of that Report
2. To agree the States Committee for Horticulture's proposals for a pilot investigation project to establish the likely costs of the full clearance of glasshouse sites as set out in paragraphs 9.7 - 9.13 of that Report.
3. To note the States Committee for Horticulture's intention to investigate a possible future report to the States on the subject of derelict glasshouse clearance with other interested parties.
4. To agree to the States Committee for Horticulture's proposal to fund, at a cost of up to £10,000 from its unspent balances, a short period of 100% subsidy for growers towards the cost of the safe disposal of unwanted crop protection chemicals through the States Board of Industry's chemical disposal scheme, as set out in paragraphs 9.14 - 9.17 of that Report.
5. To note the continuing need for staff for the industry on housing licences both short-term and, to provide specialised knowledge, a limited number of longer term licences,
6. To note the proposals of the States Committee for Horticulture with regard to training for the Industry as set out in paragraphs 10.7 - 10.9 of that Report.
7. To agree to the continuation of the Advisory Support Scheme for a further five years and the widening of the activities eligible for support as set out in paragraphs 11.6- 11.9 of that Report.
8. To agree to the continuation of the Interest Subsidy Scheme for a further 5 years as set out in section 12 of that Report.
9. To agree to the continuation of the Market Development Scheme for a further 5 years as set out in section 13 of that Report.

DE V. G. CAREY,  
[Baillif and President of the States.

The Royal Court House,  
Guernsey,  
The 11<sup>th</sup> July, 2003.

APPENDIX

STATES EDUCATION COUNCIL

LES BEAUCAMPS SCHOOL: VALIDATION REPORT

27th June, 2003

The President,  
States of Guernsey,  
Bailiff's Chambers,  
Royal Court House,  
ST. PETER PORT,  
GY1 2PB

Dear Sir,

Les Beaucamps School : Validation Report

I enclose two copies of the summary of the validation report and the Council's response for the above school. I shall be grateful if you will arrange for this to be published as an appendix to the Billet d'État for July 2003.

Copies of the full report will be made available for any member of the public to inspect at both the school and the Education Department.

Yours faithfully,



Deputy M. A. Ozanne,  
President,  
States Education Council.

Encs.

**ISLANDS' FEDERATION FOR THE EVALUATION OF SCHOOLS  
(IFES)**

**Summary of the Validation Report**

**LES BEAUCAMPS SECONDARY SCHOOL  
GUERNSEY**

**MARCH 2003**

## SUMMARY OF THE VALIDATION REPORT

### LES BEAUCAMPS SECONDARY SCHOOL

Les Beaucamps School is a non-selective secondary school for boys and girls aged 11 - 16

There are 511 students on roll

They are taught by 36 full time and 2 part time members of staff  
providing a student/teacher ratio of 13.7 : 1

The contact ratio is 76.4%

#### Background

The validation team consisted of twelve experienced inspectors. Eleven were Ofsted inspectors from the UK and one was an education adviser from Jersey, all of whom had completed the Islands' Federation for the Evaluation of Schools (IFES) training course. The team was led by a former senior HMI and Ofsted Registered Inspector

The team was introduced to the staff at an informal meeting on Sunday evening and then spent four days inspecting the school.

The school provided a range of documentation and information in advance of the visit, having spent a year working on its self-evaluation activities. Most staff had attended the Education Department's IFES Internal Evaluator training course on how to carry out a self-review.

The evidence base to validate the school's findings was collected through :

- \* observation of 172 whole or part lessons;
- \* scrutiny of a wide range of whole school and departmental documentation from the last three years, including School Improvement Plans, minutes of meetings and examination results;
- \* examination and discussion of teachers' planning;
- \* attendance at assemblies, form tutor periods and some extra curricular activities;
- \* examination of students' current and previous work
- \* approximately 25 hours of planned discussions with teachers and other staff, students and parents.
- \* observation of students on arrival and departure from the school and at other times around the buildings and grounds;
- \* scrutiny of letters and returns from the parental questionnaire

At the end of the week, heads of department received an oral feedback on their subject area from the specialist inspector. On Friday, the team leader and deputy leader reported the main findings of the inspection team to the headteacher and his senior management team at the school. This was followed by a verbal report to the Director of Education

## Main Findings

- \* Les Beaucamps is a very good school which has continued to make impressive progress in many areas since the last inspection in 1997.
- \* It is well led and managed. The headteacher's pro-active, open and participative style of management has earned him the respect and loyalty of his staff, and he receives positive support from an experienced senior management team (SMT).
- \* A purposeful, warm and supportive ethos has been established. Students are courteous and well behaved. They respond positively to a learning environment which is well ordered and enhanced by lively displays of work. Most students enjoy school and have good relationships with their teachers and one another.
- \* The school's self evaluation exercise was extremely well planned and carried out in a very professional manner. It was assisted by the school's now well established system of regular self review and forward planning. The school's internal report is commendably accurate in identifying its strengths and areas for development, and provides a secure platform for continued improvement.
- \* The valuation team observed 172 lessons. Of these, an impressive 94% were of at least satisfactory standard, and a commendable 58% were either good or excellent in the quality of teaching, learning and attainment. All subject areas provided some exemplars of good practice. Most lessons are well planned and purposeful, with clear learning objectives. Activities and resources are well matched to students' abilities.
- \* In the small number of unsatisfactory lessons, features include lack of clear planning, weak class control leading to poor behaviour, and inappropriate work.
- \* The curriculum has been broadened since the last inspection, and now meets the requirements of the National Curriculum (Guernsey) in all respects. The amount of teaching time per week in Guernsey secondary schools remains below the UK minimum. Timetabling is efficiently organised by the first deputy head. The establishment of a Route A curriculum for some students at KS4 is proving to be successful, offering more vocational and work related courses, including a well organised Youth Award scheme.
- \* Most subject areas are well documented, with appropriate policies, schemes of work, action plans and targets. Several new GCSE courses have been successfully introduced, such as in business studies, English, drama, history and PE.
- \* Attainment levels have improved since the last inspection, and monitoring has improved through suitable use of available MidY's, Yellis and Autumn Package data. The analysis of entry level attainment at Y7 shows that the school successfully adds value to students' levels throughout the school, particularly by the end of KS3.
- \* GCSE results have improved significantly, and in 2002 63% of students gained five or more A\* - C grades. Girls perform much better than boys. These levels of attainment are high in comparison with all UK maintained secondary schools, and very high in comparison with secondary modern schools.
- \* Good progress has been made in the school's systems for assessment, recording and reporting. There are now clear guidelines for assessing attainment, effort, homework, and reporting to parents, with increasing use of NC(G) levels and GCSE grading. Continued monitoring by the SMT and heads of department will be necessary to ensure consistency in the application of the guidelines.

- \* The learning support department is ably led by an experienced special educational needs co-ordinator (SENCO), assisted by committed support staff, and provides a good service for students within the whole school inclusion policy. She provides valuable information for subject departments to assist them with their target setting for individual students, an area which the school has rightly identified for further development. The school effectively follows the Guernsey Code of Practice for SEN, and the use of IFPs is progressing well. Departments are continuing to address the necessity of providing differentiated work and materials for students of different abilities.
- \* The school makes good provision within the curriculum and through extra-curricular activities for the social, moral, and cultural development of its students. More attention needs to be paid to spiritual development across the curriculum, including the arrangements for collective worship.
- \* Effective guidance, welfare and pastoral support is provided through committed heads of year and other staff within the year and house systems. Further work and monitoring are needed on liaison between subject departments, pastoral staff and form tutors in order to ensure that consistency is achieved on target setting and areas such as citizenship, careers and PSHE. The school works hard to motivate the small number of students and parents who do not meet the school's expectations of work and behaviour.
- \* The school has successfully established positive working relationships with most parents, and there are productive arrangements with a number of organisations, agencies and businesses within the local community. The returns from the parental questionnaire (Appendix A) show high degrees of satisfaction with the work of the school and the support and encouragement provided for students.
- \* The School Improvement Plan (SIP) is well founded in accurate assessments of the school's strengths and areas needing development. Communications within the school are good. Staff are clear about their roles and have up-to-date job descriptions. The newly established system of performance management is progressing well. Most staff avail themselves willingly of available opportunities for INSET and continued professional development. Good levels of support are provided for newly qualified teachers.
- \* The whole school ICT management strategy, outlined in 'Putting Our Future First', has made a promising start. It should be of considerable benefit to both staff and students once all technical and software problems have been resolved, staff confidence and skills have been improved, and the ICT system is fully operational in the manner envisaged. Good oversight and direction of those developments within the school's direct control are being provided by the headteacher and the ICT Task Group.
- \* The school is well cleaned and maintained, and staff work hard and effectively to overcome some accommodation deficiencies in areas as such PE and music. The planned rebuilding of the school is eagerly anticipated by staff, parents and students.
- \* The school office is efficiently organised and run, and provides a positive first point of contact for parents and visitors. Financial systems and oversight are sound, and spending is well matched to the priorities in the SIP and to departmental action plans.
- \* The school makes effective use of its available staffing, financial and material resources. The school is well resourced to meet the requirements of the NC(G). A number of new staffing appointments have impacted positively on the school. The longstanding absence of a member of staff in home economics is hindering development in that area. The untimely deaths of two respected members of staff have been sensitively handled by the headteacher and others, and staff morale was observed to be high during the inspection week.
- \* The headteacher and his staff are commended for their hard work and commitment, and for their highly professional and successful engagement with the VSSE process.



### **Key Issues that the School Needs to Address**

\* In order to sustain existing levels of success and progress, and to continue to move forward, the headteacher, senior management and staff should address the following issues, most of which have already been identified by the school during its recent review:

- the full implementation of the whole school ICT management strategy, and the establishment of integrated management information systems;
- the effective use of available data in setting and tracking individual targets for students, helping them to become more independent learners; raising attainment, particularly for boys, to the highest A\* and A grade levels;
- the establishment of more uniform and co-ordinated use of form tutor time, attention to students' spiritual development and the arrangements for collective worship;
- the monitoring across the school of the implementation of recently introduced policies for areas such as ARR, inclusion, teaching and learning, behaviour, homework, PSHE and citizenship, performance management, and continuing professional development.

*The school is responsible for drawing up an action plan after receiving the Report, showing what it is going to do about the issues raised and how it will incorporate them in the school's Development Plan.*

*A follow-up visit to the school will be made in spring/summer 2004 in order to monitor and discuss the progress the school has made, and a written report will be made to the Director of Education.*

## APPENDIX A

## Les Beaucamps Secondary School

## PARENTAL SURVEY

Number of questionnaires sent out	446					
Number of questionnaires returned	214					
Percentage return rate	48					
Percentages of responses in each category	Strongly Agree	Tend to Agree	Tend to Disagree	Strongly Disagree	Don't know	Nil Response
My child likes school	40	48	10	2	0	0
My child is making good progress in school	47	43	8	2	0.5	0
Behaviour in the school is good	22	60	11	2	5	0
My child gets the right amount of work to do at home	23	58	13	5	2	0
The teaching is good	36	56	4	0.5	4	0
The school gives me a clear understanding of what is taught	28	52	11	4	2	2
I am kept well informed about how my child is getting on	36	47	12	3	1	0
I would feel comfortable about approaching the school	60	34	5	0.5	1	0
The school handles complaints from parents well	34	33	9	1	22	1
The school expects my child to work hard and achieve his best	56	38	4	1	0.5	0
The school is well led and managed	51	38	4	2	4	1
The school's values & attitudes are helping my child to become mature and responsible	40	47	8	2	3	0.5
The school provides an interesting range of activities outside lessons	25	47	10	6	12	0.5
The school works closely with parents	25	54	11	4	5	1

## STATES OF GUERNSEY

### STATES EDUCATION COUNCIL

#### Response to the Validation Report on Les Beaucamps School

The Education Council and Les Beaucamps School are delighted with and fully accept the outstanding Validation report of March 2003. The Education Council is pleased to note that, without reservation, Les Beaucamps is described as "a very good school" and one which has made "impressive progress" since the last very positive validation in 1997. In addition, the Headteacher and his staff are commended for their hard work and commitment, and for their highly professional and successful engagement with the VSSF process.

The Council is pleased to note that the Headteacher and his Senior Management Team have established a purposeful, warm and supportive ethos where students are well behaved and focused on their learning. Of particular note is the outstanding number of lessons deemed satisfactory or above (94%) with a commendably high proportion (59%) being of good or excellent standard. All departments provided examples of good practice. Levels of attainment are high in comparison with all UK maintained secondary schools and very good in comparison with secondary modern schools.

Curriculum development, including the establishment of a vocational route at KS4 is innovative, relevant and described as successful. The school's many links with outside agencies, including local industry, the Youth Service and the College of FE are a strength. Good oversight and direction relating to the implementation of the whole school's ambitious ICT strategy has ensured that the States investment in ICT is proving to be of increasing benefit to staff and students.

The school caters well for students with special needs and there is an effective guidance and pastoral system in place for all students. Good progress has been made in the school's systems for Assessment, Recording and Reporting and parents are kept well informed of their children's progress. Council is pleased to note the high level of parental support for Les Beaucamps (in common with other island schools) as indicated by the very supportive returns from the parental questionnaire. Teaching staff are well supported by administrative and care-taking staff and the school is well maintained, clean and an attractive and stimulating environment in which to work.

The school's well-established strategies in terms of development planning and review will ensure that the areas for improvement indicated below will be addressed effectively.

- The full implementation of the whole school ICT management strategy, and the establishment of integrated management information systems.
- The effective use of available data in setting and tracking individual targets for students, helping them to become more independent learners.
- The establishment of more co-ordinated use of form tutor time; attention to students' spiritual development and arrangements for collective worship.
- The monitoring across the school of recently introduced policies.

The school will now formulate a comprehensive and strategic school improvement plan, which will provide a clear agenda for future development, building on the very good progress already made.

IN THE STATES OF THE ISLAND OF GUERNSEY

ON THE 30TH DAY OF JULY, 2003

The States resolved as follows concerning  
Billet d'Etat No. XIX dated 11th July, 2003

**STATES EDUCATION COUNCIL**

**FIVE YEAR ICT STRATEGY – JANUARY 2004 TO DECEMBER 2008**

III. After consideration of the Report dated the 26th June, 2003, of the States Education Council:-

1. To approve in principle the States Education Council's proposals for the continuing development of the ICT Strategy as set out in that Report.
2. To authorise the States Education Council to seek and accept, subject to the approval of the States Advisory and Finance Committee, tenders for the supply of ICT related resources as detailed in that Report.
3. To authorise the States Education Council to submit a revenue budget for 2004 at a sum of £4,250,000 in excess of the approved cash limit.
4. To direct the States Advisory and Finance Committee to take account of those costs when recommending to the States revenue allocations for 2005 and subsequent years.

**STATES BOARD OF HEALTH**

**ST. MARTIN'S COMMUNITY CENTRE – FUNDING ARRANGEMENTS**

IV. After consideration of the Report dated the 23rd June, 2003, of the States Board of Health:-

1. To agree in principle to a 21-year lease of part of the proposed St. Martin's Community Centre and 25 parking spaces by the States Board of Health and to authorise the States Board of Administration to negotiate the terms of such lease, subject to the final approval of the States Advisory and Finance Committee and the Law Officers of the Crown;
2. To authorise an initial capital payment, not exceeding £1,200,000, in lieu of rent.

3. To vote the States Board of Health a credit of £1,200,000 to cover the costs of the above, which sum shall be charged to the capital allocation of the States Board of Health.
4. To authorise the States Advisory and Finance Committee to transfer a maximum sum of £1,200,000 from the Capital Reserve to the capital allocation of the States Board of Health.
5. To direct the States Advisory and Finance Committee to take due account of the revenue costs to the States Board of Health associated with the above project when recommending revenue allocations to the States for 2005 and subsequent years.

IN THE STATES OF THE ISLAND OF GUERNSEY

ON THE 24TH DAY OF SEPTEMBER, 2003

(Meeting adjourned from 1st August, 2003)

The States resolved as follows concerning  
Billet d'Etat No. XIX dated 11th July, 2003

**STATES COMMITTEE FOR HORTICULTURE**

**2003 REVIEW OF THE HORTICULTURAL INDUSTRY AND STATES  
SUPPORT**

- V. After consideration of the Report dated the 25th June, 2003, of the States Committee for Horticulture:-
1. To direct the States Committee for Horticulture and the Island Development Committee to jointly work to identify the Island's strategically important horticultural areas, to consider how best to safeguard them for the future to the industry, and to report back to the States by February 2004 with proposals to do this, as set out in Section 8 of that Report.
  2. To agree the States Committee for Horticulture's proposals for a pilot investigation project to establish the likely costs of the full clearance of glasshouse sites as set out in paragraphs 9.7 – 9.13 of that Report.
  3. To note the States Committee for Horticulture's intention to investigate a possible future report to the States on the subject of derelict glasshouse clearance with other interested parties.
  4. To agree to the States Committee for Horticulture's proposal to fund, at a cost of up to £10,000 from its unspent balances, a short period of 100% subsidy for growers towards the cost of the safe disposal of unwanted crop protection chemicals through the States Board of Industry's chemical disposal scheme, as set out in paragraphs 9.14 – 9.17 of that Report.
  5. To note the continuing need for staff for the industry on housing licences both short-term and, to provide specialised knowledge, a limited number of longer term licences.
  6. To note the proposals of the States Committee for Horticulture with regard to training for the Industry as set out in paragraphs 10.7 – 10.9 of that Report.

7. To agree to the continuation of the Advisory Support Scheme for a further five years and the widening of the activities eligible for support as set out in paragraphs 11.6- 11.9 of that Report.
8. To agree to the continuation of the Interest Subsidy Scheme for a further 5 years as set out in section 12 of that Report.
9. To agree to the continuation of the Market Development Scheme for a further 5 years as set out in section 13 of that Report.

D.R. DOREY  
HER MAJESTY'S DEPUTY GREFFIER