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WEDNESDAY, 25th JULY, 2007

XVIII
2007

POLICY COUNCIL – GOVERNMENT BUSINESS PLAN 2007
(POLICY & RESOURCE PLAN)

APPENDIX

Policy Council – Sustainable Guernsey Monitoring Report 2007

B I L L E T D ' É T A T

TO THE MEMBERS OF THE STATES OF THE ISLAND OF GUERNSEY

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 25th JULY, 2007**, at 9.30am, to consider the item contained in this Billet d'État which has been submitted for debate by the Policy Council.

G. R. ROWLAND
Bailiff and Presiding Officer

The Royal Court House
Guernsey
22 June 2007

POLICY COUNCIL

GOVERNMENT BUSINESS PLAN 2007 (POLICY & RESOURCE PLAN)

Foreword

The importance of political leadership and teamwork has been at the heart of public debate during this difficult year and despite the controversies faced by the Policy Council during 2007, the process of building a new, action-oriented Government Business Plan has continued steadily behind the scenes with this firmly in mind.

In my new role as Chief Minister, I have been impressed by the way in which States Members have maintained their involvement in the development of the plan since the first, incomplete version was published last December. The value of having a plan that engages with States Members as individual politicians as well as with Department boards and Committees has been demonstrated by the continuity of purpose it has provided during recent months. A resilient and adaptable planning process is one that is likely to last.

The Government Business Plan now includes the action plans to pursue the priority objectives identified by the States in December. These action plans have been developed in a short period of time to tackle complex issues and no-one is claiming that they are perfect. In a sense, they should be seen as early prototypes for a process that will be incrementally reviewed and refined year on year as the States learns how best to make the plans effective. What the plans clearly demonstrate, however, is a way in which corporate political priorities can be translated into practical action.

I believe that this is a very positive legacy that the first States assembly since the review of the machinery of government in 2004 will be able to hand on to its successors.

M W Torode
Chief Minister

11th June 2007

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Commentary from the Chairman of the Government Business Plan Team, Deputy Stuart Falla

The pace of work necessary to prepare a fully developed GBP for States' consideration in July has not slackened since the preliminary version of the plan was approved in December and the GBP Team; Deputies Le Tocq, Mahy, Pritchard and I, are very appreciative of the contributions made by everyone involved in the process over recent months.

Throughout the preparation of the GBP, the team has described its members' role as being the 'guardians of the process': working with all the parties involved to ensure that the plan stays true to its stated objectives. In doing our job, we have provided guidance to help maintain a reasonable consistency of approach but without trying to impose rigid rules. The GBP is intended to be an adaptable 'Living Document', to use the current phraseology, which can respond flexibly to different situations and new events.

The Operational Plan Summaries provided by States Departments and Committees, which are attached as an appendix to this report, are a case in point. They each cover similar ground but reflect the very different size of the organisations involved, and the wide spectrum of services they provide.

Like every other aspect of the GBP, the Operational Plan Summaries will develop further in response to feedback about the value of the information they contain. Already, however, the Summaries provide a better insight than before into the work of the public sector and the way that money and staff are deployed to carry it out.

Similarly, producing the States Priority action plans, which are at the heart of the GBP process, has been a learning experience for all of us concerned. In some cases, where the Priority is framed in very broad terms (eg Priorities 8 and 9 for Healthcare and Education), the action plan necessarily covers much of the same ground dealt with in the Operational Plan Summary of the relevant department. Seeing this element of duplication, States Members may decide to concentrate more narrowly on specific political concerns in future GBPs so that the action plans can be more closely targeted. This is the sort of judgement that can be exercised with the benefit of practical experience of using the GBP as a political tool.

During May, as the GBP was being finalised for publication, the GBP team had a series of meetings with groups of States Members to discuss the way in which the GBP had been developed so far and how best to ensure that the plan is successfully delivered. As a result of those discussions, the GBP Team is refining ideas for monitoring the implementation of the Priority action plans through regular contact with the 'Level 2 Leads', occasional States Members' seminars on each Priority topic, brief 6 monthly reports on all action plans to the Policy Council and, of course, the annual GBP review.

This work is strongly linked to the GBP Team's responsibility for progressing the action plan for Priority 12, which aims to promote a stronger corporate culture throughout the

States organisation and with the development of a limited number of carefully selected Key Performance Indicators to help assess the effectiveness of the GBP.

Costings, targets and completion dates are not included as part of the GBP as it is presented in this document. The States agreed in December that it was important to establish a process capable of developing priority action plans before refining those plans to include these elements. This important but complex task will be part of the process of producing the second version of the plan.

As I said earlier, working on the GBP has been a learning experience for us all, for individual States Members but also for the Policy Council, Departments, Committees, working groups and for the GBP Team itself. It has been, and will continue to be a challenge for all of us, politicians and public servants alike to keep the momentum going thus ensuring that the GBP has the ownership, focus and corporate commitment to deliver what it promises.

Part of the key to making this happen, is that there should be an ongoing lively debate on the priority issues and regular reference to the GBP in all political dealings. As the Chief Minister says in the Foreword to this document, the GBP is a “very positive legacy” and one with the potential to become a vital tool, not just for present States Members but also for future ones; moreover its value is not just for the States but for our whole island community.

S J Falla
Chairman
Government Business Plan Team

11th June 2007

Executive Summary

The Government Business Plan is the product of a new, politically-driven process within the States of Guernsey. Since the incomplete plan was published in December 2006, the Policy Council has continued to co-ordinate the preparation of States Priority action plans and to guide the production of Operational Plan Summaries through the Government Business Plan Team. The team has worked throughout to maintain two-way communication with States Members as individual politicians as well as with Departments and Committees.

The main objectives of the GBP are to generate a stronger sense of shared political direction within Guernsey's consensus form of government and to forge a constructive relationship between corporate strategy and departmental policy-making and service delivery. This is most clearly demonstrated in the States Priority action plans where the shared strategic goal identified at Level 1 is realised through practical actions at Levels 2, 3 and 4. Level 1 expresses corporate commitment; Level 4 describes departmental delivery. In addition, the Operational Plan Summaries describe the broader range of work carried out in States Departments and Committees which will enable a better informed debate to take place.

To ensure that the plan remains flexible and responsive to change and to maintain the responsibility of Departments and Committees for areas within their mandates, the States are only being asked to note, rather than to approve, Level 4 actions. If changes are made at Level 4 during the life of the plan, the lead body concerned will be accountable to show why this was necessary and to demonstrate that the Level 1 objective is still being satisfactorily pursued by other means.

Apart from the States Priority action plans and Operational Plan Summaries, the most significant addition to the GBP is the inclusion of the States first Strategic Economic Plan (SEP). It sits alongside the Strategic Land Use Plan (SLUP) which is unchanged this year apart from some minor updating. The relationship between the two strategic plans and the role of the SEP within the government business planning process will develop incrementally over future cycles and is acknowledged to be very much a work in progress at this stage.

The format of the plan has been organised to be as concise and readable as possible by providing the SEP and Operational Plan Summaries as separately bound appendices and by putting approved Corporate Policies and the SLUP in appendices at the back of the main plan.

The States Priority action plans, SEP and SLUP are subject to individual recommendations and propositions that will enable each element of the Government Business Plan to be debated by the States in a structured way that has never previously been possible. Although the plan has been developed with a great deal of political involvement, this does not preclude the possibility of amendments coming forward for consideration. Used in a positive way, this can strengthen the robustness and effectiveness of the plan and ensure that all States Members have a genuine stake in its success.

THE STRUCTURE OF THE GOVERNMENT BUSINESS PLAN

The Government Business Plan remains formally denoted as the States Policy & Resource Plan for the purposes of relevant legislation but it is presented as a new, more streamlined form of plan that is part of a wider family of documents.

The Government Business Plan consists of several related layers:

1. States Corporate Policies

These are high-level statements of government policy that should not require frequent review.

2. The Eight Key Themes of the Corporate Agenda

The Themes are of equal importance and are bound together by an overarching statement of purpose. Together they represent the political consensus within the States that sets a broad direction for government.

3. The States' Priorities

These are statements of the specific Political Priorities that the majority of States Members agree should be pursued during the States' term together with action plans for achieving these objectives.

4. Operational Plan Summaries

The operational plans of the Policy Council and all States Departments and Committees are summarised as a separately bound appendix to the Government Business Plan.

5. Strategic Plans

The **Strategic Land Use Plan** (Strategic & Corporate Plan) is being retained as part of the Government Business Plan having been a long-standing component of the Policy & Resource Plan.

In addition, a new plan, the **Economic Development Plan**, has been developed and is included in this Government Business Plan (although it is presented as a separately bound document), to guide government action to support the continued well-being of the local economy.

6. Further Development of the Government Business Plan

In its fully developed form the integrated Government Business Planning process will be expressed through a 'family' of related documents as part of a

comprehensive organisational structure. This structure will include Income and Expenditure Plans and Monitoring Reports.

This further development of the GBP will take place in the next full planning cycle (2008-2012) following the 2008 States elections.

STATES CORPORATE POLICIES

The Current Position

The Corporate Policies as endorsed by the States in December 2006 (Billet d'Etat XIX, 2006), are set out in full in Appendix I. In addition, the appendix also includes the States Housing and Anti-Poverty Strategy statements as previously approved by the States.

As anticipated in the December 2006 GBP, concise statements of Human Resource and Information and Communications Technology policies have been agreed by the Policy Council and are recommended for inclusion in the Government Business Plan as set out below.

Corporate Practices

Human Resource Policies

As indicated in December 2006, work has progressed on Priority 13 (see later on in this report), to "Create a forward-looking culture amongst all public sector staff". That work has inevitably linked closely with the Chief Executive's modernising agenda for the civil service. Progress with the modernising agenda will assist with the level two objectives of Priority 13 and it is anticipated that experience of and lessons learnt from the modernisation of the civil service will flow through to wider public service. It follows that Human Resource planning is now guided to a significant extent by the work on Priority 13: Human Resource Planning has always been about realising the potential of our most important asset and this sentiment is embodied in Priority 13.

With regard to the Staff number Limitation Policy (SNLP), a report from the Scrutiny Committee was considered and approved by the States at its February meeting. The States agreed that in future, staff numbers should be restrained by budgetary controls rather than the SNLP and directed the Treasury and Resources Department to come back to the States with appropriate proposals. It is expected that that report will be presented to the States at its September meeting.

Information and Communications Technology Policies

Information and Communications Technology (ICT) is an essential enabler to support business and the economy. A robust and standardised Information and Communications Technology platform is a fundamental prerequisite to underpin and sustain the delivery of the States of Guernsey Government Business Plan.

The States ICT Policy at a strategic level is to provide a stable and secure environment that is flexible enough to support the various and changing needs of the businesses and wider community that the government supports. This environment has been developed and will be maintained in line with Good Computer Practice.

ICT needs to be fully integrated into both the strategic and operational business facets of the States to ensure that business requirements are fully met in an optimal fashion. This requires a fully collaborative approach between the IT units and the business.

The States ICT Policy warrants the presence and maintenance of a common, standardised infrastructure on which specialist business applications can also reside, meeting the needs of government and its citizens. The States network has high levels of telecommunication resilience and connectivity. Together this ensures:

- Consistency and co-ordination – between Policy Council, Treasury & Resources and the other Departments.
- Enhanced performance through increased corporate working and data sharing – including corporate monitoring of the Government Business Plan.
- Improved customer services to the public.
- Business Continuity in the event of a disaster.

THE EIGHT KEY THEMES OF THE CORPORATE AGENDA

The Key Themes that express the Corporate Agenda for government were formulated by the Policy Council at a series of special meetings held shortly after the States elections in 2004. They were subsequently endorsed by the States as a whole via the 2005 Policy & Resource Plan. They represent the broad, political consensus for guiding decision-making during the current States assembly and provide the context for determining specific priorities.

Guernsey prospers as a self-determining, distinct and independent community that is a good place to live and bring up children because it is safe, attractive and forward-looking and attempts to meet the aspirations of its citizens.

Autonomy

To uphold and enhance Guernsey's domestic autonomy and international personality, which are based on its constitutional position and successful history of democratic self-government.

Business Environment

To create and sustain the conditions that help maintain a prosperous and resilient business environment which is able to respond quickly to changing local and international circumstances.

Community/Social Inclusion

To maintain Guernsey as a strong and caring community, where respect for individuals flourishes, and where the needs of all members of the community, including vulnerable groups, are provided for.

Culture

To preserve the unique cultural identity that Guernsey enjoys. This identity is based on the strong traditions of a community that values the past but is also self-confident about the future.

The Natural & Built Environments

To enhance the enjoyment of living in Guernsey through a process of continuous improvement to both the natural and built environments.

Population

To put in place a corporate policy for population management that is legally robust, ethically sound and practical to implement recognising that any potential benefits of population growth through net immigration must always be carefully weighed against the increased demand for public services and the potentially adverse impacts on the local environment and quality of life that may result from a rise in population.

Public Finances

To manage public finances and taxation so that Guernsey remains competitive internationally and financially independent.

Public Sector Services

To provide high quality public sector services in situations only where need and value for money can be demonstrated.

THE STATES PRIORITIES

During 2006, States Members worked together over several months to define their political priorities for the remaining period of the current States assembly as set out below.

During this term of the States its Members are committed to:**Fundamental Priorities**

1. Assert Guernsey's independent identity
2. Plan for sustainable economic growth
3. Contain public finances and maintain economic growth

Service Priorities

4. Redistribute wealth wisely within the community
5. Control and monitor population growth
6. Determine waste management strategies

7. Take firm action against crime and the causes and effects of crime
8. Provide best value healthcare for the community
9. Maximise the return on investment in education provision
10. Meet energy needs more efficiently and sustainably
11. Investigate the impact of climate change

Delivery Priorities

12. Deliver a streamlined government programme more corporately
13. Create a forward-looking culture amongst all public sector staff
14. Actively prioritise specific legislation

Each political priority (with the exception of Priorities 3 and 14) is underpinned by a plan that sets out the ‘cascade’ of actions that will be taken in pursuit of the objective and identifies the government body that has lead responsibility for each element of the action plan.

Most plans consist of 4 tiers:

- Level 1. A description of the Priority objective.
- Level 2. The ‘workstreams’ or broad areas of work to be undertaken in pursuit of the objective.
- Level 3. The major items of work to be carried out as part of each workstream.
- Level 4. Contributory actions to be taken in support of the major tasks at Level 3.

At Level 2, the plan names the States Department or Policy Council Steering Group with lead responsibility for each of the workstreams.

When fully developed each plan will also include Key Performance Indicators that will be monitored over time to show whether the action being taken is effective.

Since the presentation of incomplete action plans in December 2006, work has continued to produce a set of fully developed ‘cascades’ and the States Priority action plans will continue to evolve as a ‘living document’ in pursuit of the agreed priority objectives.

In certain cases, the wording of the Level I priority statements has been revised to reflect the further consideration given to the topic since last December (ie Priorities 2, 5 and 12). Lead responsibilities have also been changed where necessary to respond to events (eg Public Services Department taking over solid waste management from the Environment Department – Priority 6) and the further development of particular action areas (eg Government Business Plan Team leading several Priority 12 workstreams).

Where work remains to be done to complete an action plan this is explained at the relevant point in the text.

PRIORITY 1

Assert Guernsey's independent identity

Level 1

To assert and develop Guernsey's independent right to self-government, in a responsible and determined way. The States will reinforce this strong sense of local identity both internally and externally, through policies designed to promote and respect the island's distinctive local culture and traditions and its independent mindedness.

Level 2

- **Self Government**

Take all appropriate steps to preserve Guernsey's responsible, stable and mature democracy with its fiscal independence, legislative competence and independent judiciary which together contribute to Guernsey's long standing history of domestic autonomy and self-government.

External Relations Group

- **Bailiwick Identity**

Develop and establish a formal statement which expresses the Bailiwick's independence and which reflects the islands' legitimate concerns, understanding and history. This statement is intended to underpin the Bailiwick's internal and external relations.

External Relations Group

- **Cultural Heritage**

Preserve, enhance and promote those things which the community values, and which reflect the Bailiwick's unique cultural identity and rich heritage.

Culture and Leisure Department

- **Distinctive Identity**

Represent and display the island's pride in its uniqueness, achievements, traditions and independent mindedness through representation, wherever possible, by political, cultural and sporting teams and individuals and by preserving and illuminating those icons which express the island's self determination and uniqueness.

Culture and Leisure Department

Level 3

Self Government

Take all appropriate steps to preserve Guernsey's responsible, stable and mature democracy with its fiscal independence, legislative competence and independent judiciary which together contribute to Guernsey's long standing history of domestic autonomy and self-government.

- A. Maintain confidence in the States ability to govern Guernsey through the development of appropriate fiscal strategies which maintain fiscal independence and the development of legislative programmes which adequately demonstrate good government.
- B. Engage and confer with the international community on a wide range of issues. However, legislative programmes will only be developed to conform with international interests if the island's best interests and long term policy objectives are met.
- C. Promote the value of self-determination and self-government to local residents and consider a status of local citizenship.
- D. Ensure that the integrity of Guernsey's courts and legal system is maintained and reflects the eight hundred years of history that supports an independent judiciary.

Bailiwick Identity

Develop and establish a formal statement which expresses the Bailiwick's independence and which reflects the islands' legitimate concerns, understanding and history. This statement is intended to underpin the Bailiwick's internal and external relations.

- A. Create a political and executive team which is charged with progressing these matters and bringing forward recommendations for action to the External Relations Group and the Policy Council.
- B. Recognise and consolidate the interests and concerns of those who represent the island at civic, political and departmental levels.
- C. Articulate the constitutional context in which the Bailiwick (principally Guernsey, Alderney and Sark) is currently placed.
- D. Clarify the existing relationships within the Bailiwick and explore how these might affect relationships with Jersey and the UK.
- E. Explore various options for constitutional cooperation which might underpin the Bailiwick's and the Channel Islands' approach to their external affairs over the next 25 years.
- F. Further develop the existing relationship with the UK and identify new initiatives which could be taken to reinforce the Bailiwick's international personality and help inform the development of its external relations.
- G. Ensure that Guernsey's interests are effectively articulated, widely understood and accepted by the international community.

Cultural Heritage

Preserve, enhance and promote those things which the community values and which reflect the Bailiwick's unique cultural identity and rich heritage.

- A. Increase awareness, protection and continued development of Guernsey's identity and differentiation, as expressed through the built environment and other physical elements of the island.
- B. Nurture expression and encourage development of Guernsey's cultural identity to ensure that a sustainable legacy is passed to future generations.
- C. Assist in the other islands in the Bailiwick wherever possible and practicable in upholding their own unique cultural identities.

Distinctive Identity

Represent and display the island's pride in its uniqueness, achievements, traditions and independent mindedness through representation, wherever possible, by political, cultural and sporting teams and individuals and by preserving and illuminating those icons which express the island's self determination and uniqueness.

- A. Attend international political events and functions which provide value for money and where both politicians and senior public servants can articulate Guernsey's unique independent identity.
- B. Participate in and stage international musical festivals, art events and major sporting events where private sponsorship can augment public funding and provide value for money.
- C. Encourage, support and celebrate individuals who excel in their chosen field and whose off-island achievements reflect positively on Guernsey and can be identified as positive local role models.
- D. Preserve and illuminate those icons which differentiate Guernsey as having a heritage of which it can be justifiably proud.
- E. Recognise that island's distinctive identity is reinforced if visitors choose to visit the Islands because they also value the Bailiwick's unique cultural identity and rich heritage.

Level 4

***NB Level 4 work streams are for noting only, and not for debate**

Self Government

** There are no Level 4 work streams for Self Government at present, but actions at Level 4 will be developed further during 2008*

Bailiwick Identity

- A. *Create a political and executive team which is charged with progressing these matters and bringing forward recommendations for action to the External Relations Group and Policy Council.*
 - a) Develop proposals for the External Relations Group to consider as a matter of priority.

Priority 1 – Level 4 – cont'd

- B. Recognise and consolidate the interests and concerns of those who represent the island at civic, political and departmental levels.*
- a) Engage with the Policy Council and all States Members at regular intervals.
- C. Articulate the constitutional context in which the Bailiwick (principally, Guernsey, Alderney and Sark) is currently placed.*
- a) Arrange meetings with representatives of Alderney and Sark to achieve a shared understanding.
 - b) Map out the current constitutional positions of Guernsey, Alderney and Sark and the inter-relationships between the islands.
 - c) Analyse the strengths and weaknesses of those positions and relationships including the ‘tension points’ which arise.
- D. Clarify the existing relationships within the Bailiwick and explore how these might affect relationships with Jersey and the UK.*
- a) Analyse the strengths and weaknesses of the existing relationships, and in particular, how these might affect future relationships with Jersey and the UK.
 - b) Arrange meetings with representatives from Alderney and Sark.
- E. Explore various options for constitutional cooperation which might underpin the Bailiwick’s and the Channel Islands’ approach to their external affairs over the next 25 years.*
- a) Research the constitutional positions of other similar jurisdictions, including the Faroe Islands, Aland Islands, Iceland and Gibraltar.
 - b) Analyse the options for future constitutional cooperation.
 - c) Correspond and arrange a meeting with representatives from Jersey to discuss current and future external relations issues affecting the Channel Islands and the options for addressing those issues.
 - d) Review and develop the constitutional relationship with the UK.

Priority 1 – Level 4 – cont'd

F. Further develop the existing relationship with the UK and identifying new initiatives which could be taken to reinforce the Bailiwick's international personality and help inform the development of its external relations.

- a) Develop Guernsey's international personality.
- b) Continue to progress the various work-streams which are in hand for establishing a 12-mile limit for the Bailiwick's territorial waters.
- c) Build strong and effective relationships with UK Government Ministers, officials, appropriate UK Members of Parliament and other opinion formers, to ensure an improved understanding of the island and its constitutional position.
- d) Encourage participation through island delegations, in regional and international events, where these can be seen to be both beneficial and cost effective.
- e) Work to ensure that there exists a greater understanding within the EU, and beyond, of Guernsey's constitutional position.
- f) Continue to develop contacts with other jurisdictions.

G. Ensure that Guernsey's interests are effectively articulated, widely understood and accepted by the international community.

- a) Continue to demonstrate responsible and cooperative behaviour with regard to neighbouring jurisdictions, global issues and accepted international standards.
- b) Only enter into international agreements where the social, economic, environmental or wider interests of the island are served.

Cultural Heritage

A. Increase awareness, protection and continued development of Guernsey's identity and differentiation, as expressed through the built environment and other physical elements of the island.

- a) Work with others to retain and preserve those parts of the island which help illustrate the island's history, traditions and heritage through the historic use of granite particularly in walls, hard landscaping, special features and the elevations of buildings with road frontages.

Priority 1 – Level 4 – cont'd

- b) Ensure that the island's museum and art collections are protected through proper storage and conservation methods and policies.
- c) Improve the use, protection and interpretation of historic sites and buildings, with particular reference to more recent history.
- d) Protect the Bailiwick's marine archaeological sites and materials from natural and manmade erosive elements and investigate how best to display the artefacts.
- e) Develop a specific strategy for the preservation of the remaining elements of Guernsey's industrial heritage.
- f) Encourage the continued use and resurrection of original place and road names which reflect a rich French heritage.
- g) Preserve those sometime novel solutions which mark out Guernsey as being different such as "le Clameur de Haro", filter-in-turns and other Guernsey ways.
- h) Support policies which assist in maintaining the pattern of agriculture which has evolved traditional farming methods which have led to a pattern of small fields and hedges.

B. Nurture expression and encourage development of Guernsey's cultural identity to ensure that a sustainable legacy is passed to future generations.

- a) Support local groups in the preservation and development of Guernsey French.
- b) Renew and develop interest in the spoken folk memory, word legacy and oral history.
- c) Encourage and support the multitude and multi-cultural nature of diverse events supporting organised groups within the local community and encourage off-island partnerships which extend the development of cultural activity.
- d) Promote and support learning opportunities associated with local studies and local cultural traditions, activities and facilities through the local school curriculum and partnerships with the Education Department and the various cultural organisations.

Priority 1 – Level 4 – cont'd

- e) Involve and support the youth of Guernsey in cultural activities to help establish a positive image for this group of people, and to improve access and participation routes.
 - f) Establish communication routes with other minority ethnic groups on the island to break down barriers and encourage cultural diversity.
 - g) Support the formation of an Arts Trust to provide a voice for arts, funding development and advocacy of cultural expression.
- C. Assist in the other islands in the Bailiwick wherever possible and practicable in upholding their own unique cultural identities.*
- a) Develop partnerships and communication with off-island organisations which can offer support and advice.
 - b) Encourage and support wherever possible the inclusion of the other islands in initiatives and activities which would be enhanced by their inclusion and where their resources would not otherwise provide.

Distinctive Identity

- A. Attend international political events and functions which provide value for money and where both politicians and senior public servants can articulate Guernsey's unique independent identity.*
- a) British-Irish Council meetings.
 - b) British-Irish Inter-Parliamentary meetings.
 - c) Commonwealth Parliamentary Association meetings.
 - d) All Party Parliamentary Channel Islands Group contact meetings.
 - e) Others as identified.
- B. Participate in and stage international musical festivals, arts events and major sporting events where private sponsorship can augment public funding and provide value for money.*
- a) Festivals and events identified through the Guernsey Arts Trust.

Priority 1 – Level 4 – cont'd

- b) Events identified through the Guernsey Sports Commission.
 - c) Commonwealth Games.
 - d) Island Games.
 - e) Others as identified.
- C. *Encourage, support and celebrate individuals who excel in their chosen field and whose off-island achievements reflect positively on Guernsey and can be identified as positive local role models.*
- a) Identified through history as reflecting well on Guernsey's reputation.
 - b) Identified through the Guernsey Arts Trust.
 - c) Identified through the Guernsey Sports Commission.
 - d) Others as identified through media attention and profile.
- D. *Preserve and illuminate those icons which differentiate Guernsey as having a heritage of which it can be justifiably proud.*
- a) Develop policies which assist in the preservation of the Guernsey breed of cattle and the Guernsey landscape of small fields and hedges with which it is associated.
 - b) Develop policies which protect and preserve the unique bio diversity to be found within the countryside, on the shoreline and within the seas of the Bailiwick.
 - c) Recognise that the Guernsey flag and crest, the distinctive local bank notes and stamps and local songs or anthems help project Guernsey's identity.
 - d) Recognise that the celebration of Liberation Day gives islanders the opportunity to reflect on Guernsey's history and its sense of community.
 - e) Recognise that, on occasion, those things which are taken for granted such as "hedge veg", euchre, beanjar and Guernsey gache can easily become lost.

Priority 1 – Level 4 – cont'd

E. Recognise that the island's distinctive identity is reinforced if visitors choose to visit the Islands because they also value the Bailiwick's cultural identity and rich heritage.

- a) Assist with funding and encouragement on those annual events which mark out and illustrate Guernsey's cultural heritage and its traditions.
- b) Ensure that museums, historic sites and buildings are open at dates and times appropriate to those visiting the islands.
- c) Ensure that sufficient information is available to those visiting the islands at places where it can be easily obtained, so that the full extent of those elements and places which illuminate the Bailiwick's cultural identity and rich heritage is identified.

PRIORITY 2

Plan for sustainable economic growth

Level 1

To develop, adopt and promote policies which maintain a vibrant and sustainable economy which generates corporate profits, offers well-paid job opportunities and makes a positive contribution to the continued prosperity of the island.

Level 2

- **Fiscal Policy**

Develop and implement policies, processes and actions designed to support the successful implementation of the Economic and Taxation Strategy approved by the States.

Fiscal and Economic Policy Steering Group

- **Economic Balance**

Identify initiatives and develop practical proposals, favourable to the development of all economic sectors, specifically to redress any perceived or

real imbalance in the island's economic base and thus minimise fragility or volatility in States revenues.

Commerce and Employment Department

Level 3

Fiscal Policy

Develop and implement policies, processes and actions designed to support the successful implementation of the Economic and Taxation Strategy approved by the States.

- A. Develop and implement fiscal, tax and social security policies for stage 1 measures included in the Economic and Taxation Strategy, which are simple, equitable and administratively efficient to operate.
- B. Evaluate anti-avoidance measures required to support stage 1 proposals whilst balancing competitiveness for business and for jobs.
- C. Confirm the detail within the strategy supporting stage 1 measures, with regard to the effect that these policies will have on the growth in States revenues and the economic wellbeing of the island.
- D. Investigate and prepare for stage 2 measures of the strategy.
- E. Establish consultation and feedback systems to ensure views of industry, commerce, self-employed and employed are balanced with the interests of all general tax payers.

Economic Balance

Identify initiatives and develop practical proposals, favourable to the development of all economic sectors, specifically to redress any perceived or real imbalance in the island's economic base and thus minimise fragility or volatility in States revenues

- A. Establish procedures to better understand the dynamics of the economy through detailed monitoring and modelling.
- B. Create, monitor and coordinate the delivery of a Strategic Economic Plan to highlight actions required to redress any level of economic imbalance and promote "economic substitution" in the economy.
- C. Initiate an evaluation of the effectiveness of the Strategic Land Use Plan in setting the appropriate balance between often competing demands for land.

- D. Create a Strategic Workforce Development Plan which can be coordinated through both Priorities 4 and 5 in the Government Business Plan.
- E. Monitor the effectiveness of the current legislative, regulatory and general interventionist environment, established by the States in the local economy, to address any level of economic imbalance.

Level 4

***NB Level 4 work streams are for noting only, and not for debate**

Fiscal Policy

- A. *Develop and implement fiscal, tax and social security policies for stage 1 measures included in the Economic and Taxation Strategy, which are simple, equitable and administratively efficient to operate.*
 - a) Present proposals to the States for Phase 2 of the States Property Rationalisation Strategy to include further opportunities for the disinvestment of part of the States property portfolio.
 - b) Develop and present to the States an alternative policy for controlling staff costs to replace the current Staff Number Limitation Policy (SNLP).
 - c) Present detailed proposals to the States on the new system of Tax on Real Property (TRP).
 - d) Determine increased rates of taxation to be charged under TRP and include in Annual Budget Reports for 2008 onwards.
 - e) Develop proposals for further increases in indirect taxes which will be set out in future Annual Budget Reports.
- B. *Evaluate anti-avoidance measures required to support stage 1 proposals whilst balancing competitiveness for business and for jobs.*
 - a) Consult interested parties on the new taxation regime to include necessary anti-avoidance measures.

Priority 2 – Level 4 – cont'd

- b) Develop and introduce anti-avoidance proposals which are commensurate with Guernsey's new taxation regime and review these periodically in the light of experience.

C. Confirm the detail within the strategy supporting stage 1 measures with regard to the effect that these policies will have on the growth in States revenues and the economic wellbeing of the island.

- a) Analyse current fiscal data and the known implications for States revenues arising from the Economic & Taxation Strategy.
- b) Develop various scenarios using the available data to determine possible implications for States revenues and plan methods for addressing anticipated short falls.
- c) Establish planned levels of increases in public sector income and expenditure.
- d) Continuously assess available fiscal data once the Economic & Taxation Strategy has been implemented to determine what remedial measures may be required.
- e) Work with the Policy Council and the Commerce and Employment Department to establish measures for monitoring the economy and the effects on it arising from the introduction of fiscal measures.

D. Investigate and prepare for stage 2 measures of the strategy.

- a) Continuously assess available fiscal data, once the Economic & Taxation Strategy has been implemented, to determine what remedial measures may be required.
- b) Prepare specific proposals which may be required as part of stage 2 of the Strategy, to include further targeted increases in indirect taxes.
- c) Investigate and develop proposals for a system of Goods and Services Tax and prepare and present to the States the necessary enabling legislation.

E. Establish consultation and feedback systems to ensure views of industry, commerce, self-employed and employed are balanced with the interests of all general tax payers.

Priority 2 – Level 4 – cont'd

- a) Develop and introduce options for establishing formal and informal methods of feedback.
- b) Report relevant outcomes from the feedback systems to the Policy Council.

Economic Balance

- A. *Establish procedures to better understand the dynamics of the economy through detailed monitoring and modelling.*
 - a) Conduct a major review of the economic data currently available with the aim of introducing systems that provide revised or additional data that enabled more meaningful analysis of economic performance and trends.
 - b) Develop the key economic performance indicators.
 - c) Develop measures to evaluate and compare key economic sectors.
 - d) Develop measures to evaluate and compare “outward” and “inward” facing business.
- B. *Create, monitor and coordinate the delivery of a Strategic Economic Plan to highlight actions required to redress any level of economic imbalance and promote “economic substitution” in the economy.*
 - a) Present the Strategic Economic Plan to the States in July 2007 for consideration as part of the Government Business Plan.
 - b) Monitor progress against agreed actions with the Strategic Economic Plan.
- C. *Initiate an evaluation of the effectiveness of the Strategic Land Use Plan in setting the appropriate balance between often competing demands for land.*
 - a) Report to the States, via the Strategic Land Planning Group, on the current comprehensive review of the Strategic Land Use Plan, including the form of the Plan, and how this may be improved for the future.

Priority 2 – Level 4 – cont'd

D. Create a Strategic Workforce Development Programme that can be coordinated through both Priorities 4 and 5 in the Government Business Plan.

- a) Increase the proportion of the working age population which actually work with a focus on removing barriers to the workplace and to reducing exclusion.
- b) Increase the effectiveness of the workforce by ensuring that members of the workforce are able to increase their potential to meet the needs of the developing economy, focusing on skills development and the provision of training opportunities.
- c) Maximise the benefit that Employment Related Housing Licences bring to the economy.

E. Monitor the effectiveness of the current legislative, regulatory and general interventionist environment established by the States in the local economy, to address any level of economic imbalance.

- a) Establish a mechanism to gather and collate feedback from States departments and commercial stakeholders on the effectiveness of legislative and regulatory provision.
- b) Ensure that feedback is taken into account and fed into the development of relevant States legislative and regulatory proposals.

PRIORITY 3

Contain public finances and maintain economic growth

Level 1

To increase revenue income by 3% above RPI and contain expenditure to RPI or less. Invest £20m per year in capital expenditure and implement the States capital Prioritisation and Rationalisation Programme. In order to do this, the Capital

Reserve will be effectively depleted and up to half of the Contingency Reserve may be utilised as a short-term measure to fund any deficit.

The above Level 1 statement refers to the underlying financial objectives during the first phase of the Future Economic and Taxation Strategy.

Priority 3 is expressed as a 'stand alone' statement of intent in relation to the management of public finances. It does not need to be implemented through an action plan.

PRIORITY 4

Redistribute wealth wisely in the community

Level 1

To consolidate and develop policies to help and empower those on low incomes and vulnerable members of the community to share in the advantages of a largely prosperous economy.

Level 2

- **Tax and Benefits**

Investigate a more integrated tax and benefit system which targets those who are vulnerable to or suffering most from relative poverty, in order that Guernsey and Alderney residents are able to afford and benefit from essential services and essential personal items.

Social Security Department

- **Health & Social Services**

Take steps to ensure that no residents of Guernsey and Alderney are denied access to health and/or social services through their lack of financial resources.

Health & Social Services Department

- **Housing**

Take steps to ensure that no residents, who are legally housed in Guernsey, are denied access to housing accommodation of sufficient quality which is commensurate to their needs through their lack of financial resources.

Housing Department

- **Employment**

Identify, encourage and assist all Guernsey residents to gain control of their personal financial circumstances by improving their financial literacy skills and/or their employment prospects.

Commerce & Employment Department

Level 3

Tax and Benefits

Investigate a more integrated tax and benefit system which targets those who are vulnerable to or suffering most from relative poverty in order that Guernsey and Alderney residents are able to afford and benefit from essential services and essential personal items.

- A. Research and develop proposals for the introduction of an income related family allowance scheme.
- B. Review existing tax allowances and non-contributory benefits and consider new allowances and benefits or reconfigurations to target assistance towards those who are vulnerable to, or suffering from, relative poverty and away from those who do not require such assistance.
- C. Consider how savings might be achieved by merging and consolidating the collection, payment and treasury systems which, at times, overlap in the respective mandates of the Treasury & Resources Department and the Social Security Department.
- D. Make a case for additional funds from general revenue to provide greater support to those vulnerable to, or suffering most from, relative poverty and particularly for those funds released by savings and greater targeting outlined above.

Health and Social Services

Take steps to ensure that no residents of Guernsey and Alderney are denied access to health and/or social services through their lack of financial resources.

- A. Analyse those services for which residents are charged and research methods of assisting those who are vulnerable to, or suffering from, relative poverty.
- B. Ensure those who lack financial resources do not avoid accessing health or social services because of their fear of being unable to settle any charges.

Housing

Take steps to ensure that no residents, who are legally housed in Guernsey, are denied access to housing accommodation of sufficient quality which is commensurate to their needs, through their lack of financial resources.

- A. Consider and identify the impact of the new Corporate Tax Strategy, new Tax on Real Property and other new fiscal policy measures on the Guernsey housing market and the housing choices available to low and middle income earners.
- B. Work with the Landlords' Forum and other private sector landlords to help improve the standards of accommodation in the private rental sector, lodging houses and staff accommodation, including the adoption of a common tenancy agreement.
- C. Review the pilot Partial Ownership scheme developed jointly with the Guernsey Housing Association and extend its application as appropriate.
- D. Consider a detailed social housing development plan and the further progress of the work of the Guernsey Housing Association in providing social housing.
- E. Maintain and improve the quality of States-owned housing stock and provide quality tenancy services to the occupiers of those dwellings, in order to foster communities which are pleasant and safe to live in.
- F. Develop options for supported accommodation for persons including older persons, young people, people with a learning disability, persons with a mental illness, ex-offenders, etc.

Employment

Identify, encourage and assist all Guernsey residents to gain control of their personal financial circumstances by improving their financial literacy skills and/or their employment prospects.

- A. Identify and establish a coordinating steering group which takes responsibility for creating a Workforce Development Programme, coordinates its delivery and evangelises the benefits of learning, training and personal development to the Island.
- B. Ensure that all persons in the workforce are able to increase their potential to meet the needs of a developing economy irrespective of their early educational attainment or their financial resources.
- C. Provide access to financial literacy education to all Guernsey residents so that they may become more financially aware, take better decisions with their own money and gain control of their personal financial circumstances.
- D. Encourage and create effective support schemes for all those Guernsey residents who have yet to enter the workforce, or have been out of the workforce for some time, to make that transition easily and learn to appreciate the value of full time employment to themselves and to the community.
- E. Provide access to specialist advice and guidance on training and on employment opportunities.
- F. Introduce Minimum Wage legislation which respects Guernsey's small economy whilst protecting and improving the prospects of employment for Guernsey residents.

Level 4

<p>*<u>NB</u> Level 4 work streams are for noting only, and not for debate</p>

Tax and Benefits

- A. *Research and develop proposals for the introduction of an income related family allowance scheme.*
 - a) Model various scenarios to determine a new, increased rate of family allowance and the means to distribute it in a more equitable manner based on family size and income.

Priority 4 – Level 4 – cont'd

- b) In consultation with Income Tax, consider possible mechanisms for administering a system of income related family allowance.
- c) Consider how a revised family allowance system will interact with Supplementary Benefit to ensure that families on low incomes benefit from the increased level of family allowance.
- d) Develop draft proposals and consult with relevant stakeholders.
- e) Subject to the outcome of the consultation exercise, revise proposals and prepare a Report for consideration by the States.

B. Review existing tax allowances and non-contributory benefits and consider new allowances and benefits or reconfigurations to target assistance towards those who are vulnerable to, or suffering from, relative poverty and away from those who do not require such assistance

- a) Undertake a joint review of existing tax allowances and non-contributory benefits with the aim of targeting assistance towards those who are vulnerable to or suffering from relative poverty.
- b) Review the adequacy of the Requirement Rates and the current arrangements for a single upper limit on the amount of income available from Supplementary Benefit and other sources to ensure that benefit rates are sufficient to meet the minimum requirements of people on low incomes across all family profiles
- c) Investigate and design a system to provide assistance with the payment of Tax on Real Property (TRP) for people on low incomes
- d) Consider introducing a personal allowance for non-employed (Class 3) contributors as a deduction from total income before applying contribution liability

C. Consider how savings might be achieved by merging and consolidating the collection, payment and treasury systems which, at times, overlap in the respective mandates of the Treasury and Resources Department and the Social Security Department.

- a) Undertake a joint review to assess the feasibility and potential resources and cost savings of merging and consolidating income tax and social security contributions collection, payment and treasury systems.

Priority 4 – Level 4 – cont'd

D. Make a case for additional funds from general revenue to provide greater support to those vulnerable to, or suffering most from, relative poverty and particularly for those funds released by savings and greater targeting outlined above.

- a) Undertake the necessary research to make the case for additional funding

Health & Social Services

A. Analyse those services for which residents are charged and research methods of assisting those who are vulnerable to, or suffering from, relative poverty.

- a) Identify, with Social Security Department, all services for which residents are charged.
- b) Review, with Social Security Department, levels of charges.
- c) Research, with Social Security Department, whether levels of support are appropriate.

B. Ensure those who lack financial resources do not avoid accessing health or social services because of their fear of being unable to settle any charges.

- a) Promote health literacy amongst disadvantaged groups, identified by CAPP, to increase their understanding of the determinants of their own health and assist them to improve this by making more 'healthy choices.'
- b) Investigate, with Social Security Department, ways of using current funding to minimise the incidence of people not accessing services for financial reasons.
- c) Research, with Social Security Department, options for relief of prescription charges for those with chronic conditions.

Housing

A. Consider and identify the impact of the new Corporate Tax Strategy, new Tax on Real Property and other new fiscal policy measures on the Guernsey housing market and the housing choices available to low and middle income earners.

Priority 4 – Level 4 – cont'd

- a) Review and update schemes designed to assist first time buyers, which will include:
 - States Home Loans
 - Assisted purchase
 - Equity loans (for key workers)
 - First time buyers grant for assistance with document duty

- B. Work with the Landlords' Forum and other private sector landlords to help improve the standards of accommodation in the private rental sector, lodging houses and staff accommodation, including the adoption of a common tenancy agreement.*
 - a) Assist the Landlords' Forum to progress the self regulation of the Private Rented Sector, by adopting an accreditation scheme, a common tenancy agreement and a minimum standard of condition.
 - b) Continue to investigate the condition of lodging houses and staff accommodation, and identify actions which will address the problems identified.
 - c) Together with the Landlords' Forum and the Citizens' Advice Bureau, investigate a satisfactory procedure for dealing with deposits.

- C. Review the pilot Partial Ownership scheme developed jointly with the Guernsey Housing Association and extend its application as appropriate.*
 - a) Ensure that sufficient supply of partial ownership units is available to meet identified needs.
 - b) Together with Guernsey Housing Association, develop a scheme that would enable some of the Housing Department's incompatible properties to be refurbished and sold under the partial ownership scheme.

- D. Consider a detailed social housing development plan and the further progress of the work of the Guernsey Housing Association in providing social housing.*
 - a) Prepare and present a States report setting out a Social Housing Development Plan until 2013, which will meet the needs identified in the 2006 Housing Needs survey.

Priority 4 – Level 4 – cont'd

- b) Carry out a comprehensive review of the Allocations Policy, particularly in relation to the eligibility criteria for social rented housing.
- c) Complete the rationalisation of the States housing stock and the sale of incompatible properties to assist with the funding of the development of new social housing properties by Housing Associations.
- d) Provide grant funding to the Guernsey Housing Association to build approximately 125 new social housing developments at the Bus Garage and Victoria Avenue.

E. Maintain and improve the quality of States-owned housing stock and provide quality tenancy services to the occupiers of those dwellings in order to foster communities which are pleasant and safe to live in.

- a) Carry out annual reviews of the Rent and Rebates scheme and set the rents at a level which will fund the long term maintenance of the housing stock, whilst ensuring that the rebate scheme retains affordability for those on low incomes.
- b) Continue to develop our links with the States Tenants Advisory Group and encourage a greater level of tenant consultation and participation in the management of their properties.
- c) Complete the programme of modernisation of the States Houses stock and produce an asset management plan which will ensure it continues to be maintained to a satisfactory standard in the future.
- d) Continue the review of internal policies and procedures and replacement of all standard letters using 'plain english' principles.
- e) Continue with the training and development programme for all of the Department's staff

F. Develop options for supported accommodation for persons including older persons, young people, people with a learning disability, persons with a mental illness, ex-offenders, etc.

- a) In conjunction with Housing 21 and Health and Social Services Department, complete the commissioning of Rosaire Court extra care scheme.

Priority 4 – Level 4 – cont'd

- b) In conjunction with Health and Social Services, Social Security and Treasury and Resources, develop an integrated care and support strategy for older people. This will look at the Island's future needs for residential care, extra care housing and sheltered housing. It will also review the funding of each of these types of provision.

Employment

- A. *Identify and establish a coordinating steering group which takes responsibility for creating a Workforce Development Programme, coordinates its delivery and evangelises the benefits of learning, training and personal development to the Island.*
 - a) Promote the benefits of learning, training and personal development through a comprehensive work-related education programme.
 - b) Increase the take up of training opportunities by the self employed and very small businesses.
 - c) Engage employers in promoting the benefits of learning, training and personal development.
 - d) Promote the effectiveness of training in moving employees up the career ladder.
 - e) Showcase best practice in learning, training and personal development.
 - f) Encourage increased employer investment in learning, training and personal development.
 - g) Motivate individuals to take up development opportunities.
 - h) Promote and support flexible learning opportunities.
 - i) Promote the benefits of mentoring programmes.
- B. *Ensure that all persons in the workforce are able to increase their potential to meet the needs of a developing economy irrespective of their early educational attainment or their financial resources.*
 - a) Investigate and remove disincentives to working beyond retirement age.

Priority 4 – Level 4 – cont'd

- b) Promote family friendly employment policies.
- c) Improve the availability, quality and affordability of childcare provision.
- d) Identify causes of education leavers not gaining employment.
- e) Investigate why new entrants to the workforce do not retain employment and drift into transitional employment / unemployment.
- f) Incentivise locally qualified residents, currently residing off-Island, to return to the Island workforce.
- g) Make arrangements to revise the curriculum to address the school leaving age.
- h) Revise the Guernsey Curriculum Statement to ensure that young people have access to opportunities to gain employability skills, including functional literacy and numeracy.
- i) Complete the reorganisation of special education services and institutions, including support for students with social, emotional and behavioural difficulties.
- j) Investigate causes of recruitment difficulties.
- k) Improve employers' access to details on locally qualified experienced graduates.
- l) Promote and develop careers advice and guidance to inform choices.
- m) Work in partnership with employers to develop increased work-related learning opportunities.
- n) Promote and further develop existing opportunities for learning through work (for example the Trident Work Experience Programme, Industry Awareness Week, IOD Management Shadowing Programme).
- o) Investigate the benefits of developing a “one stop shop” for local employment opportunities.
- p) Investigate the benefits of developing a web site for all skills development and training opportunities.

Priority 4 – Level 4 – cont'd

- q) Develop an understanding of current skills requirements and gain an insight into future changes to the requirement.
- r) Identify current training and development provision.
- s) Facilitate a training delivery network which is inclusive of all training providers.
- t) Target the allocation of resources to reduce the end-user cost of training across all providers.
- u) Increase the availability of flexible learning opportunities.
- v) Produce and publicise statistics of career choices of full time education leavers.
- w) Produce and publicise up to date Labour Market Information.

C. Provide access to financial literacy education to all Guernsey residents so that they may become more financially aware, take better decisions with their own money and gain control of their personal financial circumstances.

- a) Develop opportunities to improve financial literacy for pre-16 year olds in Citizenship, PSHE (Personal, Social and Health Education) and Careers and work-related learning.
- b) Increase post-16 provision through the establishment of courses such as the Institute of Financial Services certificate in financial studies.
- c) Liaise with bodies such as the Guernsey Financial Literacy Advisory Group.
- d) Establish GALP (the Guernsey Adult Literacy Project) which will use financial literacy as part of its core curriculum.
- e) Establish the Citizen's Advice Bureau money skills and counselling service to support those individuals who are vulnerable to poverty through financial difficulties.

Priority 4 – Level 4 – cont'd

D. Encourage and create effective support schemes for all those Guernsey residents who have yet to enter the workforce, or have been out of the workforce for some time, to make that transition easily and learn to appreciate the value of full time employment to themselves and to the community.

- a) Review the Apprenticeship Scheme to ensure maximum effectiveness in preparing apprentices for the workplace.
- b) Investigate the benefits of extending the Apprenticeship Scheme to include a broader range of employment opportunities.
- c) Review the 14-19 curriculum to ensure that it provides opportunities for all students to acquire the life skills to function successfully in adult life.
- d) Review the provision of Higher Education Funding.
- e) Provide progression routes from pre-16 to post-16 education to encourage continued participation in education and training.
- f) Promote and develop existing and new policies and schemes designed to increase the employability of individuals who, through disability or disadvantage, may have difficulty competing in the open employment market.
- g) Extend shadowing opportunities to mature entrants to the workforce.
- h) Promote local industry bursary schemes.
- i) Promote and support flexible working patterns.

E. Provide access to specialist advice and guidance on training and on employment opportunities.

- a) Target the promotion of career opportunities and advice for mature returnees / mature entrants to the workforce.
- b) Provide access to specialist advice for those considering second and third career opportunities.
- c) Develop existing careers education and guidance programmes to respond to raising of the school leaving age and developments at the key stage 3 (for 11-14 year olds).

Priority 4 – Level 4 – cont'd

- d) Improve access to advice for potential new entrants to the workforce who are residing off-Island or taking a gap year.
 - e) Establish the Adult Guidance Service which will support those vulnerable to poverty.
- F. *Introduce Minimum Wage Legislation which respects Guernsey's small economy whilst protecting and improving the prospects of employment for Guernsey residents.*
- a) Report to the States on the introduction of Minimum Wage Legislation before the end of 2007.

PRIORITY 5**Control and monitor population growth****Level 1**

To adopt policies consistent with maintaining Guernsey's population at approximately its current level.

Level 2

- **Increase Participation**

Develop policies and take actions to ensure that all persons who are legally housed in Guernsey are encouraged and permitted to be economically active.

Demographics Policy Group

- **Increase Effectiveness**

Ensure that all persons legally working in Guernsey benefit from the opportunities afforded to them through training and development to assist them in being more effective and productive.

Demographics Policy Group

- **Optimise Balance**

Develop policies to ensure that the social and economic employment needs of the Island are met largely by residentially qualified employees, so that the issue of employment-related housing licences can be used to achieve maximum benefit for Guernsey and keep to a minimum any environmental or social consequences arising from their issue.

Demographics Policy Group

- **Monitor and Evaluate**

Maintain and develop a framework for monitoring and evaluating the effectiveness of any control imposed on population growth.

Demographics Policy Group

- **Assess Alternatives**

Assess and examine alternative or additional options for controls designed to maintain Guernsey's population at specified levels.

Demographics Policy Group

Level 3

Increased Participation

Develop policies and take actions to ensure that all persons who are legally housed in Guernsey are encouraged and permitted to be economically active.

- A. Investigate and develop “family friendly” policies designed to encourage residentially qualified parents to enter or re-enter the workforce.
- B. Consider the social and economic implications of increasing the state pension age.
- C. Research and develop policies to remove those barriers which prevent residentially qualified people from remaining or becoming economically active through age or for any other reason.
- D. Provide advice, guidance and information, as required, to all those who are, or wish to be, economically active which detail opportunities which exist to increase participation and increase effectiveness.

Increase Effectiveness

Ensure that all persons legally working in Guernsey benefit from the opportunities afforded to them through training and development to assist them in being more effective and productive.

- A. Identify and establish a coordinating steering group which takes responsibility for creating a Workforce Development Programme, coordinates its delivery and evangelises the benefits of learning, training and personal development to the Island.
- B. Ensure that all persons in the workforce are able to increase their potential to meet the needs of a developing economy, irrespective of their early educational attainment or their financial resources (see Priority 4).

Optimise Balance

Develop policies to ensure that the social and economic employment needs of the Island are met largely by residentially qualified employees, so that the issue of employment-related housing licences can be used to achieve maximum benefit for Guernsey and keep to a minimum any environmental or social consequences arising from their issue.

- A. Investigate and develop fiscal or other policies to encourage residentially qualified persons to return to work in Guernsey.
- B. Ensure that those who leave the Island to further their education or to gain experience are fully aware of the employment opportunities which exist in Guernsey to facilitate their return.
- C. Research and develop policies to encourage residentially qualified persons to consider employment in those service industries which have historically relied upon imported labour.
- D. Review the provisions of the Housing Control and Right to Work Laws, and the policies and procedures which apply to their administration, to assist in the fulfilment of strategic population policy.
- E. Research the feasibility of favouring those candidates applying for housing licences who are either single or do not have any dependent relatives.
- F. Research the feasibility of implementing policies which will enable employment-related housing licences to be used to bring maximum benefit to the economy.

- G. Establish a joint working group between appropriate departments to review housing licence policies as they apply to public sector employees who are hard to recruit and retain (see also Priority 12).

Monitor and Evaluate

Maintain and develop a framework for monitoring and evaluating the effectiveness of any controls imposed on population growth.

- A. Investigate the various methods employed in other jurisdictions for monitoring population levels and evaluate their effectiveness, reliability and resource implications.
- B. Investigate the benefits of establishing a Population Office.
- C. Investigate where inaccuracies might occur in current methods of monitoring population levels and identify methods of eradicating such inaccuracies.
- D. Improve the real-time reporting of housing licence statistics.
- E. Build confidence in the method ultimately employed to monitor population levels to ensure that it can be relied upon to evaluate the effectiveness of controls on growth and act as a guide to future decisions concerning population.

Assess Alternatives

Assess and examine alternative or additional options for controls designed to maintain Guernsey's population at specified levels.

- A. Investigate the advantages and disadvantages of introducing work permits or residence permits as alternatives, or in addition, to the Housing Control and Right to Work Laws.
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Level 4

***NB Level 4 work streams are for noting only, and not for debate**

Increased Participation

- A. Investigate and develop “family friendly” policies designed to encourage residentially qualified parents to enter or re-enter the workforce.*
- a) Promote family friendly employment policies.
 - b) Improve the availability, quality and affordability of childcare provision.
- B. Consider the social and economic implications of increasing the state pension age.*
- a) Consult with the Government Actuary’s Department on the financial implications for contribution rates and the Guernsey Insurance Fund of increasing the state pension age.
- C. Research and develop policies to remove those barriers which prevent residentially qualified people from remaining or becoming economically active through age or for any other reason.*
- a) Investigate and remove disincentives to working beyond retirement age.
 - b) Identify causes of education leavers not gaining employment.
 - c) Investigate why some new entrants to the workforce do not retain employment and drift into transitional employment / unemployment.
 - d) Make arrangements to revise the curriculum to address the school leaving age.
 - e) Revise the Guernsey Curriculum statement to ensure that young people have access to opportunities to gain employability skills, including functional literacy and numeracy.

Priority 5 – Level 4 – cont'd

- f) Complete the reorganisation of special education services and institutions, including support for students with social, emotional and behavioural difficulties.
- g) Introduce Minimum Wage Legislation.
- h) Investigate causes of recruitment difficulties.
- i) Improve employers' access to details on residentially qualified experienced graduates.

D. Provide advice, guidance and information, as required, to all those who are, or wish to be, economically active which details opportunities which exist to increase participation and increase effectiveness.

- a) Review the Apprenticeship Scheme to ensure maximum effectiveness in preparing apprentices for the workplace.
- b) Investigate the benefits of extending the Apprenticeship Scheme to include a broader range of employment opportunities.
- c) Review the 14-19 curriculum to ensure that it provides opportunities for all students to acquire the life skills to function successfully in adult life.
- d) Review the provision of Higher Education Funding.
- e) Provide progression routes from pre-16 to post-16 education to encourage continued participation in education and training.
- f) Promote and develop existing and new policies and schemes designed to increase the employability of individuals who, through disability or disadvantage, may have difficulty competing in the open employment market.
- g) Extend shadowing opportunities to mature entrants to the workforce.
- h) Promote local industry bursary schemes.
- i) Promote and support flexible working patterns.
- j) Target the promotion of career opportunities and advice for mature returnees / mature entrants to the workforce.
- k) Provide access to specialist advice for those considering second and third career opportunities.

Priority 5 – Level 4 – cont'd

- l) Develop existing careers education and guidance programmes to respond to raising of the school leaving age and developments at the key stage 3 (for 11-14 year olds).
- m) Improve access to advice for potential new entrants to the workforce who are residing off-Island or taking a gap year.
- n) Establish the Adult Guidance Service which will support those vulnerable to poverty.
- o) Produce and publicise statistics of career choices of full time education leavers.
- p) Produce and publicise up to date Labour Market Information.

Increase Effectiveness

A. Identify and establish a coordinating steering group which takes responsibility for creating a Workforce Development Programme, coordinates its delivery and evangelises the benefits of learning, training and personal development to the Island.

- a) Promote the benefits of learning, training and personal development through a comprehensive work-related education programme.
- b) Increase the take-up of training opportunities by the self-employed and very small businesses.
- c) Engage employers in promoting the benefits of learning, training and personal development.
- d) Promote the effectiveness of training in moving employees up the career ladder.
- e) Showcase best practice in learning, training and personal development.
- f) Encourage increased employer investment in learning, training and personal development.
- g) Motivate individuals to take up development opportunities.
- h) Promote and support flexible learning opportunities.
- i) Promote the benefits of mentoring programmes.

Priority 5 – Level 4 – cont'd

- B. Ensure that all persons in the workforce are able to increase their potential to meet the needs of a developing economy irrespective of their early educational attainment or their financial resources (see Priority 4).*
- a) Develop an understanding of current skills requirements and gain an insight into future changes to the requirement.
 - b) Identify current training and development provision.
 - c) Facilitate a training delivery network that is inclusive of all training providers.
 - d) Target the allocation of resources to reduce the end-user cost of training across all providers.
 - e) Increase the availability of flexible learning opportunities.
 - f) Promote and develop careers advice and guidance to inform choices.
 - g) Work in partnership with employers to develop increased work-related learning opportunities.
 - h) Promote and further develop existing opportunities for learning through work (for example the Trident Work Experience Programme, Industry Awareness Week, IOD Management Shadowing Programme).
 - i) Investigate the benefits of developing a “one stop shop” for local employment opportunities.
 - j) Investigate the benefits of developing a web site for all skills development and training opportunities.

Optimise Balance

- A. Investigate and develop fiscal or other policies to encourage residentially qualified persons to return to work in Guernsey.*

****There are currently no Level 4s for this work stream***

- B. Ensure that those who leave the Island to further their education or to gain experience are fully aware of the employment opportunities which exist in Guernsey to facilitate their return.*

****There are currently no Level 4s for this work stream***

Priority 5 – Level 4 – cont'd

C. Research and develop policies to encourage residentially qualified persons to consider employment in those service industries which have historically relied upon imported labour.

- a) Review the appropriateness of granting housing licences to particular service industries which are dependent on imported labour.

D. Review the provisions of the Housing Control and Right to Work Laws, and the policies and procedures which apply to their administration, to assist in the fulfilment of strategic population policy.

- a) Consider issues such as the appropriateness of the policy limiting the majority of employment-related housing licences to a maximum of 5 years' duration.

E. Research the feasibility of favouring those candidates applying for housing licences who are either single or do not have any dependent relatives.

****There are currently no Level 4s for this work stream***

F. Research the feasibility of implementing policies which will enable employment-related housing licences to be used to bring maximum benefit to the economy.

- a) Examine the feasibility of introducing a system which takes account of the primary and secondary benefits which an employer and the prospective employee will bring to the economy when making decisions on whether to issue an employment-related housing licence.

G. Establish a joint working group between appropriate departments to review housing licence policies as they apply to public sector employees who are hard to recruit and retain (see also Priority 12).

****There are currently no Level 4s for this work stream***

Monitor and Evaluate

A. Investigate the various methods employed in other jurisdictions for monitoring population levels and evaluate their effectiveness, reliability and resource implications.

Priority 5 – Level 4 – cont'd

- a) Conduct research into the methods and techniques of population monitoring used by Governments with similar social, economic, environmental and political characteristics to Guernsey.
- b) Analyse the reliability of the data used to monitor changes in population levels and its usefulness to inform policy outcomes and formulation.
- c) Identify and evaluate any best practice which could be adopted by the States of Guernsey.
- d) Report on the research and evaluation outcomes including options for improving existing methods of population monitoring (including a cost/benefit analysis).

B. Investigate the benefits of establishing a Population Office.

- a) Evaluate the current proposals for establishing a Population Office and provide a comparative analysis with the existing administration of population control measures.
- b) Identify and evaluate any best practice measures which could be adopted in establishing a Population Office.
- c) Conduct a cost/benefit analysis which would include resource requirements, efficiency of service, ICT requirements, legal implications and data collection/maintenance.
- d) Produce a report identifying and highlighting all the benefits of establishing a central Population Office.

C. Investigate where inaccuracies might occur in current methods of monitoring population levels and identify methods of eradicating such inaccuracies.

- a) Conduct a review into existing methods and techniques designed to monitor population levels.
- b) Identify any processes whereby inaccurate and/or missing information occurs together with the reasons for it.
- c) Provide an assessment of how any improvements could be adopted to ensure the ongoing availability of high quality information.
- d) Report on how best to change existing methods should it be necessary, including resource implications.

Priority 5 – Level 4 – cont'd

D. Improve the real-time reporting of housing licence statistics.

****There are currently no Level 4s for this work stream***

E. Build confidence in the method ultimately employed to monitor population levels to ensure that it can be relied upon to evaluate the effectiveness of controls on growth and act as a guide to future decisions concerning population.

- a) Review existing data quality control measures and strengthen where required. As appropriate, introduce new measures to ensure information is of the highest quality.
- b) Regularly conduct a risk assessment to ensure that the quality of information does not deteriorate over time.
- c) As appropriate, identify any innovations to sustain and/or improve the quality of information.
- d) Establish benchmarks and comparators to regularly evaluate the accuracy of population data.
- e) Clearly communicate to decision makers, the methodologies and techniques used in providing population statistics, also any limitations, ensuring that there is no confusion over how data are derived.

Assess Alternatives

A. Investigate the advantages and disadvantages of introducing work permits or residence permits as alternatives, or in addition, to the Housing Control and Right to Work Laws.

****The Level 4 actions for this work stream will be determined once the States have debated the Controls on Housing/Population Report, produced from the Level 3 work.***

****Some Level 4 work streams within this Priority Action Plan cascade will need to be developed, once the Demographics Policy Group progresses its work***

PRIORITY 6

Determine waste management strategies

Level 1

To enable progress to be made in the management of Guernsey's waste, the States will debate and determine strategies for both solid and liquid waste.

Level 2

- **Solid Waste Facilities**

Implement the approved 25 year Waste Disposal Plan, interim recycling measures and identify and procure the preferred long term solid waste management facilities, once the volumes of residual waste to be treated have been finally determined.

Public Services Department

- **Liquid Waste Strategy**

Develop and consider various strategic options to be put to the States which will help determine the future funding, treatment and disposal of liquid waste on the Island.

Public Services Department

Level 3

Solid Waste Facilities

Implement the approved 25 year Waste Disposal Plan, interim recycling measures and identify and procure the preferred long term solid waste management facilities, once the volumes of residual waste to be treated have been finally determined.

- A. Determine volumes of waste for treatment, evaluate alternative long term waste treatment solutions and procure the preferred long term solid waste treatment facilities, at the earliest practical opportunity, in accordance with strategy approved by the States.

- B. Develop and implement interim measures to achieve an increase in recycling to 50% by 2010, in accordance with States resolutions.
- C. Develop and implement other solid waste facilities in accordance with the approved Waste Disposal Plan.

Liquid Waste Strategy

Develop and consider various strategic options to be put to the States which will help determine the future funding, treatment and disposal of liquid waste on the Island. The options will include:

- A. Planning infrastructure improvements to sustain the existing sewerage and wastewater disposal facilities, including urgent refurbishment of the Belle Greve Waste Water Disposal Facility.
 - B. Options for extending the existing sewerage network to connect properties currently served by cesspit drainage with consequent revision of the previous Network Extension Plan.
 - C. Review of the Environmental Quality Objectives and updating standards for the marine environment previously approved by the States [Resolution 5 of Billet XIII, June 1997] after further investigation of the factors that reduce bathing water quality.
 - D. Review of the previous in principle agreement for the introduction of wastewater treatment as soon as is practicable [Resolution 6 of Billet XIII, June 1997] to include a range of options for the treatment and disposal of liquid waste which might involve selection of a Waste Water Treatment Site and the need for a full Environmental Impact Assessment and a Site Specific Planning Inquiry.
 - E. A range of funding options, which might include a Waste Water Charge, to cover the cost of these works.
-

Level 4

***NB Level 4 work streams are for noting only, and not for debate**

Solid Waste Facilities

- A. Determine volumes of waste for treatment, evaluate alternative long term waste treatment solutions and procure the preferred long term solid waste treatment facilities, at the earliest practical opportunity, in accordance with strategy approved by the States.*
- a) Reassess future net waste volumes arising after recycling processes, and report to the States to establish capacity of solid waste treatment facilities to be procured.
 - b) Establish a robust tendering and procurement process and identify organisations willing to tender for provision of a solid waste treatment facility, in accordance with strategy approved by the States.
 - c) Establish final profile, residual capacity and life of the current Mont Cuet waste disposal site.
- B. Develop and implement interim measures to achieve an increase in recycling to 50% by 2010, in accordance with States resolutions.*
- a) Identify a suitable site and relocate paper and card handling facility.
 - b) Identify a suitable site and plan a temporary Materials Recovery Facility [waste separation plant].
 - c) Develop kerbside recycling proposals and consequent rationalisation of bring banks and bulk refuse schemes.
 - d) Plan and procure facilities for green waste composting and disposal or marketing of the compost produced.

Priority 6 – Level 4 – cont'd

C. Develop and implement other solid waste facilities in accordance with the approved Waste Disposal Plan.

- a) Identify suitable locations and develop one or more Civic Amenity Site(s).
- b) Devise a Waste Electrical and Electronic Equipment Strategy.
- c) Devise a Hazardous Waste Disposal Strategy.
- d) Identify a suitable site and relocate metal recycling facilities.
- e) Develop proposals for disposal of future residues arising from waste treatment.
- f) Develop proposals for disposal of future inert waste to follow on after completion of the existing land reclamation at Longue Hougue.

Liquid Waste Strategy

**These actions will be developed once the strategic options detailed in Level 3 have been reviewed by the States.*

PRIORITY 7

Take firm action against crime and the causes and effects of crime

Level 1

To promote and support policies which keep the Bailiwick a safe and secure place to live. This means taking firm action against crime and tackling the situations which give rise to criminal behaviour through strategies to tackle drug and alcohol abuse and social problems in the community.

Level 2

- **Law Enforcement**

Take firm action by providing an economic, proactive and effective law enforcement resource to combat all levels of crime and confiscate the proceeds of crime.

Home Department

- **Criminal Justice**

Develop the recommendations of the Criminal Justice Policy Working Group, in consultation with the Judiciary and Law Officers of the Crown, and monitor and measure outcomes.

Home Department

- **Drug and Alcohol Strategy**

Promote and lead on the delivery of the Drug and Alcohol Strategy, including monitoring and measuring outcomes.

Social Policy Group

- **Public Safety**

Provide a coordinated service, to keep the Bailiwick a secure and safe place to live, and supply an efficient and effective response to any major emergency.

Home Department

Level 3

Law Enforcement

Take firm action by providing an economic, proactive and effective law enforcement resource to combat all levels of crime and confiscate the proceeds of crime.

- A. Target anti-social behaviour.
- B. Combat Volume Crime (eg. Criminal Damage).
- C. Introduce a proactive street crime unit.
- D. Develop Community Policing.
- E. Secure Bailiwick borders.
- F. Target serious criminal activity including drug trafficking.
- G. Increase coordinated Law Enforcement activity.

H. Attack money laundering and confiscate the proceeds of crime.

Criminal Justice

Develop the recommendations of the Criminal Justice Policy Working Group, in consultation with the Judiciary and Law Officers of the Crown, and monitor and measure outcomes.

- A. Work with the Judiciary and Law Officers to develop an integrated Criminal Justice System.
- B. Develop a comprehensive Community Safety Strategy, integrating policies on drugs and alcohol, domestic abuse and anti-social behaviour.
- C. Introduce a Community Service Scheme as an alternative to custodial sentences.
- D. Investigate other sentencing options such as electronic monitoring, curfew orders, weekend sentencing and deferred sentencing.
- E. Develop a multi agency offender management programme.
- F. Develop schemes to ensure that victims and witnesses are properly cared for and managed throughout the Criminal Justice System.
- G. Strengthen links with other social policy areas such as the Corporate Anti-Poverty Programme and Priority 4 of the Government Business Plan (Redistribution of Wealth).
- H. Introduce a system of monitoring and evaluating Criminal Justice initiatives.
- I. Recommend new criminal justice legislation.

Drug and Alcohol Strategy

Promote and lead on the delivery of the Drug and Alcohol Strategy, including monitoring and measuring outcomes.

- A. Reduce the demand for, and acceptability of, drugs and the excessive use of alcohol by raising awareness and increasing knowledge of the consequences of problem use.
- B. Prevent and minimise experimentation with drugs and alcohol, enabling young people and families to make positive choices about their lives.
- C. Provide treatment services including advice, information, counselling and support for people with drug and alcohol problems.
- D. Reduce drug and alcohol related crime, disorder and drink/drug driving.

- E. Encourage those who drink to do so safely and within established safe limits.
- F. Ensure a joined up approach in delivery of the Drug and Alcohol Strategy, strengthen links with other social policy areas and provide a monitoring framework to ensure quality and value for money.

Public Safety

Provide a coordinated service, to keep the Bailiwick a secure and safe place to live, and supply an efficient and effective response to any major emergency.

- A. Reduce the public fear of crime.
 - B. Ensure the effective management of offenders.
 - C. Develop and implement an appropriate response and maintain essential services to the public, in times of major emergency.
-

Level 4

***NB Level 4 work streams are for noting only, and not for debate**

Law Enforcement

- A. *Target anti-social behaviour.*
 - a) Enhance work with other agencies to provide coordinated preventative actions to target anti social behaviour.
- B. *Combat Volume Crime (eg Criminal Damage).*
 - a) Improve Closed Circuit Television coverage in problem areas.
 - b) Foster the development of Neighbourhood Watch schemes.
 - c) Investigate and make recommendations regarding a restitution of costs programme during 2007/2008.

Priority 7 – Level 4 – cont'd*C. Introduce a proactive street crime unit.*

- a) Introduce a dedicated proactive street crime unit to target a range of offences, including public order, street level drug dealing and underage drinking.

D. Develop Community Policing.

- a) Develop and extend the community beat system.
- b) Consider the employment of Community Support Officers during 2007/2008.

E. Secure the Bailiwick borders.

- a) Develop the E Borders programme, in conjunction with the UK Home Office, in order to help combat terrorism, smuggling and illegal immigration.
- b) Investigate opportunities for enhanced forms of Immigration control.
- c) Introduce the use of new technology and intelligence to tackle the threat of illegal entrants and asylum seekers.

F. Target serious criminal activity including drug trafficking.

- a) Introduce enhanced profiling techniques to combat serious crime.
- b) Focus on making seizures of commercial quantities of controlled drugs, particularly Class A.
- c) Develop new initiatives to tackle criminal groups in other jurisdictions who operate within the Bailiwick.
- d) Enhance the ability to collect and use intelligence in the investigation of those involved in serious crime.

G. Increase coordinated Law Enforcement activity.

- a) Increase joint working initiatives between Police and Customs in all relevant areas of criminal activity in order to avoid duplication of effort.

Priority 7 – Level 4 – cont'd

- b) Introduce enhanced forensic capabilities during 2007/2008.
- c) Develop systems to combat cyber crime.

H. Attack money laundering and confiscate the proceeds of crime.

- a) Enhance the confiscation of the proceeds of crime as part of the Bailiwick Confiscation Strategy.
- b) Enhance the coordination and development of criminal intelligence to combat money laundering and financial crime.
- c) Develop the implementation and enforcement of a civil forfeiture regime.

Criminal Justice

A. Work with the Judiciary and Law Officers to develop an integrated Criminal Justice System.

- a) The Action Plan from the Criminal Justice Report 2004 will be reviewed and progressed during 2007/2008.
- b) Work in partnership with the Law Officers and Judiciary to help improve the criminal law process, wherever possible.

B. Develop a comprehensive Community Safety Strategy, integrating policies on drugs and alcohol, domestic abuse and anti social behaviour.

- a) Develop a strategy aimed at minimising the harm caused by crime, anti-social behaviour and substance misuse by the end of 2008.
- b) A comprehensive strategy to tackle domestic abuse will be drafted and presented to the Social Policy Group in 2007.
- c) The Social Policy Coordinator will identify best practice in regard to bringing together and integrating initiatives to create a safer society.

C. Introduce a Community Service Scheme as an alternative to custodial sentences.

Priority 7 – Level 4 – cont'd

- a) A three year pilot scheme will commence in 2007 as soon as legislation is in force.
- b) Outcomes from the scheme will be recorded and monitored.
- c) The Department will report back to the States regarding the success of the scheme at the end of the pilot.

D. Investigate other sentencing options such as electronic monitoring, curfew orders, weekend sentencing and deferred sentencing.

- a) A review of curfew orders and electronic monitoring (tagging), including a full costing exercise, will take place by the end of 2008.
- b) The introduction of deferred sentencing will be considered during 2007.
- c) The Department will reconsider introducing weekend sentencing when the effects of Community Service are known.

E. Develop a multi agency offender management programme.

- a) Develop Restorative Justice approaches for convicted offenders.
- b) Develop programmes in Prison which target short term prisoners and young offenders.
- c) Develop regimes to improve the management of long term prisoners.

F. Develop schemes to ensure that victims and witnesses are properly cared for and managed through the Criminal Justice system.

- a) Investigate the introduction of special measures for vulnerable and intimidated witnesses in the court system.
- b) Examine the needs of victims of domestic violence and repeat victimisation.
- c) Develop efficient case management to ensure that victims and witnesses are given information about services and about their cases.

Priority 7 – Level 4 – cont'd

G. Strengthen links with other social policy areas such as the Corporate Anti Poverty Programme and Priority 4 of the Government Business Plan (Redistribution of Wealth).

- a) Strong links will be forged with the Social Policy Coordinator during 2007/2008.

H. Introduce a system of monitoring and evaluating Criminal Justice initiatives.

- a) Investigate how to practically extract and coordinate relevant information from the various databases dealing with criminal justice matters, and obtain an IT solution capable of providing this information, including re-offending rates, during 2007/2008.

I. Recommend new criminal justice legislation.

- a) Work with the Law Officers to recommend the implementation of appropriate new criminal justice legislation.

Drug and Alcohol Strategy

A. Reduce the demand for, and acceptability of, drugs and the excessive use of alcohol by raising awareness and increasing knowledge of the consequences of problem use.

- a) Provide and develop a comprehensive drug and alcohol education programme in schools and in the Prison.
- b) Target young people not attending mainstream education, challenge their drinking/drug use and introduce them to the appropriate service.
- c) Undertake a health related Behaviour Survey relating to responses to Drug and Alcohol use.

B. Prevent and minimise experimentation with drugs and alcohol, enabling young people and families to make positive choices about their lives.

- a) Establish a multi agency drug and alcohol service for young people during 2007.
- b) Develop links with sports and creative arts projects during 2007.

Priority 7 – Level 4 – cont'd

- c) Research and evaluate the need for the development of self help groups and other supportive initiatives.

C. Provide treatment services including advice, information, counselling and support for people with drug and alcohol problems.

- a) Provide appropriate resources for nursing and administrative staff within the Community Drug and Alcohol Team during 2007.
- b) Supply appropriate resources to provide training for primary care hospital and Prison workers.
- c) Develop a coordinated treatment service for young people with drug or alcohol problems, or those who are the children of problem drinkers/drug users, during 2008.
- d) Research will be undertaken during 2007 to establish the benefits of developing a local residential rehabilitation facility.
- e) Research and develop interventions and services aimed at recidivist drinkers.

D. Reduce drug and alcohol related crime, disorder and drink/drug driving.

- a) Develop the Criminal Justice Drug and Alcohol Service by the end of 2007.
- b) Develop and implement a comprehensive Prison Substance Misuse Strategy, including Rehabilitation Programmes.
- c) Introduce the ability to provide alcohol consumption free zones by the end of 2007.
- d) Initiate legislation which would allow the Courts to impose Education Orders and the development of a high risk offenders scheme for drink/drug drivers.
- e) Monitor the ongoing situation regarding blood/alcohol driving levels and report to the Social Policy Group in 2009.
- f) Develop a strategy for the removal of assets from drug traffickers.

Priority 7 – Level 4 – cont'd

E. Encourage those who drink to do so safely and within established safe limits.

- a) Provide training regarding alcohol related issues for all licensees and bar staff during 2007.
- b) Improve information sharing with the Guernsey Licensed Victuallers Association.
- c) Encourage bars and clubs to display information about safer drinking at points of sale.
- d) Introduce a proof of age scheme by 2008.
- e) Work with licensees to share expertise and good practice and to extend the door staff registration scheme.

F. Ensure a joined up approach in delivery of the Drug & Alcohol Strategy, strengthen links with other social policy areas and provide a monitoring framework to ensure quality and value for money.

- a) Set up key stakeholder groups with other social policy areas by the end of 2008.
- b) Develop an outcome and monitoring framework for services working through Service Level Agreements by the end of 2007.
- c) Develop information gathering initiatives including the Drug and Alcohol Misuse database.

Public Safety

A. Reduce the Public fear of crime.

- a) Increase high visibility foot patrols.
- b) Encourage the community to assist the Law Enforcement agencies (e.g. Crimestoppers and Drugline).
- c) Improve the communication of accurate crime related information, including statistics, to the community.

Priority 7 – Level 4 – cont'd

B. Ensure the effective management of offenders.

- a) Develop an integrated resettlement strategy for offenders leaving Prison.
- b) Enhance the management of violent and sexual offenders through Multi Agency Public Protection arrangements when sex offender legislation is introduced.
- c) Enhance intelligence led security measures preventing escapes from Prison and other incidents of indiscipline.
- d) Work with the Mental Health Service (HSSD), to provide places in appropriate secure accommodation for those who require them.
- e) Work with HSSD to provide places in secure accommodation for juveniles.
- f) Work with Victim and Witness Support in developing services for victims and witnesses.
- g) Develop an integrated intervention scheme for domestic abuse perpetrators.

C. Develop and implement an appropriate response and maintain essential services to the Public, in times of major emergency.

- a) Implement appropriate contingency plans for all major emergencies.
- b) Ensure that the Emergency Powers Authority and all of the Emergency Services are properly trained and briefed, in order to provide an appropriate response in times of major emergency.
- c) Provide the public with appropriate information and training regarding civil contingency arrangements.
- d) Monitor, through a process of “Horizon Scanning”, disruptive influences which may impact on the Bailiwick.

PRIORITY 8

Provide best value healthcare for the community

Level 1

To pursue a strategy for health and social services which promotes the attainment and maintenance of optimum health and which supports and safeguards the vulnerable members of the community. This requires the direction of resources to those areas which provide the best return on investments.

Level 2

- **Prevention and Screening**

Promote healthy lifestyle choices intended to reduce the incidence of illness and develop screening programmes which identify the need for treatment at an early stage. Such prevention and screening will not only improve the quality of life but also reduce the need for more costly services at a later date.

Health and Social Services Department

- **Community and Social Care**

Change the focus of caring for children and adults in institutions to caring for those same people in their own homes. This will reduce the need for more costly institutional care and treatment which will be reserved for those with the most complex needs.

Health and Social Services Department

- **Diagnosis and Treatment**

Improve the range of diagnostic services which can be easily accessed and determine which diagnostic and treatment services can and should be provided most cost effectively on island within facilities which are fit for purpose.

Health and Social Services Department

- **Cost Base**

Review those elements which contribute towards the cost base of providing essential health and social services.

Health and Social Services Department

Level 3

Prevention and Screening

Promote healthy lifestyle choices intended to reduce the incidence of illness, and develop screening programmes which identify the need for treatment at an early stage. Such prevention and screening will not only improve the quality of life but also reduce the need for more costly services at a later date.

- A. Promote healthy individual lifestyle choices to reduce the need for treatment services at a later date.
- B. Promote healthy environmental choices to reduce the need for treatment services at a later date.
- C. Introduce additional screening for cancer so that tumours are detected at an early stage, which reduces the treatment required and increases its effectiveness.
- D. Introduce diabetic retinopathy screening to prevent blindness in people suffering from diabetes, which would affect their continuing to be economically active members of the community.
- E. Ensure easy access to family planning services to prevent unwanted pregnancies and the costs thereof.
- F. Target sexual health services at those most at risk to ensure that greatest value is achieved from the resources employed
- G. Support implementation of the Bailiwick Drug and Alcohol Strategy to reduce substance misuse and the consequential costs of treatment, law enforcement and social support.

Community and Social Care

Change the focus of caring for children and adults in institutions to caring for those same people in their own homes. This will reduce the need for more costly institutional care and treatment which will be reserved for those with the most complex needs.

- A. Improve service delivery and co-ordination to reduce the need for residential care and/or the continuation of people not achieving their potential contribution to society.
- B. Provide 24 hour services to people in their own homes to reduce the need for residential services.
- C. Introduce services for people in their own homes to reduce the need for hospital admission.
- D. Enhance community mental health services to reduce the need for hospital admission and/or enable people to make an effective contribution to society.
- E. Together with the Housing Department, support the development of 'extra care' sheltered housing to reduce the need for residential care.
- F. Improve the outcomes for children and young people, enabling them to be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being.
- G. Develop supported living services for adults with a disability to reduce the need for residential care.
- H. Use community facilities which are available to the whole population as an alternative to specialist facilities, in order to minimise the premises required.
- I. In co-operation with the Housing Department, develop services for homeless people and support implementation of the Bailiwick Drug and Alcohol Strategy to improve the health status of homeless people and substance misusers, which will reduce their healthcare requirements.
- J. Support the development of services and strategies to safeguard vulnerable adults in order to reduce the later demand for services.
- K. Monitor and regulate the provision of care services to ensure good quality services are received in return for the expenditure.
- L. Provide day services for older people, including those with dementia, to reduce the need for residential care.

Diagnosis and Treatment

Improve the range of diagnostic services which can be easily accessed and determine which diagnostic and treatment services can and should be provided most cost effectively on island within facilities which are fit for purpose.

- A. Provide a range of on-island diagnostic services, including CT and MRI, to reduce off-island referrals.
- B. Rationalise and improve services through the implementation of the HSSD site development plan to eliminate unnecessary expenditure caused by facilities which are sub-optimal and/or inappropriately sited.
- C. Improve service delivery and co-ordination to eliminate inefficiency.
- D. Develop mental health treatment options to reduce the need for hospital admission.
- E. Progress implementation of the cancer strategy, including palliative care, in order to reduce hospital admissions.
- F. Provide treatment services, including advice, information, counselling and support, for people with drug and alcohol problems to enable them to be economically active members of the community.
- G. Ensure the safe and effective use of medicines and therapeutic substances to ensure safety of patients, thereby reducing the need for treatment services, and to minimise prescribing costs.

Cost Base

Review those elements which contribute towards the cost base of providing essential health and social services.

- A. Review the funding of health and social care to ensure that the mix of revenue, insurance and individual funding is logically determined and efficiently administered.
 - B. Consider who is the most appropriate provider of services to ensure that public funding is used to best effect.
 - C. Review costs associated with the employment of staff to ensure the most effective use of resources.
 - D. Improve the infrastructure to reduce annual costs through the use of more efficient process.
-

Level 4

***NB Level 4 work streams are for noting only, and not for debate**

Prevention and Screening

- A. *Promote healthy individual lifestyle choices to reduce the need for treatment services at a later date.*
 - a) Produce States Report on obesity (Green Paper).

- B. *Promote healthy environmental choices to reduce the need for treatment services at a later date.*
 - a) Approve solid and liquid waste strategies.

- C. *Introduce additional screening for cancer so that tumours are detected at an early stage, which reduces the treatment required and increases its effectiveness.*
 - a) Introduce colorectal cancer screening programme.

- D. *Introduce diabetic retinopathy screening to prevent blindness in people suffering from diabetes, which would affect their continuing to be economically active members of the community.*
 - a) Introduce diabetic retinopathy screening.

- E. *Ensure easy access to family planning services to prevent unwanted pregnancies and the costs thereof.*
 - a) Arrange external review of sexual health services and implement recommendations.

Priority 8 – Level 4 – cont'd

F. Target sexual health services at those most at risk to ensure that greatest value is achieved from the resources employed.

- a) Arrange external review of sexual health services and implement recommendations.

G. Support implementation of Bailiwick Drug and Alcohol Strategy to reduce the substance misuse and the consequential costs of treatment, law enforcement and social support.

- a) Encourage bars and clubs to display information about safer drinking at the points of sale.

Community and Social Care

A. Improve service delivery and co-ordination to reduce the need for residential care and/or the continuation of people not achieving their potential contribution to society.

- a) Introduce speech and language therapy for adults with a disability.
- b) Enhance provision of social care services in Alderney.
- c) Extend opening hours of Family Centres to 7 days a week.
- d) Develop community homes to allow closure of Oberlands House.
- e) Increase provision of bedsits to meet need for adults with a disability.
- f) Introduce wheelchair service.
- g) Develop outreach service from family centres to support children and their families.
- h) Enhance respite services for children and adults with a disability.
- i) Increase speech and language therapy for children to meet need.
- j) Provide accommodation for adults with a disability and with challenging behaviour returning from the UK or moving from children's placements.
- k) With the Housing, Social Security and Treasury and Resources Departments, develop an integrated strategy for the care and accommodation of older people.

Priority 8 – Level 4 – cont'd

- l) Review the long-term care insurance scheme with the Social Security Department.
- B. Provide 24 hour services to people in their own homes to reduce the need for residential services.*
- a) Review shift patterns to allow for 24 hour cover in community services for older people.
- C. Introduce services for people in their own homes to reduce need for hospital admission.*
- a) Improve maintenance and transport services for older people.
 - b) Introduce Extra Care at Home for older people.
- D. Enhance community mental health services to reduce the need for hospital admission and/or enable people to make an effective contribution to society.*
- a) Increase the level of services provided by the Community Mental Health Team.
 - b) Develop advocacy services for people with mental health problems.
- E. Together with the Housing Department, support the development of 'extra care' sheltered housing to reduce the need for residential care.*
- a) Fund the care contract at Rosaire Avenue extra care housing scheme.
- F. Improve the outcomes for children and young people, enabling them to be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being.*
- a) Produce and implement a Children's Services Plan.
 - b) Implement new legislation affecting children.
- G. Develop supported living services for adults with a disability to reduce the need for residential care.*

Priority 8 – Level 4 – cont'd

- a) Ensure availability of more single accommodation, in liaison with the Housing Department and housing associations.
- H. Use community facilities which are available to the whole population as an alternative to specialist facilities in order to minimise the premises required.*
- a) Establish a Disability Forum to consider the use of community facilities by adults with a disability.
- I. In co-operation with the Housing Department, develop services for homeless people and support implementation of the Bailiwick Drug and Alcohol Strategy to improve the health status of homeless people and substance misusers, which will reduce healthcare requirements.*
- a) Enhance services at St. Julian's House.
- J. Support the development of services and strategies to safeguard vulnerable adults in order to reduce the later demand for services.*
- a) Increase support to victims of domestic violence.
 - b) Identify and provide support to vulnerable adults.
- K. Monitor and regulate the provision of care services to ensure good quality services are received in return for the expenditure on care services.*
- a) Update care home and care services legislation.
- L. Provide day services for older people, including those with dementia, to reduce the need for residential care.*
- a) Relocate services from Castel Hospital and expand them to meet increasing need.

Diagnosis and Treatment

- A. Provide a range of on-island diagnostic services, including CT and MRI, to reduce off-island referrals.*

Priority 8 – Level 4 – cont'd

- a) Introduce an on-island MRI service and replace the CT scanner.
- B. Rationalise and improve services through the implementation of the HSSD site development plan to eliminate unnecessary expenditure caused by facilities which are sub-optimal and/or inappropriately sited.*
- a) Appoint Commissioning Manager.
 - b) Redevelop Mignot Memorial Hospital, Alderney.
 - c) Provide new PEH clinical block.
 - d) Re-introduce a stroke service.
 - e) Provide new development for adult mental health services.
- C. Improve service delivery and co-ordination to eliminate inefficiency.*
- a) Develop an Electronic Health and Social Care Record.
 - b) Ensure clinical care meets General Medical Council and other mandatory requirements.
- D. Develop mental health treatment options to reduce the need for hospital admission.*
- a) Consolidate and improve acute adult mental health services and make physical improvements to acute admission ward.
- E. Progress implementation of the cancer strategy, including palliative care, in order to reduce hospital admissions.*
- a) Further implementation of the cancer strategy.
- F. Provide treatment services, including advice, information, counselling and support, for people with drug and alcohol problems to enable them to be economically active members of the community.*
- a) Research costs and benefits of local residential rehabilitation.
 - b) Enhance Community Drug and Alcohol Team services.

Priority 8 – Level 4 – cont'd

- c) Research and develop addiction services for young people.

G. Ensure the safe and effective use of medicines and therapeutic substances to ensure safety of patients, thereby reducing need for treatment services, and to minimise prescribing costs.

- a) Implement the new Medicines Law.

Cost Base

A. Review the funding of health and social care to ensure that the mix of revenue, insurance and individual funding is logically determined and efficiently administered.

- a) Consider, with the Social Security and Treasury and Resources Departments, which health and social services should be funded from general revenue and which from social insurance.
- b) Review the appropriateness of fees and charges for services.
- c) Review, with the Social Security Department, the contract with the Medical Specialist Group to ensure the services provided are appropriate and in line with remuneration.

B. Consider who is the most appropriate provider of services to ensure that public funding is used to best effect.

- a) Review which services should not be provided by the Health and Social Services Department, because they are not core business.
- b) Review the mix of on-island and off-island services to obtain best value for money.

C. Review costs associated with the employment of staff to ensure the most effective use of resources.

- a) Replace leased staff accommodation with owned premises or key worker housing.
- b) Expedite the recruitment process.

Priority 8 – Level 4 – cont'd

D. Improve the infrastructure to reduce annual costs through the use of more efficient processes.

- a) Develop an Electronic Health and Social Care Record.

PRIORITY 9

Maximise the return on investment in education provision

Level 1

To consolidate and develop best value policies for education and lifelong learning which promote equality of educational opportunity and which are directed to ensure the best quality of education is obtained for the individual and for the community as a whole.

Level 2

- **Equality of Opportunity**

Develop the statutory structure of education in order to raise achievement standards and to provide equality of educational opportunity such that no student be denied access to education or lifelong learning through disability, disadvantage or for financial reasons and so that their potential be maximised.

Education Department

- **Regulatory Framework**

Review local education and training legislation and regulation to ensure equality of educational opportunity and compliance with Human Rights and Data Protection legislation. Evaluate the possible expansion of statutory education provision at pre-school and post-16 (15) levels and consider the anticipated social and economic benefits of the investment.

Education Department

- **Partnerships**

Promote and develop partnerships through which students, parents and businesses join with the States in investing in education and lifelong learning on an equitable basis where shared benefits can be demonstrated.

Education Department

- **Cost Base**

Review those elements which contribute towards the cost base of providing efficient and effective education and lifelong learning on the island.

Education Department

Level 3

Equality of Opportunity

Develop the statutory structure of education in order to raise achievement standards and to provide equality of educational opportunity such that no student be denied access to education or lifelong learning through disability, disadvantage or for financial reasons and so that their potential be maximised.

- A. Progress the remaining construction projects within the EDP1 site development plan.
- B. Complete the reorganisation of Special Education services and institutions.
- C. Complete the reorganisation of Secondary Education.
- D. Complete the rationalisation and reorganisation of Primary Education (including EDP2).
- E. Finish the Curriculum Review and produce a revised Guernsey Curriculum including a new 14-19 curriculum.

Regulatory Framework

Review local education and training legislation and regulation to ensure equality of educational opportunity and compliance with Human Rights and Data Protection legislation. Evaluate the possible expansion of statutory education provision at pre-school and post-16 (15) levels and consider the anticipated social and economic benefits of the investment.

- A. Conduct a review of and implement a revised Education Law to include review of the governance of States schools and the College of Further Education.

- B. Implement legislation to raise the school leaving age with effect from the school year 2008-2009.
- C. Progress the development of the Schools and Services Inspection process.
- D. Progress implementation of the strategies for inter-agency working, human rights, data protection and health and safety.
- E. Develop pre-compulsory education options in consultation with private sector providers.

Partnerships

Promote and develop partnerships through which students, parents and businesses join with the States in investing in education and lifelong learning on an equitable basis where shared benefits can be demonstrated

- A. Produce a revised strategy for Higher Education funding both on and off Island.
- B. Respond to Workforce Development Plan delivery recommendations and investigate work related learning for 14-19 year olds in partnership with employers.
- C. Develop a community use policy for the Education institutions in partnership with other States Departments and charity and commercial users.
- D. Contribute to the delivery of the Drug and Alcohol Strategy.
- E. Within the Social Policy Group, develop shared initiatives on the GBP Priority 4 Redistribution of Wealth.

Cost Base

Review those elements which contribute towards the cost base of providing efficient and effective education and lifelong learning on the island.

- A. Introduce a planned, preventative maintenance regime for the Education estate.
- B. Renew ICT systems design and infrastructure including renewal of schools local area networks.
- C. Progress options for workforce remodelling.
- D. Review recruitment and retention costs.
- E. Complete the review of governance, funding and monitoring of non States educational institutions (EDP3).

- F. Review funding allocations to the College of Further Education, States Schools and Services.
 - G. Review alternative providers for services.
 - H. Review fees and hiring charges.
 - I. Review the additional costs of services required by States policies such as the Corporate Anti-Poverty Policy, the Staff Number Limitation Policy and the Housing Licence Policy.
 - J. Review the additional cost of services required by the need to provide an entitlement to post compulsory education in line with participation levels in other jurisdictions.
-

Level 4

***NB Level 4 work streams are for noting only, and not for debate**

Equality of Opportunity

- A. *Progress the remaining construction projects within the EDPI site development plan.*
 - a) Complete the construction of St. Sampson's High and Le Murier Special School.
 - b) Progress the design development of Les Beaucamps High School.
 - c) Progress the design development of La Mare de Carteret Schools.
 - d) Progress the master planning of the College of Further Education (CFE) campus at the St. Peter Port Secondary site.
 - e) Progress the redesign and development of Oakvale as a Centre for pupils with social, emotional and behavioural difficulties (SEBD).
 - f) Progress the relocation of CFE departments to the St. Peter Port Secondary site.

Priority 9 – Level 4 – cont'd

- g) Progress the relocation of the Youth Theatre, Careers Service and Music Service to the St. Peter Port Secondary site.
- h) Progress the development of the Youth Service and its relocation to the St. Peter Port Secondary site.

B. Complete the reorganisation of Special Education services and institutions.

- a) Relocate the SEBD Service from Granville House to the Oakvale school site.
- b) Develop arrangements for community use and lettings.
- c) Develop the SEN transport policy.
- d) Progress the reorganisation and relocation of the Communication and Autistic Disorders Service.
- e) Develop further the incorporation of ICT in the learning, assessment and administration processes of the Special Schools and Services.
- f) Develop the Le Murier and Le Rondin inclusion and liaison curriculum.
- g) Reorganise the SEBD Centre curriculum and transitions in preparation for the move to Oakvale.
- h) Develop the role of BECOs, SEBD Outreach Service and Education Welfare Service.
- i) Progress partnership working with parents and Health and Social Services Department.
- j) Review the procedures for looked-after children.

C. Complete the reorganisation of Secondary Education.

- a) Finalise the allocation of catchment areas to the new schools.
- b) Complete the relocation arrangements for staff and pupils of St. Peter Port Secondary School.
- c) Finalise the transport arrangements for the new schools.
- d) Complete the organisational structures and staffing allocations for the new schools.

Priority 9 – Level 4 – cont'd

- e) Develop further the incorporation of ICT in the learning, assessment and administration processes of the schools.

D. Complete the rationalisation and reorganisation of Primary Education (including EDP2).

- a) Progress the review of pupil place requirements in the Primary Sector.
- b) Reorganise Primary catchment areas to accommodate the new Secondary school structure.
- c) Arrange the staff redeployment processes arising from the review of pupil place requirements.
- d) Develop further the incorporation of ICT in the learning, assessment and administration processes of the schools.

E. Finish the Curriculum Review and produce a revised Guernsey Curriculum including a new 14-19 curriculum.

- a) Revise the curriculum to address the raised leaving age.
- b) Develop inter school and college curriculum arrangements.
- c) Progress staffing and accommodation requirements to meet the increased pupil numbers.
- d) Finalise consultation on the Guernsey Curriculum Statement.
- e) Progress the development of the Assessment for Learning Programme.
- f) Progress the development of personalised learning with the aid of ICT.

Regulatory Framework*A. Conduct a review of and implement a revised Education Law to include review of the governance of States schools and the College of Further Education.*

- a) Recruit professional support to work in consultation with the Law Officers to develop a new principal Education Law.
- b) Consult with school committees on revision to their duties and powers.
- c) Introduce more delegated powers to school committees.

Priority 9 – Level 4 – cont'd

- d) Introduce more delegated powers to the College Development Committee of the College of Further Education.

B. Implement legislation to raise the school leaving age with effect from the school year 2008-2009.

- a) With professional advice, draft the ordinance to raise the leaving age to 16.
- b) Consult with other relevant Departments on implications for pupils and their families.

C. Progress the development of the Schools and Services Inspection process.

- a) Develop and implement a revised system of school inspection incorporating more fully School Improvement Plans and the quality of e-learning.
- b) Progress the review and implementation of inspection procedures for Central, SEN Education Services and the College of Further Education.

D. Progress implementation of the strategies for inter-agency working, human rights, data protection and health and safety.

- a) Contribute to the revision and development of the Child Protection procedures.
- b) Contribute to the implementation of the Children's Services Plan.
- c) Revise and develop Health and Safety procedures.
- d) Progress the awareness of Data Protection and Human Rights legislation for all staff.

E. Develop pre-compulsory education options in consultation with private sector providers.

- a) Analyse local need and consult with existing nursery and playgroup providers.
- b) Evaluate cost options and prepare a strategy for submission to the States.

Priority 9 – Level 4 – cont'd

Partnerships

- A. Produce a revised strategy for Higher Education funding both on and off Island.*
- a) Conclude an Island-wide consultation process.
 - b) Conduct meetings with key parties.
 - c) Produce a States report.
 - d) Implement the outcomes from the States debate.
- B. Respond to Workforce Development Plan delivery recommendations and investigate work related learning for 14-19 year olds in partnership with employers.*
- a) Establish consultation meetings with employers and other States departments and agencies through schemes such as the Bridging the Gap initiative.
 - b) Research other jurisdictions' schemes.
 - c) Review the apprenticeship process with regard to expansion and equality of opportunity.
 - d) Through the Guernsey Careers Service and the Adult Guidance Coordinator maximise career and training opportunities (CAPP Priority 4).
- C. Develop a community use policy for the Education institutions in partnership with other States Departments and charity and commercial users.*
- a) Consult with key parties.
 - b) Establish service level agreements.
 - c) Review resource requirements: staff, accommodation and funding.
 - d) Investigate inter-agency use of education premises.
- D. Contribute to the delivery of the Drug and Alcohol Strategy.*
- a) Support the establishment of a multi-agency Service for young people.

Priority 9 – Level 4 – cont'd

E. Within the Social Policy Group, develop shared initiatives on the GBP Priority 4 Redistribution of Wealth.

- a) Establish the Adult Advice and Guidance Project.
- b) Provide strategies to support those sectors of the Community who have basic skills difficulties, including financial literacy.
- c) Develop strategies through the Careers and Youth Services and other relevant agencies to engage disaffected young people in education.

Cost Base

A. Introduce a planned, preventative maintenance regime for the Education estate.

- a) Revise the Condition Surveys conducted in association with States Property Services to produce a five year maintenance schedule.
- b) Finalise the building replacement schedule to ensure life cycle budget allocations are justified.
- c) Establish a five year schedule of planned elemental replacement.
- d) Implement outcomes.

B. Renew ICT systems design and infrastructure including renewal of schools local area networks.

- a) Replacement of laptops and PCs
- b) Replacement of school systems hardware and software
- c) SIMS amalgamation for schools reorganisation

C. Progress options for workforce remodelling.

- a) Review options for Education staffing in the event of the removal of SNLP.
- b) Achieve the agreed Planning, Preparation and Assessment allowances for teachers.
- c) Review the arrangements for supply cover and lunchtime supervision.
- d) Review conditions of service for teachers and lecturers.

Priority 9 – Level 4 – cont'd

D. Review recruitment and retention costs.

- a) Support the development of proposals put forward by the Key Worker Housing working party and re-evaluate current departmental rental housing policies.
- b) Review the appointment processes and relocation allowances.
- c) Work with the Housing Department to develop a more flexible key worker Housing licence policy.

E. Complete the review of governance, funding and monitoring of non States educational institutions (EDP3).

- a) Develop options for the improvement of facilities at Notre Dame du Rosaire Primary School.
- b) Review current States policies on the funding of the grant-aided Colleges and the Libraries.
- c) Conclude arrangements for the transfer of ownership of the land and buildings of The Ladies' College to its Board of Governors.
- d) Improve monitoring of non-States educational institutions.

F. Review funding allocations to the College of Further Education, States Schools and Services.

- a) Review current methodology and criteria for allocation of funding to the schools and services.

G. Review alternative providers for services.

- a) In addition to existing external service providers such as the Dyslexia Day Centre, the Schools' Library Service, ICT support staff and school lunchtime meals, evaluate other services which could be cost effectively outsourced.

H. Review fees and hiring charges.

- a) Develop a revised fee policy to ensure full cost recovery for the provision of services and hire facilities, subject to any concessions which may apply.

Priority 9 – Level 4 – cont'd

- I. Review the additional costs of services required by States policies such as the Corporate Anti-Poverty Policy, the Staff Number Limitation Policy and the Housing Licence Policy.*
- a) Evaluate the extra-over costs of responding to externally imposed requirements and constraints.
- J. Review the additional cost of services required by the need to provide an entitlement to post compulsory education in line with participation levels in other jurisdictions.*
- a) Benchmark other jurisdictions' Further Education costs and range of services and evaluate likely future financial demands on the basis of local and international trend data, including a locally based Workforce Development Plan.

PRIORITY 10**Meet energy needs more efficiently and sustainably****Level 1**

To adopt policies which ensure a diverse and robust supply of energy sufficient for Guernsey's needs while also improving energy efficiency both to minimise the need to import energy and to reduce the Island's carbon footprint.

Level 2

- **Diverse and Robust Supply**

Identify specific actions to ensure that Guernsey has both a diverse and robust energy supply sufficient for the Island's needs.

Energy Policy Steering Group

- **Energy Reduction**

Consider the specific actions to be taken to reduce energy consumption from current levels

Energy Policy Steering Group

- **Switch to Clean Renewable Energy**

Identify steps required to switch progressively to clean renewable energy sources, thus reducing Guernsey's carbon footprint.

Energy Policy Steering Group

** The Energy Policy Steering Group is making good progress with its report on a draft Energy Policy for Guernsey to the Policy Council. Once this has been submitted, the Policy Council will submit a Green Paper on this subject to the States so that there will be a dedicated debate on this matter. The Level 3 and 4 tiers of this Priority action plan will, therefore, follow the States debate.*

PRIORITY 11

Investigate the impact of climate change

Level 1

To investigate the potential local impact of climate change on seawater levels, atmospheric temperature, precipitation, wind and extreme weather events.

Level 2

- **Scenario Evaluations**

Identify and examine various climate change scenarios and projections on the rate and the extent of climate change over various timescales.

Environment Department

- **Impact and Risk Assessment**

Consider qualitative and quantitative potential environmental, social and economic impacts, resulting from climate change scenarios. Risk assess and prioritise the potential impacts on the Island's infrastructure and the most probable climate change outcome.

Environment Department

- **Planning and Adaptation**

Identify and evaluate the costs, timescales and benefits of likely potential adaptation strategies to the Island's infrastructure and the likely funding and implementation impact.

Environment Department

Level 3

Scenario Evaluations

Identify and examine various climate change scenarios and projections on the rate and the extent of climate change over various timescales.

- A. Conduct a literature review on global warming drivers and climate change predictions and probabilities over specified timeframes.
- B. Identify (international) governmental policies on CO₂ (equivalents) stabilisation targets and pathways.
- C. Determine and seek States endorsement of a "future carbon" scenario over defined timeframes, applying a CO₂ (equivalents) stabilisation target and pathway.
- D. Assign "climate change probabilities" to the "future carbon" scenario.
- E. Seek States endorsement of the "climate change probabilities".
- F. Review "climate change probabilities" in light of new and future data.

Impact and Risk Assessment

Consider qualitative and quantitative potential environmental, social and economic impacts, resulting from climate change scenarios. Risk assess and prioritise the potential impacts on the Island's infrastructure and the most probable climate change outcome.

- A. Form a cross departmental working group to promulgate information exchange, and co-ordinate actions.
- B. Applying the “climate change probabilities” scope and risk assess potential local impacts and using standard tools, assign non intervention and adaptation (intervention) costs to identified impacts providing a cost benefit analysis in respect of:
 - key industrial sectors
 - potential local environmental impacts
 - potential local social impacts
 - potential local health impacts
 - potential local infrastructure impacts
 - potential local coastal defence impacts

Planning and Adaptation

Identify and evaluate the costs, timescales and benefits of likely potential adaptation strategies to the Island’s infrastructure and the likely funding and implementation impact.

- A. Through application of risk and cost benefit analysis, prioritise “climate change adaptation actions” over specified timeframes and seek States endorsement of priorities.
- B. Programme States approved “climate change adaptation actions” into the capital programme and departmental operational plans.
- C. For Climate Change actions impacting on strategic land planning issues, prescribe strategic land use policies within the SLUP.
- D. Where necessary amend the policies of the Detailed Development Plans to address new or revised strategic land use policies.
- E. Applying standard project management tools in accordance with corporate procedures, generate detailed projects in respect of specified climate change adaptation actions.
- F. Seek States approval to commission adaptation projects.

**** Work within the Level 2 work stream “Planning and Adaptation” must, logically, follow from the output of the Level 3 work carried out under “Scenario Evaluations”***

and “Impact and Risk Assessment.” Therefore, Planning and Adaptation will be carried out in sequence, rather than in parallel with the Level 3 work.

** To develop Level 4, prior to carrying out much of the work at Level 3, would require a significant amount of presumption. As such, development of Level 4 has been deferred to a future version of the Government Business Plan.*

PRIORITY 12

Meet the needs of Guernsey citizens as public service clients more effectively through corporate working and streamlined delivery

Level 1

To rationalise the scope of public services and the manner in which they are delivered by putting the needs of the client in the forefront and ensuring that government departments work together with a strong corporate commitment to meet those needs in a streamlined and responsive way.

Level 2

- **Responding to Client Needs**

Promote and stimulate an approach to communication throughout the States organisation which will require all States bodies to engage with their clients and to listen attentively to their views, so that service priorities and means of delivery respond directly to client needs.

Government Business Plan Team

- **Co-ordinating and Improving Service Delivery**

Develop a stronger commitment amongst States bodies to work together across organisational boundaries to deliver public services more effectively and achieve corporate objectives more determinedly.

Government Business Plan Team

- **Strengthening Accountability**

Utilise scrutiny processes and budgetary discipline to ensure that the Policy Council, States Departments and Committees are held accountable for the successful implementation of the Government Business Plan.

Scrutiny Committee

- **States Corporate Programmes**

Assist the successful implementation of the Corporate Housing Programme and Corporate Anti-Poverty Programme through the Government Business Planning process.

Government Business Plan Team

Level 3

Responding to Client Needs

Promote and stimulate an approach to communication throughout the States organisation which will require all States bodies to engage with their clients and to listen attentively to their views, so that service priorities and means of delivery respond directly to client needs.

- A. Develop an innovative strategy which improves the way that the States informs the public and particular client groups about the development of government policy and the delivery of public services.
- B. Demonstrate that the States actively listens and responds to the views expressed by the users of public services in determining how these services might be delivered.
- C. Utilise departmental formal complaints processes to collate information which will identify trends in client satisfaction levels and will identify suggestions which could lead to a more streamlined and responsive delivery of public services.

Co-ordinating and Improving Service Delivery

Develop a stronger commitment amongst States bodies to work together across organisational boundaries to deliver public services more effectively and achieve corporate objectives more determinedly.

- A. Identify and apply effective encouragement and incentives to assist co-ordinated working between States bodies through the process of the Government Business Plan.
- B. Actively intervene to resolve conflicts, remove obstacles and identify gaps in responsibilities in order to make corporate working more productive and more consistent.
- C. Establish a data sharing culture within government to provide corporate information and statistics which will, in particular, inform housing, population, migration and economic strategies. This to be coordinated through a corporate information working group which will also take responsibility for Sustainable Guernsey and for producing a Government Business Plan monitoring report.
- D. Establish methods to monitor and measure both the effectiveness of the Government Business Plan approach to corporate working in the delivery of public services and the appropriateness of key performance indicators and timescales which will be introduced in future plans.
- E. Advise the States, from a strategic perspective, whether the overall allocation of resources across the States organisation appears to support the successful delivery of the Government Business Plan.

Strengthening Accountability

Utilise scrutiny processes and budgetary discipline to ensure that the Policy Council, States Departments and Committees are held accountable for the successful implementation of the Government Business Plan.

- A. Ensure that there is consistency between overall government objectives and the way in which services are delivered to the client, identifying any shortfalls.
- B. Ensure that value for public money is consistently obtained.
- C. Continually evaluate the effectiveness of service delivery, so that pressure to improve performance is maintained.

States Corporate Programmes

Assist the successful implementation of the Corporate Housing Programme and Corporate Anti-Poverty Programme through the Government Business Planning process.

- A. Monitor the effectiveness or shortcomings of changing the approach to implementing the Corporate Programmes.
- B. Take steps to modify the GBP process should the changes prove less effective than intended.

**This Priority action plan has been developed to Level 3 only at this stage, but will be further developed to include Level 4 actions during 2007-08.*

PRIORITY 13

Create a forward-looking culture amongst all public sector staff

Level 1

To adopt policies which revitalise public sector working practices which focus on efficiency, quality and innovation. This will include policies which enhance the general working of the public sector, aid recruitment, endorse best practice and help develop staff.

Level 2

- **Working Practices and Service Delivery**

Promote integrated, streamlined work practices which are results focused to improve customer service. Enhance service delivery through developing a public sector that is provided with necessary skills, has delegated authority and is encouraged to be innovative in providing services.

Staff Steering Group

- **Staff Development and Performance**

Create a culture of active career development and performance management in the public sector which encourages and rewards excellence.

Staff Steering Group

- **Employment Practices**

Develop employment practices which support the recruitment of quality candidates and ensure that conditions applied to staff whilst in service are in line with best public sector practice.

Public Sector Remuneration Committee

- **Identity**

Define the identity and enhance the image of the Civil Service to promote the organisation as an employer of choice.

Staff Steering Group

Level 3

Working Practices and Service Delivery

Promote integrated, streamlined work practices which are results focused to improve customer service. Enhance service delivery through developing a public sector that is provided with necessary skills, has delegated authority and is encouraged to be innovative in providing services.

- A. Establish innovative ways to provide services in an efficient and cost-effective manner, embracing technology where possible.
- B. Become more customer focused by creating an adaptable and flexible workforce which puts the customer first.
- C. Become outcome focused by following due process but not being process driven.
- D. Encourage improved service delivery by empowering staff at lower levels through delegation.
- E. Encourage greater cross-departmental working to make better use of staff skill-sets.

Staff Development and Performance

Create a culture of active career development and performance management in the public sector which encourages and rewards excellence.

- A. Introduce professional career communities within the Civil Service (e.g. Finance, Human Resources, Property Management) and establish dynamic career management/development structures with clear progression criteria.

- B. Promote professional qualifications and develop management skills within staff.
- C. Introduce and set criteria to reward good performance.
- D. Promote the development of a positive and supportive working environment for staff at all levels.

Employment Practices

Develop employment practices which support the recruitment of quality candidates and ensure that conditions applied to staff whilst in service are in line with best public sector practice.

- A. Establish more flexible recruitment/selection criteria for the initial appointment and subsequent progression of staff.
- B. Develop performance management processes which facilitate the departure of staff from the Service should their skills and motivation not meet the standards and requirements of the Service.

Identity

Define the identity and enhance the image of the Civil Service to promote the organisation as an employer of choice.

- A. Promote the image of the Civil Service as a professional organisation by establishing career-based communities.
 - B. Promote the Civil Service as a cohesive and integrated organisation and increase the public's awareness of the achievements and professionalism of employees.
 - C. Develop new recruitment initiatives to attract quality candidates into the Civil Service.
-

Level 4

***NB Level 4 work streams are for noting only, and not for debate**

Working Practices and Service Delivery

- A. *Establish innovative ways to provide services in an efficient and cost-effective manner, embracing technology where possible.*
- a) Ensure a full review of service provision across the public sector through the Chief Officer Group.
 - b) Ensure Departments regularly review the quality of their service provision, possibly through the use of customer service surveys.
 - c) Introduce a reward scheme for staff who propose effective ways to increase efficiency and cost effectiveness in service provision.
 - d) Research and evaluate the possible introduction of computerised corporate human resources system (SAP HR) to provide increased efficiency and consistency in the delivery and administration of human resources across the public sector.
 - e) Introduce computerised system to administer the human public service pension scheme.
- B. *Become more customer focused by creating an adaptable and flexible workforce which puts the customer first.*
- a) Analyse and establish appropriate systems to enable Departments to benchmark the quality of their customer services through the creation of a working group of Chief Officers from service delivery Departments.
 - b) Review Departmental customer services across the organisation (including an assessment of opening times) to ensure that customer needs are met.

Priority 13 – Level 4 – cont'd

- c) Allow and encourage increased flexibility in the deployment/ placement of staff throughout the Service, ensuring the most appropriate use of skills in terms of the overall requirements of the organisation.

C. Become outcome focused by following due process but not being process driven.

- a) Encourage Departments to review their procedures to ensure that they are as streamlined and customer-friendly as possible.
- b) Direct Departments to focus more on outcomes by the increased use of benchmarking against other Departments, comparable UK authorities and other jurisdictions.
- c) Replace the Staff Number Limitation Policy with arrangements which are less process driven but still maintain effective controls.

D. Encourage improved service delivery by empowering staff at lower levels through delegation.

- a) Working through the Chief Officers Group, the Chief Executive will establish appropriate approaches for increasing delegation to staff and empowering them to make decisions.
- b) Review the format of the Civil Service job descriptions to encourage delegation with the inclusion of more specific information about accountability/authority levels within individual posts.
- c) Introduce broader job descriptions to allow Departmental managers more flexibility in the development and reward of their staff.

E. Encourage greater cross-departmental working to make better use of staff skill-sets.

- a) Develop cross-Departmental working through the maintenance of registers of cross-Departmental projects and of staff interested in cross-Departmental working, promoting their use by all Departments as well as by the corporate centre.
- b) Match staff skills to overall business need through the introduction of skills registers, encouraging their use by Departments to support the career development of staff.

Priority 13 – Level 4 – cont'd

- c) Facilitate the use of skills registers by their incorporation into proposed SAP HR system.

Staff Development and Performance

A. Introduce professional career communities within the Civil Service (e.g. Finance, Human Resources, Property Management) and establish dynamic career management/development structures with clear progression criteria.

- a) Identify and develop formally recognised career-based communities of similar posts within the Civil Service.
- b) Clarify and strengthen the roles of corporate Heads of Profession (and introduce the role of Community Head) for the oversight of career management and skills deployment within communities.
- c) Introduce arrangements for the increased use of cross-Service secondments to enable staff to broaden their experience and develop their skills.
- d) Evaluate opportunities for career development/succession planning offered by the proposed SAP HR system.

B. Promote professional qualifications and develop management skills within staff.

- a) Introduce a matrix of Professional Skills for the Guernsey Civil Service (PSGCS) to clarify the core skills requirements for each post and grade and to support career development.
- b) Ensure that the PSGCS matrix is promoted actively throughout the whole of the public sector.
- c) Adapt format of job descriptions and staff circulars to include PSGCS requirements for each post.
- d) Promote the professional aspects of the new Graduate Officer Scheme.
- e) Introduce more accredited qualifications and, in partnership with the Training Agency, encourage increased public/private sector interaction e.g. launch of Chartered Management Institute's Diploma in Management Programme.

C. Introduce and set criteria to reward good performance.

- a) Review Civil Service arrangements for incremental salary progression based on performance.

Priority 13 – Level 4 – cont'd

- b) Review appraisal framework in line with the above and to reflect PSGCS requirements.
 - c) Evaluate the possible introduction of a local version of the 'Excellent Teacher Scheme'.
- D. Promote the development of a positive and supportive working environment for staff at all levels.*
- a) Promote knowledge and understanding of Civil Service and States Members Codes.
 - b) Review and promote Dignity at Work Policy

Employment Practices

- A. Establish more flexible recruitment/selection criteria for the initial appointment and subsequent progression of staff.*
- a) Review key criteria for posts in line with good practice.
 - b) Introduce consistent recruitment/selection criteria for each of the career-based communities.
 - c) Re-classify certain specialist Civil Service posts which have duties which make them better suited to the terms and conditions of specialist pay groups outside the Civil Service.
- B. Develop performance management processes which facilitate the departure of staff from the Service should their skills and motivation not meet the standards and requirements of the Service.*
- a) Promote the use throughout Departments of the PCHRU'S Performance Management Guidelines.
 - b) Reinforce the importance of effective performance management through the Chief Officer and Human Resources Groups.

Priority 13 – Level 4 – cont'd**Identity**

- A. Promote the image of the Civil Service as a professional organisation by establishing career-based communities.*
- a) Re-structure the Civil Service by establishing formal communities of similar posts.
 - b) Promote the new communities at careers conventions and school talks.
- B. Promote the Civil Service as a cohesive and integrated organisation and increase the public's awareness of the achievements and professionalism of employees.*
- a) Identify a PR champion for the Civil Service to promote the achievements of staff.
 - b) Ensure best possible image at career events.
 - c) Develop a communications strategy for the public service and, through the Policy Council, respond to media criticism of public services with factual information which promotes public confidence.
 - d) Investigate the possibility of a seminar on communication with the public for Department Chief Officers.
- C. Develop new recruitment initiatives to attract quality candidates into the Civil Service.*
- a) Develop e-recruitment system.
 - b) Develop and promote the new Graduate Officer Scheme
 - c) Provide more on-Island opportunities for professional training for civil servants.
 - d) Increase opportunities for flexible working.
 - e) Promote/support the provision of Key Worker Housing.
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PRIORITY 14

Actively Prioritise Legislation

Level 1

(1) To accelerate the drafting and enactment of the legislation as set out in the following, prioritised schedule.

The schedule was collated as at 1st May 2007. It includes items that are subject to a States Resolution and items definitely known to be coming forward in 2007/8. Amongst the priority A items are a number of pieces of legislation that are required to be enacted this year in connection with the International Monetary Fund visit and in order to implement the Taxation Strategy.

‘A’ = Top Priority

‘B’ = Medium Priority

‘C’ = Low Priority relative to other legislation over the next 12 months.

Department	Project/Ordinance	Resolution	Priority
Commerce and Employment	Banking Supervision (Amendment) Law		A
	Charities Law, 2007		A
	Companies Law	28.03.07	A
	Company Security (Insider Dealing) Law		A
	GFSC enhanced enforcement powers and appeals provisions Law		A
	Financial Services (Amendment) Law		A
	Insurance Business (Amendment) Law		A
	Insurance Managers and Intermediaries Amdt Law		A
	Non-financial services businesses Regulations and Handbook		A
	Proceeds of Crime Regulations and Handbook		A
	Regulation of Accountants Law 2007		A
	Regulation of Auditors Law		A
	Regulation of Lawyers Law		A
	Wire Transfers Ordinance	28.09.05	A
	Protection of Investors (Amendment) Law		A

	Registration of Non-Regulated Financial Services Businesses Law		A
	Regulation of Fiduciaries, Administration Businesses and Company Directors Law Amendment		A
	Regulation of Utilities Law	01.06.06	A
	Trusts Law	15.12.06	A
	Arbitration Law	25.02.04	B
	Establishment of Foundations Law	15.12.06	B
	Image Rights Ordinance		B
	Innovation Warranties Ordinance		B
	Milk Ordinances		B
	Minimum Wage Law		B
	Regulation of Civil Aviation and Airports Law	26.07.06	B
	Animal Welfare Ordinances	28.02.03	C
	Competition Ordinances		C
	Electricity Amendment Law	29.01.03	C
	Garden Centres Law	27.03.02	C
	Genetically Modified Crops Law	27.11.03	C
	Personal Insolvency Law		C
	Plant Health Ordinance		C
	Registered Patents Ordinance	27.11.02	C
	Registered Plant Breeders Rights Ordinance	27.11.02	C
	Trade in Endangered Species (CITES) Law	27.04.06	C
Education	Education (Amendment) - School leaving age Law	10.05.01	A
	Higher Education Funding Law		B
Environment			
Land Planning Ordinances {	Appeals	26.01.05	A
{	Application to Herm and Jethou	26.01.05	A
{	Commencement and Transitional Provisions	26.01.05	A
{	Development plans	26.01.05	A
{	Enforcement	26.01.05	A
{	Environmental impact Assessment	26.01.05	A
{	Exemptions	26.01.05	A
{	Fees and Charges		A
{	General Provisions	26.01.05	A
{	Public Inquiries	26.01.05	A
{	Special Controls	26.01.05	A
{	Use Classes	26.01.05	A
	Motor Tax (Amendment) Law, 2007	24.02.00 26.10.06	A

	Vehicle registration and licensing Ordinance	30.05.96 24.02.00	A
	Public Transport Ordinance	11.10.00	B
	Transport Strategy (amendments to existing legislation)	31.03.06	B
	Public Highways (Temporary Closure) (Amendment) Ordinance	27.10.05	C
	Ratification of Convention on Biodiversity		C
Health & Social Services			
	Children Law	28.10.04	A
	Medicines Law	29.09.04	A
	Mental Health legislation	27.12.02	A
	Safeguarder mediation and conciliation service Rules of Court	30.11.05	A
	Charging for treatment after motorised vehicle accidents Law	26.07.06	B
	Nursing and Residential Homes Ordinances	26.07.06	B
	Regulation of Health and Medical Professionals Law (including ordinances for relevant professions such as Nurses and Midwives)	26.04.07	B
	Environmental Pollution Ordinance	26.02.97	C
	Human Tissue Law		C
Home			
	Age of Consent Law		A
	Aiding and Abetting Law	27.07.06	A
	Child Offenders Law	28.10.04	A
	Criminal Justice (International Co-operation) (Amendment) Law		A
	Criminal Justice (International Co-operation) (Bailiwick of Guernsey) Law (Enforcement of Overseas Forfeiture Orders) Ordinance		A
	Criminal Justice (Proceeds of Crime) (Amendment) Law - customer information and account monitoring orders	27.07.06	A
	Criminal Justice (Sexual Offences) Law	27.04.06	A
	Disclosure Law, 2007	27.07.06	A
	Drug Trafficking (Amendment) Law	27.07.06	A
	Fixed Penalty Notices Amendment	26.10.06	A
	Forfeiture of Money in Civil Proceedings Law		A
	Fraud Law (cyber crime)		A
	Money Laundering Law - including Money Laundering Offences and Investigations		A
	Police Complaints Commission Law	26.01.05	A

	Prevention of Corruption Ordinance		A
	Taking of Evidence by video link/phone Law		A
	Terrorism Law	29.11.06	A
	Terrorism Ordinances		A
	Firearms Law	29.11.06	B
	Fire Services Law Amendments		B
	Parole Law	27.04.05	B
	Child Sex Tourism Law (parts of which may be covered by the Criminal Justice (Sexual Offences) Law)	27.04.06	C
	Data Protection Law Amendments	27.09.06	C
	Extradition Law		C
	Road Traffic (pillion passengers) Law	29.11.06	C
Housing	Control of Occupation Law		A
	Charges for Right to Work documents Law		A
	Housing Register - Royal Hotel Site. Ordinance to inscribe 8 dwellings	29.06.05	C
Policy Council	Armed Forces Law		A
	Cash Controls		A
	Civil Contingencies Law		A
	Civil Evidence Law and Rules	31.05.06	A
	Electronic Transactions – rules of evidence	24.02.00	A
	Interpretation Law	29.06.05	A
	Legal Aid Civil and Criminal Schemes – Ordinance	25.07.01	A
	Census Law	27.04.05	C
	Introduction of Referendums Law	01.08.02	C
	Establishment of a Tribunals Service Law	10.07.02	C
Public Services	Convention on carriage of noxious and hazardous substances by sea Law	26.07.06	B
	Merchant Shipping - oil pollution compensation, safety at sea legislation	28.03.07	B
	Boats and Vessels - registration provisions	10.03.04	C
	Public Sewers on private land legislation		C
	Sewerage - grants and loans legislation	27.09.06	C
Treasury & Resources	Income Tax (Amendment) Law, 2007	30.06.06	A
	Tax on Rateable Value Ordinance	27.07.05	A

This schedule can only provide a ‘snapshot’ of the States legislative programme at one point in time and the Policy Council recognises that the management of the schedule requires a regular process of liaison with the Law Officers to ensure that political priorities are taken into account.

Level 1 continued

(2) To bring forward reports, within this States term, that may lead to the drafting of new legislation.

Priority 14, as was explained in the December 2006 GBP report, is intended to provide the opportunity to prioritise the preparation of reports on non-departmental or cross-departmental issues within the States term where the matter under consideration is likely to require the preparation of a detailed and complex report leading to new legislation.

The sort of project that the Policy Council has in mind here are ones where the topic is the subject of public interest or controversy but where substantial research is required to explore the policy and legislative implications. For example, the 'Death with Dignity' Report is one that would have fitted this description.

Having considered this aspect of Priority 14, the Policy Council appreciates that whilst it currently allocates these sorts of projects to a nominated department, this is not necessarily accompanied by any associated funding. In this situation, a department may be reluctant to prioritise its resources to get the job done when it also has competing demands to meet that it regards as more central to its mandate.

To overcome this problem, the Policy Council would be prepared, in future, to provide an appropriate level of funding through its Strategic and Corporate Initiatives budget to progress projects that receive States support via the GBP as annually reviewed.

Although the Policy Council considered whether to recommend a specific project to the States to be undertaken as a Priority 14(2) matter using £50k of unspent funding within the current Strategic and Corporate Initiatives budget, Ministers decided that it should be left for the States as a whole to determine whether there is a topic which would warrant this corporate prioritisation at the present time.

The Policy Council considers that this use of central funding should also be given further thought as part of the development of the GBP during 2008-2012.

In addition to (1) and (2) above, the Policy Council considers that, in future, Operational Plans Summaries could helpfully include, as a standard element, an early indication of new legislation that is under consideration within Departments and Committees.



OPERATIONAL PLAN SUMMARIES

When considering the sort of information that should be provided as part of a Government Business Plan, the majority of States Members agreed that the plan should include concise summaries of the operational plans of the following bodies:

Policy Council
 All States Departments
 House Committee
 Legislation Select Committee
 Scrutiny Committee
 Public Accounts Committee
 Public Sector Remuneration Committee.

Unlike the States Priority action plans, which are focused on the achievement of particular political objectives, however, the summaries of the Operational Plans outline the overall work being undertaken by the body concerned. In this way, the Government Business Plan provides a broad overview of the work being carried out across the public sector and aims to demonstrate the consistency between each layer of activity from high-level strategic and corporate policy making to the delivery of services to the citizen/customer.

A separately bound volume includes Appendix III to the Government Business Plan which sets out the Operational Plan Summaries prepared by the Policy Council, Departments and Committees and includes a short preface.

As the Operational Plan Summaries are essentially descriptive in nature, they are provided for the information of the States and the general public rather than for States approval.

STRATEGIC PLANS

Two subsidiary plans are being incorporated as standard elements of the Government Business Plan:

- **The Strategic Economic Plan (SEP)** is a completely new form of plan that has been developed by the Fiscal & Economic Policy Steering Group with particular input and support from the Commerce & Employment Department.

The draft SEP forms an integral part of the GBP but is provided as a separately bound document as a supplement to the Billet d'Etat.

As a corporate economic strategy needs to sit alongside and mutually complement other corporate strategies it has been decided that the development of the economic strategy should be overseen and endorsed by the Fiscal and Economic Policy Steering Group prior to submission to the States by the Policy Council.

The SEP recommends the adoption by the States of Strategic Economic Objectives and presents some economic concepts to provide a background to those objectives. It also presents a number of Action Points that the Steering Group believes must be pursued in order to achieve those objectives, some of which are already being pursued and some that involve new work streams.

With each subsequent iteration of the SEP, the need to present economic concepts will reduce, however, as the economy and circumstances develop, new areas for research and consultation will emerge to revise existing or develop new objectives and Action Points.

What is clear from SEP, however, is that the economic data that are currently available to monitor, analyse, and interpret performance across all business sectors are currently limited. This reflects a previous concentration on public sector financial and budgetary management rather than on influencing the wider economy.

If the States is to achieve its economic growth targets, in the changed circumstances of a zero – ten regime and a tough competitive environment for export markets, however, it will need to more closely monitor, analyse, and interpret performance across all business sectors so as to identify and react to opportunities and to take action to reverse adverse trends.

The SEP draws on the limited data that are currently available but recommends that a major review is undertaken with the aim of introducing systems to provide revised or additional data that enables more meaningful analysis of the performance and trends in the Guernsey economy.

The Policy Council has endorsed the recommendations of the Fiscal and Economic Policy Steering Group. It considers that the States should formally adopt:

- The Strategic Economic Objectives (Action Point 2);
- The Policy Statement on the Corporate Commitment needed to achieve those objectives (Action Point 31); and
- The recommendation to introduce systems to provide improved economic data (Action Point 1).

The Policy Council considers that the States should endorse the other Action Points and direct that they should be pursued and implemented by bringing forward recommendations to the States or with progress reported on in subsequent SEPs as appropriate.

- **The Strategic Land Use Plan (SLUP)** – formally denoted as the Strategic & Corporate Plan – is prepared by the Strategic Land Planning Group on behalf of the Policy Council in pursuance of Section 2 (1) of the Island Development (Amendment) Guernsey Law 1990.

The SLUP translates the principles set out in the Statement of Strategic Land Use Policies (see Corporate Practices) into specific strategic objectives to be pursued by the Environment Department in implementing the Island Development (Guernsey) Laws 1966-90. It has been part of the Island's strategic planning framework for many years, reviewed and published annually as part of the former Policy & Resource Plan.

The Strategic Land Use Plan (SLUP)

The full text of the Strategic Land Use Plan is provided as Appendix II to the Government Business Plan.

There are no proposed policy amendments to the Strategic Land Use Plan this year but the preambles to policies dealing with Visitor Accommodation; Waste Water; Stone Resources and Solid Waste have been updated to take account of events since the current plan was approved by the States in December 2006.

The text that has been amended is as indicated in the Appendix.

The Strategic Land Planning Group

In June this year, the Chairman of the Strategic Land Planning Group (SLPG) wrote to all States Members explaining the rôle of the group and its current programme of work. This information was also copied to the Douzaines and was the subject of a media release.

The SLPG explained that the Strategic Land Use Plan embodies the spatial/land use dimension of the Government Business Plan that is then interpreted and put into action through the Environment Department's Urban and Rural Area Plans. In this way, the Island's land planning system is able to respond to the strategic objectives set by the States.

The development of a new Strategic Economic Plan will clearly have a bearing on the formulation of strategic land planning policies in the future and should enable SLPG to gain a much clearer appreciation of the ways in which the planning system can support a successful economy.

SLPG is aware, however, that land use policy must ensure that the needs of the economy are met whilst also optimising social and environmental benefits to the community.

During this year, the Environment Department has undertaken the 5 yearly review of the Urban Area Plan against the objectives and policies of the current Strategic Land Use Plan. The Urban Area Plan, which was adopted in 2002, was designed to be flexible and responsive to changing strategic requirements. The Environment Department's review has shown that for the time being, the Urban Area Plan continues to deliver the requirements set out in the SLUP in an effective way. At the time of writing, the

Environment Department is in the process of presenting a report to the States that will extend the period of validity of the current Urban Area Plan.

This year, the SLPG has embarked upon a joint review of strategic planning policy and the formulation of options for the future of Guernsey's east coast as was agreed by the States in March this year. Given the very heavy workload associated with the policy review and Eastern Seaboard Study, the SLPG recognises that this joint project will dominate its work over the coming year. There will be extensive consultations with the public and interested parties through the process. Ultimately, a new Urban Area Plan will be prepared in accordance with the new strategic framework.

RECOMMENDATIONS

The Policy Council recommends the States:

1. (1) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 1 'Assert Guernsey's Independent Identity' as set out on pages 1349 to 1358 of this Report.
- (2) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 2 'Plan for Sustainable Economic Growth' as set out on pages 1358 to 1363 of this Report.
- (3) To approve Level 1 of States Priority 3 'Contain public finances and maintain economic growth' as set out on pages 1363 to 1364 of this Report.
- (4) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 4 'Redistribute wealth wisely in the community' as set out on pages 1364 to 1376 of this Report.
- (5) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 5 'Control and monitor population growth' as set out on pages 1376 to 1386 of this Report.
- (6) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 6 'Determine waste management strategies' as set out on pages 1387 to 1390 of this Report
- (7) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 7 'Take firm action against crime and the causes and effects of crime' as set out on pages 1390 to 1400 of this Report.
- (8) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 8 'Provide best value healthcare for the community' as set out on pages 1400 to 1411 of this Report.

- (9) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 9 'Maximise the return on investment in education provision' as set out on pages 1411 to 1421 of this Report.
 - (10) To approve Levels 1 and 2 of States Priority 10 'Meet energy needs more efficiently and sustainably' as set out on page 1421 to 1422 of this Report.
 - (11) To approve Levels 1, 2 and 3 of States Priority 11 'Investigate the impact of climate change' as set out on pages 1422 to 1425 of this Report.
 - (12) To approve Levels 1, 2 and 3 of States Priority 12 'Meet the needs of Guernsey citizens as public service clients more effectively through corporate working and streamlined delivery' as set out on pages 1425 to 1428 of this Report.
 - (13) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 13 'Create a forward-looking culture amongst all public sector staff' as set out on pages 1428 to 1435 of this Report.
 - (14)
 - (a) To approve the prioritised schedule of legislation included in section (1) of Level 1 of States Priority 14 'Actively Prioritise Legislation' as set out on pages 1436 to 1439 of this Report.
 - (b) To note that the Policy Council does not recommend that a specific project be undertaken as part of this Government Business Plan under the terms of section (2) of Level 1 of States Priority 14 'Actively Prioritise Legislation' using up to £50k of unspent funding within the Policy Council's Strategic & Corporate Initiatives budget for 2007, as set out on page 1440 of this Report.
2. (1) To adopt the following Strategic Economic Objectives:
- Creating and maintaining conditions conducive to achieving the annual levels of economic growth for the next 5 years as has been experienced on average over the last decade;
 - Increasing the primary and secondary benefits to the community of business activity whilst at the same time increasing the opportunity for the working population to migrate into higher paid jobs;
 - Achieving an expansion and diversification of high value exporting activities within both the finance and non-finance sectors where possible through the substitution of low value activities;

- Using the total value of income to individuals from remuneration and other sources as the prime reflection of economic performance;
 - Pursuing policies to achieve a real 3% growth pa in the total value of income to individuals from remuneration and other sources.
- (2) To adopt the following Policy Statement on the corporate commitment needed to achieve the Strategic Economic Objectives:
- To create and maintain conditions conducive to maintaining the annual levels of economic growth for the next 5 years as has been experienced on average over the last decade, the States and the community as a whole will commit to:
 - Promoting internally and externally the attractions of Guernsey as a place to do business, particularly export business;
 - Identifying and assessing opportunities for developing such business and delivering Primary and Secondary benefits as and when they arise;
 - A joined up approach to facilitating such business development particularly in terms of: the legislative, regulatory and fiscal environment; training and development of the workforce; access to imported labour where necessary; and the availability of land within flexible, quick reacting land use planning policies.
 - That the States has confidence in, and will seek to instill the confidence of others in Guernsey's economic future.
- (3) That the Policy Council's Fiscal and Economic Policy Steering Group will oversee a major review of the economic data currently available with the aim of introducing systems to provide revised or additional data which enables more meaningful analysis of the performance of, and trends in, the Guernsey economy.
- (4) To endorse the remaining Action Points contained in the Strategic Economic Plan.
3. To approve the updated sections within the Strategic Land Use Plan as highlighted in Appendix II to this Report.
4. (1) To approve the statement of Human Resource Policies as set out in the section on Corporate Practices on page 1345 of this Report.

- (2) To approve the statement of Information & Communications Technology Policies as set out in the section on Corporate Practices on page 1345 of this Report.
- (3) To note the Operational Plan Summaries as set out in Appendix III to this Report.
- (4) To note all other sections of the Government Business Plan not specifically referred to above.

M W Torode
Chief Minister

11th June 2007

APPENDIX I

STRATEGIC & CORPORATE POLICY FRAMEWORK

1. STATEMENT OF PRINCIPLES

The following Statement of Principles was adopted by the States of Guernsey in July 1996 (Billet d'Etat XIV 1996). The Statement expresses the relationship between the government and the individual citizen and the respective rights, duties and responsibilities which arise from that relationship.

1. The community of Guernsey aspires:

- To foster and develop the conditions by which people may secure their well-being and realise their full potential.
- To protect those who are unable to safeguard their welfare or to enjoy an adequate quality of life.
- To sustain the general well-being and culture of the whole community.
- As part of an international community, to consider the impact of its actions on the welfare of people elsewhere.

2. Every member of the community has:

- A right to benefit from these aspirations.
- A duty to contribute to fulfilling them.
- A responsibility to safeguard his or her own welfare.

3. The actions of the States are exercised through:

- A constitutional framework, which defines the terms on which measures may be taken, ensures representation in the decision-making process and provides mechanisms for accountability.
- A legislative and judicial framework, which defines and safeguards the scope and limits of authority.
- An executive and administrative framework, which implements the decisions of the duly constituted authority.

4. The States have the duty:

- To serve and protect the community and its members.

- To recognise and respect the rights and independence of individuals as members of the community.
- To act as the stewards of the island, not only for present but also for future generations.
- To protect the international constitutional status of the island.
- To manage Guernsey's affairs on a sustainable and cost-effective basis.
- To develop and implement measures to meet the aspirations of the community.
- To communicate in a meaningful way with the people of the Bailiwick.

5. To this end the States undertake:

- To secure the provision of an infrastructure of resources and services for the people of Guernsey.
- To secure the provision of services and benefits which protect and enhance the welfare of individuals, groups and the whole community.
- To facilitate economic activities which make best use of available resources to create wealth for the community.
- To secure the maintenance and improvement of the environment of the island.
- To secure the representation of the island's interests on international matters.
- To keep the people of the Bailiwick informed about government activities and to listen attentively to their views.

NB: For the purposes of this Report the “community of Guernsey” is generally taken to be those who are legally, ordinarily resident in the island and members of their household. Its application to others, including residents of Alderney and Sark, is determined by appropriate legislation or resolution of the States.

Similarly, throughout the Government Business Plan as a whole, reference to residents of the Island should normally be taken to be subject to the same definition unless otherwise explained in the relevant text.

2. CORPORATE PRACTICES

These statements provide guidance about the way in which the States operate their handling of public resources and the strategy for land use.

1. Overall Policy

The States of Guernsey are a corporate body. The Policy Council and all Departments and Committees and all public service staff should:

- Be committed to the States strategic objectives and the policies being pursued to achieve them.
- In all activities, be seen to act impartially, consistently, equitably and with confidentiality, in accordance with the law, States policies and generally accepted principles of best practice.
- The Policy Council and all States Departments and Committees are accountable to the States for the efficient and effective management and safeguarding of public funds, staff and other resources entrusted to them.
- The processes for developing and adopting a Government Business Plan (Policy & Resource Plan) provide the means by which the States can debate and resolve their strategic objectives and policies.
- The implementation of the Government Business Plan will be supported by a co-ordinated process of political scrutiny carried out by the Scrutiny Committee and Public Accounts Committee.
- One of the Treasury and Resources Department's responsibilities is the development and maintenance of administrative and accounting guidelines on what constitutes best practice against which the activities of States Departments and Committees and their employees can be audited, including by the Public Accounts Committee.
- To ensure impartiality, consistency and equality of treatment across the whole of the States, the Public Sector Remuneration Committee is responsible for collective bargaining on behalf of the States as an employer, in respect of the remuneration and conditions of service of all staff employed by the States.

2. Fiscal Policies

- The States fiscal policies will be developed and implemented in such a way that they make a positive contribution to the economic health of the Bailiwick.
- Public services must be delivered in an efficient and effective manner and value for money must always be achieved.
- In general, public sector expenditure (revenue and capital) will be kept to levels that are affordable from ongoing income and out of existing

reserves and will be at levels sufficient to ensure that public sector services are maintained at standards appropriate for a modern society.

- Taxation policies will be used in support of agreed States objectives for social and environmental aims.
- The States should always have regard to inflation when formulating fiscal policy.
- An adequate level of reserves will be maintained to provide protection against economic and operational uncertainties.
- The States will take a cautious approach to public sector borrowing, only doing so where the debt can be serviced by a secure, associated income stream.
- Income raised by way of taxes and duties should be accrued to the General Revenue account and used to fund general revenue activities. In general, such income is not earmarked for expenditure in specific areas. However, fees and charges raised by individual Departments will generally be retained by those Departments.
- A risk-averse approach will be adopted to manage public assets.
- Effective risk management strategies and procedures will be developed and implemented in all areas of activity to ensure that risk management awareness, and the potential adverse consequences, are continually reinforced at all levels.
- The timing and content of the year-end accounts, budgets and associated reports will be continually reviewed and, when necessary, revised to ensure that they are appropriate and aid the public's understanding of the States financial affairs.

3. Human Resource Policies

See main report (p 1345) for new policy statement.

4. Information & Communication Technology Policies

See main report (p 1345) for new policy statement.

5. Strategic Land Use Policies

- States policy is for economic growth and environmental quality achieved through a balanced and sustainable strategy for the benefit of Guernsey. The three interdependent principles of sustainable development as they relate to the local context are:

- To encourage the further social and economic development of the island and to ensure as far as possible that sufficient land and support infrastructure are available to accommodate this objective.
- To use land and buildings efficiently, and consequently to channel development activity into existing and committed urban areas, particularly through a rehabilitation and upgrading of the existing fabric and infrastructure thus constraining further inroads into undeveloped land and generally resulting in higher density development than at present.
- Actively to conserve and enhance the quality of the environment of both urban and rural areas.
- These principles underlie the nine strategic themes on which the Strategic Land Use Plan is based:
 - **Housing:** making optimum provision for the Island's housing needs.
 - **Employment:** meeting the needs of a diverse economy.
 - **Commercial Centres:** maintaining the vitality and viability of Town, the Bridge and other parish centres.
 - **Strategic Transport:** securing the provision of adequate air and sea links.
 - **Telecommunications Infrastructure:** making provision for telecommunications systems.
 - **Water, Stone and Waste:** sustainable management and the provision of essential infrastructure.
 - **Social, Community and Recreation:** enabling the broadest possible access to facilities and services.
 - **Countryside:** balancing the competing demands on the countryside.
 - **Built Environment and Cultural Heritage:** maintaining the quality of the built environment and safeguarding Guernsey's cultural heritage.

The section of the Government Business Plan that deals with the Strategic Land Use Plan (formally designated as the Strategic & Corporate Plan) explains that the Strategic Land Use Planning Policies are currently under review.

3. CORPORATE POLICIES

1. Population

Current States policy towards population management remains as approved by the States prior to the restructuring of government in 2004. As such, the policy still refers to the former Housing Authority whose mandate has since been passed to the Housing Department.

The policy states that:

- (i) The growth in population should be limited to as low a level as possible consistent with achieving Economic, Social and Environmental objectives.
- (ii) The main population control measures should continue to be the Housing Control Law and the Right to Work Law.
- (iii) The States should continue to encourage the use of new technology and the provision of training in order to increase the level of skills and productivity of the resident population.
- (iv) As far as possible, jobs should be filled by local residents. However, there continues to be a need to employ overseas labour to supplement the local labour force in specific areas.
- (v) No members of the resident population, be they licence holders, Open Market residents or members of their households, shall be restricted from maximizing their contribution to the economy through employment.

In support of the objective set out in (i) above, the Housing Department has stated that, in administering the Housing Control and Right to Work Laws, its policies are as follows:

- 1. (a) The vast majority of those employed from overseas should continue to be on short-term housing licences (i.e. for periods up to nine months or three years);
- (b) The issue of short-term licences should be judged on the basis of no suitable local labour being available to undertake the work.
- 2. Wherever possible, essential licences will be limited so that such licence holders do not reside in Guernsey for more than five consecutive years. The Department may issue licences for longer periods of residence where appropriate, for example, where (i) limitation would act to the detriment of achieving Economic, Social and Environmental objectives, or (ii) long-term continuity in the post is

essential to the community, or (iii) the skills required for the post are scarce on a national or international basis so that recruiting is exceptionally difficult.

3. The Housing Department, when considering an application for an employment related licence, will take into account the extent to which the applicant is using new technology and providing training.
4. With the exception of licences granted in respect of cohabitation on a one to one basis, the Housing Department will generally only grant licences, on compassionate grounds, to persons who:
 - (a) Are potentially qualified residents as specified in the Law; and
 - (b) Are currently resident in the island; and
 - (c) Have already completed a substantial proportion of the specified qualifying period.

The control and monitoring of population has been identified as a States Priority (No 5) and the Demographics Policy Group, which has now superseded the Strategic Population Review Group, is continuing to work to develop new policies for presentation to the Policy Council and subsequently, to the States.

For the time being, the current States policy remains valid for the purposes of the Housing Control Laws.

2. Security & Emergency Planning (Formerly titled 'Law & Order Policy')

As a matter of Corporate Policy the States of Guernsey will strive to prevent all types of criminal activity in or from the Bailiwick and to pursue all criminal activity that may occur, including the provision of assistance to international law enforcement agencies and to build and protect a safe, just and tolerant society for the people of the Bailiwick.

In the implementation of this strategy, the Home Department will seek to:

- Reduce serious and organised crime, particularly money laundering, financial crime, drug trafficking and illegal immigration.
- Increase people's sense of security and quality of life in relation to personal threats from, for example, acquisitive crime or crimes of violence.
- Reduce the rates of re-offending through appropriate response to people who have entered the Criminal Justice system.
- Protect the community by prevention of civil hazards such as fire or major incidents rather than solely concentrating on dealing with them when they occur.

3. Principles for the Regulation of the Financial Services Sector

The core principles adopted by the States to regulate the local financial services sector have been adopted as one of the Corporate Policies of the States and are kept under review to reflect changing circumstances.

The currently approved principles are as follows:

- The island's excellent international reputation is the foundation stone of the financial services sector. The States of Guernsey are therefore committed to ensure that local standards of regulation of the financial services sector and co-operation in regulation and law enforcement will continue to meet established international standards.
- The island will argue in international fora for a global level playing field in standards amongst reputable jurisdictions. International initiatives will continue to be monitored and, once agreed, international standards should be adopted in the best long-term interests of the island's economy and reputation.
- Guernsey will continue to maintain a vigilant approach in countering money laundering and terrorist financing and will take all reasonable action to prevent money laundering and terrorist financing within the Bailiwick. The regulatory and law enforcement agencies of the Bailiwick will continue to work closely together, share information and assist in criminal investigations in other jurisdictions to deny criminals and terrorists access to the global financial systems. Guernsey will continue to co-operate fully with the international community in the tracing, freezing and confiscation of the assets of criminals, terrorists and their agents, sponsors and supporters.
- The States of Guernsey will preserve an appropriate balance between the legitimate right to confidentiality and the need to assist foreign law enforcement agencies. At all times this commitment will take fully into account privacy obligations arising out of Article 17 of the International Covenant on Civil and Political Rights, Article 8 of the European Convention on Human Rights and similar obligations.

4. States Guidance to Shareholders

Under the terms of the States Trading Company Ordinance, the Treasury and Resources Department acts as Shareholder on behalf of the States, in relation to Guernsey Post and Guernsey Electricity.

At the time of commercialisation, the States agreed Guidance on exercising the rôle of Shareholder for each States Trading Company. The STC Ordinance provides that such guidance will be published in the Policy & Resource Plan, now the Government Business Plan.

Following the joint States Report on the Review of Commercialisation in May 2006 (Billet d'Etat X, 2006), this Guidance has been earmarked for review, however, due to the need to progress other, higher priority matters, that review is yet to get under way. For the time being, the guidance remains as originally approved.

4. STATES STRATEGIES

States Housing Strategy

In February 2003, (Billet d'Etat II, 2003) the States agreed that the principal objectives of the Housing Strategy should be as follows:

- To ensure that all persons legally resident in Guernsey have access to housing accommodation to meet their reasonable needs.
- To meet housing needs in a sustainable manner in the long-term interests of the community as a whole, making prudent use of all resources and recognising that investment in housing must be prioritised and compatible with strategic policies and the wider programme of public expenditure approved by the States.
- To ensure that there are measures in place to limit any growth in population through immigration in order to manage housing demand in accordance with the principles of sustainability.
- To provide the community with a range of housing options, acknowledging that while home ownership has historically been the preferred means of meeting housing needs, good quality, fairly priced housing may be provided across the housing market by other means and through a variety or mix of agencies – public, private and voluntary.
- To enable housing to be provided for those financially unable to enter the private housing market, either to purchase or rent, through a range of housing measures attuned to meeting their specific housing needs including social rented housing, partial ownership schemes etc.
- To enable the provision of supported accommodation for persons with special housing needs including accommodation for older persons, young people, persons with a learning disability, persons with a mental illness, ex-offenders etc.
- To maintain and improve the quality of housing in Guernsey across all sectors bearing in mind the impact of housing conditions on the health and well-being of the community.

States Anti-Poverty Strategy

In November 2003 (Billet d'Etat XXV, 2003) the States agreed that the principal objectives of the Anti-Poverty Strategy should be as follows:

- To reduce relative poverty in Guernsey by at least 50% with respect to the benchmark set by the Survey of Guernsey Living Standards in 2000 and 2001 by the end of 2008.
- To enable Guernsey and Alderney residents to afford essential items and services (more specifically those items and services considered essential by 50% or more of the population in 2000 in the Townsend Centre's Report "The Necessities of Life").
- To provide support, including necessary financial assistance, to those most in need in conditions of dependency, such as childhood, old age, disability and special need, but with due regard to the sustainability of the Island's resources.
- To target this assistance at those groups identified by the Townsend Centre as suffering most from relative poverty.
- To ensure that the tax and benefit systems work in an integrated way to support those suffering from, or vulnerable to, relative poverty.
- To fulfil the objective that no resident of Guernsey or Alderney should be denied access to health and social services through lack of financial resources.
- To encourage and assist those in financial poverty, wherever possible, to improve their situation by:
 - Entering, or re-entering, the workforce.
 - Improving their employment prospects through education and training.
 - Gaining control of their financial circumstances.
- To promote the benefits, advice, education, training, and employment opportunities available to those people suffering from relative poverty, so that those concerned know where help can be obtained.
- To ensure that relevant fiscal policies have due regard to the Corporate Anti-Poverty Programme.

And through the Corporate Housing Programme:

- To ensure that all persons legally resident in Guernsey have access to housing accommodation to meet their reasonable needs (the first objective of the States Housing Strategy).
- To maintain and improve the quality of housing in Guernsey across all sectors bearing in mind the impact of housing conditions on the health and well-being of the community (the seventh objective of the States Housing Strategy).

APPENDIX II

THE STRATEGIC LAND USE PLAN

THE PURPOSE OF THE STRATEGIC LAND USE PLAN

The Strategic Land Use Plan is formally denoted as the Strategic and Corporate Plan. It has been prepared by the Policy Council in pursuance of Section 2(1) of the Island Development (Amendment) (Guernsey) Law 1990 and is laid before the States in pursuance of Section 2(3) of that Law. It sets out the strategic objectives to be followed by the Environment Department in implementing the Island Development (Guernsey) Laws 1966-90.

The principles upon which the Strategic Land Use Plan are based are set out as part of the Corporate Practices of the States.

The Strategic Land Use Plan (Strategic & Corporate Plan) is a statutory document and, therefore, the current Plan will remain in force until formally revised by the States.

Updated text is underlined for identification purposes. (See Visitor Accommodation, Stone Reserves, Waste Water and Solid Waste policies).

LAND USE STRATEGY

Housing

The Plan indicates the provision to be made to meet the Island's projected housing requirement on a year by year basis, and gives guidance on where new housing should be located. It also recognises the need to improve the quality of people's lives by ensuring good homes in a quality environment. The Plan requires that a range of housing options is available to meet changing requirements and that full and effective use is made of suitable sites.

Strategic Objective 1

To provide adequate opportunities to meet the identified housing requirement, with minimum detrimental impact upon the environment and good design to create a high standard of living and social conditions.

Business & Industry

The aim of this Plan is to facilitate sustainable economic activity. This means providing an appropriate range of opportunities for industry and commerce within the capacity of the Island's resources, and within an overall improvement of environmental quality and social well-being.

Strategic Objective 2

To provide an adequate range of opportunities to meet the needs of existing, Island-based industries and incoming businesses that support the local economy within the capacity of the Island's resources, while conserving and enhancing environmental quality and social well-being.

Commercial Centres

The commercial centres in Guernsey serve an important social and economic function. The Town, in particular, provides jobs in shops, offices and other services as well as being a focus for shopping, social, leisure and cultural facilities. All the centres are important to the quality of life in the Island. The aim for commercial centres and shopping is to maintain and enhance the centres as attractive places to live, work, and enjoy, strengthening the rôle of the Town and the Bridge as the principal shopping and service centres. This means ensuring that everyone has convenient access to a wide choice of shopping, leisure and other facilities.

Strategic Objective 3

To maintain the viability of commercial centres as attractive places in which to live, work and take enjoyment, strengthening the rôle of the Town and the Bridge as the principal centres, while ensuring that everyone has convenient access to a wide choice of shopping, leisure and other facilities.

Strategic Transport links

The strengthening of external transport and other communication links is of strategic importance for the continued development of a sustainable economy. Good passenger and freight transport is essential for business and for permitting access to services. Air and sea links to and from the Island therefore, need to be kept under review and improved where possible. Development will be encouraged which supports existing external transport infrastructure.

Strategic Objective 4

To develop a safe, environmentally friendly and efficient transport infrastructure which serves the needs of local residents, industry and commerce.

Telecommunications Infrastructure

To provide for the installation of communications equipment to support the local economy whilst minimising any adverse impacts on the environment and addressing any appropriate matters relating to public health and safety.

Strategic Objective 5

To support the development of telecommunications infrastructure that delivers economic and social benefits to the local community and minimises adverse impacts on the environment.

Water, Stone and Waste Management

Adequate provision for the sustainable management of water, stone reserves and waste is crucial not only to safeguard reserves but also to retain and enhance a high quality environment, in itself an important economic resource.

Strategic Objective 6

To manage water and stone resources and waste disposal with the aim of minimising the environmental impact and making the most effective use of existing resources and infrastructure.

Social, Community and Recreation

Access to a range of services and facilities is an important aspect of quality of life. Their existence also helps support the local economy and tourism. Recent years have seen a big increase in the demand for social, community, and leisure facilities and this is expected to continue in the future. Sport, entertainment and social facilities will be encouraged where appropriate. Catering for recreation in the countryside without damaging the environment, and developing the potential of the Town and eastern seaboard are also of paramount importance.

Strategic Objective 7

To encourage the provision of opportunities for leisure and the development of community facilities which are easily accessible to all.

Countryside

The quality of the environment affects people who live in the Island, and can deter or attract potential visitors, tourists and investors. The Island has much to conserve in its rural and urban environments, but it also has poor and degraded environments, which need improvement and enhancement. This Plan contains policies and proposals to reconcile and manage potentially conflicting demands on the countryside.

Strategic Objective 8

To conserve and enhance the countryside, including maintaining and improving biodiversity by protecting and enhancing habitats.

Built Environment and Cultural Heritage

Maintaining the quality of the built environment and safeguarding Guernsey's cultural heritage is important to the attractiveness and local distinctiveness of the island and indirectly, to its economic success.

Strategic Objective 9

To conserve and enhance the built environment and safeguard the cultural heritage.

THE STRATEGIC POLICIES

THE HOUSING REQUIREMENT

In 2002, the first Housing Needs Survey was reported to the States by the former Housing Authority.

The survey report examined a number of options for setting a new strategic target for the provision of additional homes but the States agreed with the Housing Authority's recommendation that a target of providing for 300 new homes should be adopted on an interim basis.

The figure of 300 homes substantially exceeded the minimum of 179 homes needed to satisfy the net annual shortfall in housing units identified by the Needs Survey. It was intended to provide for a sufficient 'surplus' to cater for the needs of a backlog of potential new householders wanting to obtain independent accommodation and to provide some spare capacity in the system to enable a better 'fit' between the size and type of housing people want and the accommodation that is available. This remains the current planning target.

A further Housing Needs Survey is to be completed during 2006 in order to provide updated information to guide the implementation of the Corporate Housing Programme.

The effectiveness of the planning system in meeting the current strategic target has been monitored on a quarterly basis with an annual review by the former IDC and now by the Environment Department. Although the monitoring process is imperfect and time consuming it has shown that land supply (the availability of land with planning permission for housing) has consistently exceeded the target set.

Strategic Policy 1

Arrangements will be put in place through the Detailed Development Plans to ensure that provision is effectively made to meet the annual requirement for the creation of new homes as established through regular Housing Needs Surveys and reviewed through the Strategic Land Use Plan.

The above policy provides guidance for the preparation of Development Plans and the provision of infrastructure. It relates to the strategic land use planning aspect of States policies for housing but cannot, in itself, ensure the carrying out of development.

In the past a variety of information about the development of new homes has been gathered in different ways and for different purposes by States Departments. The 2004 Sustainable Guernsey monitoring report introduced the schedule of data which is required in order to monitor and inform the CHP effectively. This schedule was subsequently agreed by the States, and became the focus of the working group set up to establish a comprehensive monitoring system. This working group, which has developed the necessary commitment to cross-departmental data sharing, comprises staff from the Policy Council, the Treasury & Resources, Environment and Housing Departments.

Since then, the Policy Council (Policy and Research Unit) has researched the availability of data required to monitor each of the key variables (as set out in the Sustainable Guernsey Report 2004). Action to progress this work is continuing.

This corporate approach is becoming increasingly important as use is made of Housing Needs Surveys to direct policy towards achieving a closer alignment between demand and supply in the housing market. This will increasingly take into account both housing types and affordability. Any shortfall between the effective provision of opportunities for housing development and the level of implementation will also need to be addressed on a corporate basis.

Strategic Policy 2

The fulfillment of the annual housing requirement as set out in Strategic Policy I will be monitored by States Departments in accordance with the objectives of the Corporate Housing Programme.

Location of Development

In accordance with the Strategic Objectives of this Plan, it is intended to achieve as much new housing as practical and possible within the existing urban areas and on previously developed land, in order to minimise the amount of development which needs to take place on open and undeveloped sites.

Strategic Policy 3

The majority of this provision should be within the Urban Area

In order to encourage regeneration of the existing urban areas and to direct development towards previously developed land it is essential to control the release of new open and undeveloped land. Housing Target Areas may be identified in the Urban Area Plan but these should only be released for development when the States are satisfied that there are no reasonable options available for development within the existing built-up areas.

In order to meet the principles of sustainable development, any new Housing Target Areas should conform to a number of general criteria. These include:

- Sites should be well related to the existing pattern of development, with access to local facilities.
- Sites should be capable of being served by good public transport as an alternative to the private car.
- There should be no detrimental effect on important landscape, conservation, wildlife or other environmental concerns.
- Appropriate infrastructure can be provided in a sustainable manner.

Strategic Policy 4

Greenfield sites may be allocated as Housing Target Areas but land allocated as such will only be released for development if it can be demonstrated that there is a clear need for additional greenfield development in order to fulfil the requirement set out in Strategic Policy I. The release of such land should be phased to give firm priority to potentially suitable or available land within built-up areas.

Making the best use of sites in urban areas

The spread of housing development across the countryside is one of the most potent symbols of perceived environmental damage. Although to meet the anticipated household growth some greenfield land will need to be developed it will be a priority to seek to achieve as much new housing development within the existing built-up areas as possible. It is important that opportunities are taken to re-use previously developed sites and the potential to convert and re-use derelict or vacant buildings should be thoroughly explored.

Land within the urban areas is likely to have, or be capable of being provided with good public transport links, and good links to footpath and cycleway networks, all of which are important to encourage less use of the private car.

To reduce the land-take impact of new development an economical use of limited land resources is desirable. One way to maximise the number of dwellings that can be accommodated within existing urban areas is to design housing schemes to achieve the highest number of dwellings on a site without detriment to the quality of urban life.

Strategic Policy 5

Housing development should be of a type and design to achieve as high a density as compatible with achieving good standards of accommodation and residential amenity, particularly in areas well served by public transport and other services and facilities. The density of housing should take account of:

- **The trends in the size of households, particularly towards smaller households.**
- **The need for good design.**
- **The need for mixed use in appropriate locations.**
- **The provision of open space and landscaping.**
- **The reduced need for parking provision and road space.**

Meeting the need for Social Housing and Intermediate Market Housing

Intermediate Market Housing is intended to meet the needs of people who for financial reasons are unable to compete for accommodation in the general housing market and it includes a range of housing provided by the Guernsey Housing Association including partial-ownership schemes.

Where appropriate and taking into account the information provided by Housing Need Survey(s), the States will, through the Corporate Housing Programme, identify levels of housing need, indicate overall targets for the provision of Social and Intermediate Market Housing, and determine specific requirements for development.

The pursuit of these forms of housing should not result in housing that is of poor standard or offers inadequate amenities and does not mean housing of poor quality or design. This is becoming an increasingly significant issue as the focus shifts to higher density schemes in the Urban Area. Low standards of amenity and a lack of parking may have undesirable environmental and social consequences for the Town that could undermine its attractiveness as a place to live.

Although the majority of Social and Intermediate Market Housing should be directed towards the Urban Area in accordance with Strategic Policy 3, provision may be made for a limited amount of such housing to be developed in the Rural Area either directly by the States through the Housing Authority or indirectly through a Housing Association. Such provision should not be of a scale or in a location that would compromise the conservation and enhancement of the rural environment.

Strategic Policy 6

Detailed Development Plans will include policies to facilitate the provision of social housing and housing to serve the Intermediate Market where the need is identified. Such housing should be well designed, of a size which matches household size, with adequate standards of amenity.

Strategic Policy 6(A)

Notwithstanding Strategic Policy 3, Detailed Development Plans for the Rural Area may, as an exception, provide for the development of a limited amount of

subsidised housing to meet the need for Social and Intermediate Market Housing.

Buildings suitable for re-use as housing

A significant amount of surplus accommodation exists which is of a lower standard and is no longer economically viable for its former use.

Strategic Policy 7

Encouragement will be given to the re-use of surplus commercial accommodation for housing purposes. This will enable its conversion and subsequent sale or rent as sheltered accommodation, residential or nursing homes and staff hostels. In the case of tourist accommodation, re-use for housing purposes may be encouraged where this is compatible with Strategic Policy 20.

Special needs including sheltered housing

Housing quality and the ability to gain access to housing are key elements of meeting the strategic objectives and housing needs of people. The importance of housing which meets the needs of all sectors of society in contributing to the overall well-being and sustainable development of balanced communities is recognised. Two aspects are particularly important – affordability and the ability to accommodate a range of housing needs for all members of the community, including elderly people and those with disabilities.

The second aspect is particularly important to meet the existing and changing needs of all members of the community, including those of the ageing population. It is already known, for example, that there is under-provision of sheltered housing for the elderly. Measures have already been taken to facilitate the development of such housing, but further research and analysis will be required to determine the extent of such provision and to devise suitable mechanisms for ensuring that sheltered housing is accessible to those who need it. To ensure such housing is capable of meeting the changing needs of households the quality of design is crucial. The siting of this housing on flat ground, close to shops, other amenities and public transport links is also particularly important. In this respect, the development of a limited amount of sheltered housing on suitable sites well-related to the Rural Centres as well as development in the Urban Area may help to meet rising demand. If it is necessary to amend the Rural Area Plan to facilitate such development, the Environment Department may be asked to bring forward amendments ahead of the regular review cycle.

Strategic Policy 8

A wide mix of housing which reflects housing needs should be encouraged, including homes for families and small households; housing for elderly households and other households with special needs; and provision for people requiring community care.

Strategic Policy 8(A)

Notwithstanding Strategic Policy 3, Detailed Development Plans for the Rural Area shall, as an exception, provide for the development of a limited amount of sheltered housing for older people and those with disabilities on suitable sites well-related to the Rural Centres.

Improving the existing housing stock

With respect to the existing housing stock, it is evident that a significant proportion of private rented accommodation, some new conversions and some purpose-built accommodation, particularly in St Peter Port, is also of poor standard and lacks amenity space.

In most cases it is better to make good use of the existing housing stock than to have large-scale clearance and redevelopment. However, adequate resources should be made available to tackle under-investment, and improve and renovate the existing housing stock.

Proposals to bring empty houses back into use should be supported. The available range of regulatory mechanisms – development control, building control and the preservation of heritage value – should be used to ensure that new development, and the redevelopment of run-down and derelict accommodation, is of adequate standard.

It is essential that improvements in the housing stock are accompanied by environmental and infrastructure improvements in order to improve the quality of life for local residents and ensure that the full potential of the housing stock is realised. A comprehensive programme of environmental, traffic and social improvements is required to ensure that the Town continues to be an attractive and desirable place to live in.

Strategic Policy 9

Priority should be given to making better use of the existing housing stock. In particular, proposals will be supported which:

- **Maintain and improve existing houses to a high standard.**
- **Bring empty houses back into use.**
- **Reduce under-occupation.**
- **Ensure that the environment of housing areas is of a good quality.**

BUSINESS & INDUSTRY

Office development

The redevelopment of the Gategny Esplanade and Le Bouet Mixed Use Redevelopment Areas has substantially increased the stock of new office accommodation in the Island catering particularly for the needs of the Finance Industry. The commercial office market is now in the process of adjusting to this situation as lower value business uses, including other office activities, move to premises in Town that have been vacated. The ageing office stock of the Town also provides opportunities for other uses, for example, housing.

Except where there are existing planning commitments (eg The approved Outline Planning Briefs for the MURAs), further major office development is unlikely to take place in the short term.

Strategic Policy 10

The refurbishment and re-use of the existing office stock in Town should be encouraged. Provision for further, major office development should be only made within the Urban Area if it can be demonstrated that there is an acknowledged demand for such accommodation and that it would help to deliver wider economic, social and environmental benefits.

Industrial land supply

An adequate supply of land and accommodation to meet the diverse needs of business and industry is vital to the creation of a sustainable economy.

During 2005, the Commerce & Employment Department undertook a major survey of local businesses to establish whether a lack of suitable premises was constraining their development.

This Business Needs Survey indicated that some firms were being hampered by a lack of suitable accommodation although this was not the sole area of concern.

The Commerce & Employment and Environment Departments are working together under the auspices of the Strategic Land Planning Group (SLPG) to maximise the supply of industrial land within the terms of existing Development Plan policies. If this process substantiates the case that there is a significant shortfall to be addressed that cannot reasonably await the next comprehensive review of the Urban Area Plan, the SLPG may request that an early plan amendment is brought forward.

In addition to meeting the needs of existing businesses, the Business Environment Theme of the Corporate Agenda identifies the development of a 'commercial property land bank' as a specific objective to be pursued.

Much further work needs to be done, however, to determine the scale and form of land bank that should be set aside and the sorts of businesses it should be used to accommodate.

The SLPG considers that this research work by the Commerce & Employment Department should form part of the preparation for the next comprehensive review of the Urban Area Plan that is currently scheduled for publication in 2007.

It is anticipated, at this stage, that specific areas of land will be designated as 'Strategic Industrial Reserves' and that these will provide a similar mechanism to the existing Housing Target Areas (HTAs). As with the HTAs, development would require the preparation of an Outline Planning Brief and a minor Planning Inquiry.

Strategic Policy 11

The Detailed Development Plans shall make provision for the designation of Strategic Industrial Reserves as a commercial property land bank to support the objectives of the Corporate Agenda.

Competition for land

Business and industrial uses are highly diverse, have very different accommodation needs and vary greatly in their ability to compete in the commercial land market.

Understandably, high value uses generating large profits tend to squeeze out lower value uses even though those uses may be just as valuable to the overall well-being of the community.

Currently, the ability to ring fence sites for particular purposes and to prevent 'creeping' changes of use up the value chain is limited. Revised Use Class designations and the future introduction of Planning Covenants/Agreements may assist effective regulation but these devices are not a panacea.

The Commerce & Employment and Environment Departments will continue to work together under the auspices of the SLPG to find more effective ways to ensure that the land and accommodation needs of all legitimate business sectors are met.

Strategic Policy 12

Detailed Development Plan policies to maintain an adequate supply of land and accommodation for business and industrial uses that would otherwise be disadvantaged in the commercial property market by competition with higher value activities, will be supported.

Contemporary business trends

The contemporary nature of business is that the traditional distinctions between offices/service uses and light industry have been eroded. Uses that cross these traditional boundaries include data processing, software development, telemarketing, research and development, information technology etc.

The supply of land and accommodation for business and industry needs to respond to the changing nature of demand so that innovation and entrepreneurship are encouraged.

Strategic Policy 13

The Detailed Development Plans shall make provision for a comprehensive range of accommodation to meet the needs of manufacturing and service employers.

Monitoring and review

Although specific targets for industrial land supply are yet to be established pending further research, a successful new approach towards supporting sustainable economic development clearly requires a process of regular monitoring and review.

Strategic Policy 14

As the supply of land necessary to meet business and industrial needs is defined as a result of ongoing research, the effective availability and take-up of that land will be monitored by States Departments as part of the Strategic Land Planning process.

Location of development

In accordance with the Strategic Objectives of this Plan and bearing in mind that the implementation of the Corporate Agenda requires that the objectives of the Key Theme for the Business Environment should be integrated with those for the Natural & Built Environments, it is intended that the majority of business and industrial development should be accommodated in the Urban Area and where possible, on previously developed land.

There are, however, businesses that have good and justifiable reasons, in terms of their particular characteristics, for operating in the Rural Area. In making provision for such businesses it is nonetheless important the primary objective of conserving and enhancing the rural environment is not undermined.

If it is reliably established through further research undertaken by States Departments that there is a legitimate case for increasing the development opportunities for such businesses in the Rural Area, the SLPG may request that an early amendment to enable this is brought forward ahead of the next comprehensive review of the Rural Area Plan.

Strategic Policy 15

The majority of development for business and industrial purposes shall be accommodated within the Urban Area. Provision may, however, be made in the Rural Area for businesses that can substantiate a good and justifiable case for such a location provided that the primary objective of conserving and enhancing the rural environment is not undermined.

Horticulture

With notable exceptions, the horticultural industry is contracting and significant areas of glass remain uncropped. In terms of the overall area under glass, therefore, there remains no requirement to make provision for any net or overall increase in the area of land which may be used for horticulture. In order to permit the continued rationalisation of land holdings, however, development or redevelopment on existing holdings will be permitted in those cases where the Environment Department and the Commerce & Employment Department jointly recognise that greenhouse or related horticultural development will make a valuable and needed contribution to the industry and is likely to continue to do so for the foreseeable future, by virtue of the site's suitability for commercial operations.

In association with this process of rationalisation, there may be justification to protect high quality horticultural land from alternative forms of development.

Strategic Policy 16

In order to permit the continued rationalisation of land, development or redevelopment on or adjacent to existing holdings may be permitted in those cases where the Environment Department and the Commerce & Employment Department jointly recognise that greenhouse or ancillary horticultural development will make a valuable and needed contribution to the industry and is likely to continue to do so for the foreseeable future, by virtue of the site's suitability for commercial operations. In addition, Detailed Development Plans may seek to protect high quality horticultural land from alternative forms of development where this would assist the process of rationalisation.

Land reclamation areas

The Strategic Land Use Plan supports the rôle of the ports and accepts the need to identify land for future port use and development by port related industry. Existing reclamation areas and future expansion at St Sampson's Harbour will be concentrated on upgrading infrastructure in order to cater for the anticipated growth in future traffic flows.

The aim is to preserve the land reclamation areas at St Sampson's for those activities that will benefit from the unique location. Such activities include those with a high environmental impact and which are of strategic importance.

Strategic Policy 17

Priority should be given to port related industrial development and activities with a high environmental impact in existing and future land reclamation areas at St Sampson's Harbour.

Development requiring an airport location

The Plan encourages the future development of the Airport but only by businesses and industries that require an airport location. The land surrounding the Airport is by definition, scarce and in a rural area of the Island. A range of other industrial locations will be identified for other companies that do not require an airport location.

The Environment Department will identify those types of 'airport related' uses which are acceptable in the Detailed Development Plan.

Strategic Policy 18

In reviewing the Rural Area Plan, consideration may be given to provision for development requiring accommodation at or adjacent to the Airport.

The Visitor Economy

Visitor attractions and facilities

The Visitor Economy continues to make a significant contribution to the local economy as a whole. It adds to the attractiveness of Guernsey as a place to live as well as to visit through a wide range of leisure and hospitality businesses.

The strategic land use policies that aim to protect and enhance the quality of the natural and built environment and to preserve Guernsey's cultural heritage also sustain the appeal of the Island as a tourist destination.

Specific attractions and facilities are only part of this overall picture and some existing businesses lack the level of investment required to meet rising visitor expectations. This plan supports investment to provide good quality facilities and attractions provided that, in the Rural Area in particular, the objective of conserving and enhancing the natural and built environments is not undermined.

Strategic Policy 19

Provision may be made for tourist-related developments provided that policies supporting the conservation and enhancement of the natural and built environments are not undermined.

Visitor accommodation

The viability of tourism depends, amongst other things, on the maintenance of sufficient, good quality visitor accommodation to meet demand and to sustain the standard and frequency of air and sea links to the Island which are also essential to the economic and social well-being of the community as a whole.

Strategic policy was revised in December 2006 to enable a more targeted release of poorer quality and less profitable accommodation from the sector so that an average annual room occupancy level for the serviced accommodation sector of 65% (based on year round occupancy) and for self-catering accommodation of 75% (based on seasonal occupancy) can be achieved.

The Urban and Rural Area Plans have since been amended following a Planning Inquiry to take account of this new policy as set out below.

Strategic Policy 20

The Detailed Development Plans will include policies to ensure that an adequate stock of visitor accommodation is maintained to support the future viability of tourism. Such policies should take into account the need to respond to a definition of adequacy that will change over time in response to changes in the visitor economy.

ATTRACTIVE CENTRES OF ACTIVITY

There is increasingly a requirement to focus attention upon the main town centre of St Peter Port to reinforce its Island rôle in ways that enhance its unique character, and to ensure that development elsewhere does not dilute that rôle or further reduce its vitality and viability.

Both the town centre of St Peter Port and the Bridge are focal points for a range of community, leisure, and commercial activity. The Town contains significant elements of built heritage in terms of both individual listed buildings and conservation areas. Focusing demand for services toward these centres will ensure continuing investment in the urban fabric.

The Town is facing rising pressures on the historic physical fabric, excessive traffic and the displacement of traditional local shops, which are an important element in its character. These pressures need to be managed in order to reduce traffic congestion, conserve the historic character and mix of shopping and other activities while attracting necessary investment in maintaining the physical fabric, and up-dating the facilities and general amenity of the Town.

A public/private sector 'Town Centre Partnership' has been formed to co-ordinate a multi-agency approach involving The Chamber of Commerce, The St Peter Port

Traders, The Douzaine, States Departments and other key interests to address these concerns in a co-operative and innovative way.

The Environment Department will seek to maintain and enhance the attractiveness of the Town with appropriate policies incorporated into Detailed Development Plans or other corporate policy documents and possibly by way of public/private sector initiatives.

Strategic Policy 21

The States will seek to instigate measures and support projects for the Town and the Bridge that:

- **Encourage a wide range of retail, commercial, leisure, business, culture and arts facilities and residential uses.**
- **Promote the re-use of vacant buildings.**
- **Retain and increase residential accommodation.**
- **Promote environmental improvement.**
- **Safeguard the historic character.**
- **Improve pedestrian and cycle access, improve public transport links and provide for appropriate levels of car parking.**

Implementation of this policy will involve a combination of strict control over the scale and nature of any new development to secure the conservation of the historic built environment, and safeguard the diversity of activity; and/or action by the States, in conjunction with other agencies, including local residents and traders, to secure improvements to the shopping environment.

Local centres

The provision of local shops and services is important in providing for local needs and reducing the need to travel. Facilities which are readily accessible by walking, cycling and public transport and which provide for day-to-day needs make an important contribution to the overall sustainable development strategy of the Plan. It is important that local facilities are of a scale that is consistent with the function and character of the local centre so as to meet local needs.

Strategic Policy 22

The retention and improvement of local shopping facilities and services may be supported, provided that the development is of a scale consistent with the function and character of the local centre.

Large scale retail developments

Although the plan is aiming to direct development to the existing centres, there may be circumstances where retail development may be acceptable elsewhere. It should be possible in many cases to locate these types of development in the allocated areas at Le Bouet and at Leale's Yard, or in other appropriate edge of centre locations. If there are no such sites available, and there is an acknowledged demand for the development concerned, then other suitable sites may be considered.

In advance of the adoption of a comprehensive retail strategy, the States agreed (Billet d'Etat, IV 2002) that certain garden retail operations will be permitted within the rural areas of the Island subject to specific controls through the planning system and additional regulatory powers to be exercised by the Commerce & Employment Department. This will involve the prior introduction of new legislation.

The Commerce & Employment Department is not giving priority to the preparation of a retail strategy at the present time.

Strategic Policy 23

Where there is an acknowledged demand which can reasonably be provided within the Island for retail developments outside the centres of St Peter Port and St Sampson additional provision may be made provided that the vitality and viability of any commercial centre would not be undermined and the local environment would be improved. The Detailed Development Plans may include policies to regulate the establishment of such uses including garden retail operations.

EXTERNAL TRANSPORT LINKS

Harbours

Ports and harbours fulfill an important rôle in the economy. This has already been recognised by policy towards land reclamation at Longue Hougue. St Sampson's is the main strategic port offering opportunities for further growth, both in terms of trade and development land, and should be safeguarded against inappropriate development. Similarly, port-related development should not be constrained by the inappropriate use of land immediately adjacent to the port areas and Detailed Development Plans should reflect this accordingly. These matters can best be addressed in the context of a wider, Waterfront Strategy.

Strategic Policy 24

A strategy for the future rôles and development of the Harbours should be prepared as part of a wider corporate strategy for the eastern seaboard/waterfront to be incorporated as part of the review of the Urban Area Plan.

Airport

Guernsey Airport is a major asset for the future of the Island's economy. This is recognised in part by Policy SP18. However, any expansion of airport-related facilities at Guernsey Airport will impact upon the local environment. Any future development or operational changes, therefore, requires careful consideration and, within the context of an overall strategy, should be related to specific demands, and the prospects for growth at the Airport, as well as to the development of unused land both within the Airport itself and in the surrounding area. As other forms of development in the vicinity of the Airport may constrain future operational improvements, safeguarding restrictions may be imposed where a justifiable case for doing so can be substantiated.

Strategic Policy 25

The provision of airport-related facilities for Guernsey Airport may be supported, provided that adequate measures are taken to mitigate any harmful environmental consequences of the Airport's operation. The Detailed Development Plans may constrain other forms of development in the vicinity of the Airport where this is necessary to enable future operational improvements.

TELECOMMUNICATIONS INFRASTRUCTURE

As operations compete to provide a wide range of telecommunications services to domestic and business users, there is potential for the proliferation of stations, masts and other installations to occur which could have a damaging cumulative effect on the environment.

It is important that a planning framework is put in place to ensure that the Island enjoys quality and choice in its telecommunications services whilst minimising any adverse visual impacts. This may require operators to share sites and masts where this is justified in terms of limiting the visual impact on the locality and where there are no insuperable technical obstacles to doing so.

Considerations relating to public health and safety may be taken into account within the terms of the Island Development Law but it is recognised that the Environment Department will require expert advice from other agencies and the Health and Social Services Department in particular, in dealing with this issue. Where public health and safety are primary considerations these are more appropriately addressed through Environmental Health controls.

Strategic Policy 26

The Detailed Development Plans may include provision for the development of telecommunications infrastructure and equipment taking into account the need to minimise any adverse visual impacts on the environment.

THE SUSTAINABLE MANAGEMENT OF WATER, STONE RESERVES AND WASTE

Water resources

In 1992, the former Water Board established the following principles for the management of water resources:

- Increasing the water catchment to practical economic limits.
- Increasing the water storage capacity.
- Development of the abstraction and transfer infrastructure to provide a comprehensive raw water grid linking 21 stream sources to 15 reservoirs and 3 treatment works.
- A water conservation and leak reduction programme.
- Improvements in stream water quality, by reducing nutrient pollution from agriculture and horticulture.
- Researching the availability of the groundwater supplies.

The Public Services Department took over responsibility for water management in 2004.

Although rainfall records show that the probability of a prolonged period of low rainfall is small, there is statistical evidence of climatic change towards lower rainfall with anecdotal evidence that fluctuations in weather conditions are becoming more extreme. If rainfall is lower and less reliable, there is an increasing risk that a prolonged and serious drought could occur.

The current contingency plan to deal with this risk would require an area of land on which a desalination plant could be constructed within a maximum of 12 months. Subject to approval of such a plan by the States, and provided the site and construction plans were readied in advance, the plant itself would not be constructed until made necessary by the onset of a severe drought which could otherwise exhaust the available reserves of water in storage.

Strategic Policy 27

In order to conserve potable water resources, the efficient use and re-use of all available sources of water should be maximised.

Policy 27

“In accordance with a States Resolution in 1994 following the Policy Council’s review of strategy for the ‘Future of Solid Waste, Water and Stone Reserves in Guernsey’ (Billet d’Etat XX, 1994), the Policy Council formed a Steering Group to carry out a further strategic review during 2006.

The Policy Council’s findings, as set out in Billet d’Etat XV, 2006, identified future water storage as the key driver of a co-ordinated strategy. The report recommended that Les Vardes Quarry should be identified as a strategic asset for future freshwater storage particularly given the uncertainties of water supply in the context of concerns about global warming and climate change.

The report, which also referred to associated policies for extending the potential area for stone quarrying at Les Vardes (see ‘Stone Resources’ below), was endorsed by the States in September 2006. The Policy Council considers that the Rural Area Plan should be amended to take account of this States decision at the earliest practicable date including reference to the quarry as a strategic water storage asset on the Proposals Map. This will require a minor Planning Inquiry.

Strategic Policy 27(A)

The Detailed Development Plans shall identify and safeguard Les Vardes Quarry as a strategic asset for freshwater storage once quarrying activities there cease.”

Surface water drainage

The St Sampson’s Marais catchment forms a major part of the surface water drainage system of the Urban Area, and is of immediate interest in relation to the development of the Belgrave Vinery site. In effect, the St Sampson’s Marais represents 20% of the Island’s water catchment and steps need to be taken to ensure that the amount of water directed to the public supply from this catchment is protected and, if possible, enhanced.

In this regard the States will promote a policy of Sustainable Urban Drainage, by the incorporation of Best Management Practices acceptable to the relevant authorities, with a view to dealing with runoff from the projected developments, preventing the flooding of these and other developments, and maximising the quantities of water recovered for the public supply.

Strategic Policy 28

The effect of development on the aquatic environment shall be managed by the use of Sustainable Urban Drainage Systems, incorporating Best Management Practices at appropriate developments.

Flood management

It will be necessary for the risk of flooding in all low-lying land within the Urban Area Plan to be carefully assessed against a range of flood events so that preventative measures may be adopted, where necessary. A further concern is the possible rise in sea levels resulting from climatic changes. While estimates vary as to the timescale during which this might occur, it is clear that additional coastal protection measures may well be necessary in due course and priorities might need to be reassessed in some areas. This makes flooding events increasingly difficult to predict and reinforces the need for a precautionary approach.

Notwithstanding the above, there must be an element of risk tolerance in flood management especially in the Urban Area. The nature of the risk in any given circumstance must be weighed against competing economic, employment, social, environmental or recreation benefits that might accrue. There may be instances therefore, where the planning benefits of placing buildings or services in vulnerable locations may outweigh the risks from flooding.

Strategic Policy 29

The risk of flooding of all low-lying areas shall be carefully assessed and taken into account in planning for new development.

Waste water

Following consideration of the Waste Strategy Assessment presented in Billet d'Etat XI, 1997 and subsequent investigations as described in Billet d'Etat XI, 1999, the States resolved to commence progress towards implementation of sewage treatment. The basis of this decision was that the long sea outfall does not comply with EU standards for the level of sewage treatment, even though EU Standards for quality of bathing waters are satisfied. The Waste Strategy Assessment found that the most significant liquid waste pollution arises from inland sources and their effect upon the water catchment. Provision of sewage treatment would therefore offer minimal environmental benefits, compared with other liquid waste management priorities.

In view of the above, the former Advisory and Finance Committee and Public Thoroughfares Committee agreed an action plan that involved monitoring the discharge effects of the Belgrave Bay outfall; maintaining a watching brief on technological developments and investigating the possibility of low cost measures to deal with effluent discharges from Fort George, Creux Mahie and Herm and to upgrade the existing headworks and preliminary treatment facility at Belgrave.

In 2004 political responsibility for sewage disposal services passed to the Public Services Department with the Environment Department taking overall responsibility for environmental policy. A joint report in the form of a Green Paper on sewerage and waste water treatment was noted by the States in January 2006 [Billet d'Etat I]. A further report is being prepared for presentation to the States in autumn 2007. Strategic

Policy 27 remains unchanged pending the outcome of this report .

Strategic Policy 30

The identification of sites for sewage treatment works may be incorporated into the relevant Detailed Development Plans and technical assessments of methods of sewage treatment shall be taken into account in the identification of those sites.

Stone Resources

The findings of the Policy Council's review of strategy for the 'Future of Solid Waste, Water and Stone Reserves in Guernsey' (Billet d'Etat XV, 2006) were endorsed by the States in September 2006.

The review report stated that Les Vardes Quarry is the only operational hard rock quarry on the island and that, at the current rate of extraction, the existing quarry will be worked out by 2015.

Previous Strategic Policy 30(S) (below) has enabled the Detailed Development Plans to protect known reserves of stone at Chouet Headland and Les Vardes from development that would compromise extraction. This policy does not, however, enable planning applications to be made to create new quarries or extend existing ones.

In supporting the Policy Council's report, the States have recognised that extending the existing quarry would not prejudice the long-term future use of Les Vardes Quarry as a freshwater reservoir. Further stone extraction would actually increase water storage capacity.

Strategic policy was revised in December 2006 to enable the Environment Department to consider applications to quarry the protected stone reserves lying to the west of the existing quarry following an amendment to the Rural Area Plan at the earliest practicable date. This will require a minor Planning Inquiry (as will the associated change to Water Resource Policy designating Les Vardes as a strategic water storage asset).

Strategic Policy 30(S)

Provision may be made in the Detailed Development Plans to protect those areas where there are known reserves of stone from development that would compromise future extraction.

Strategic Policy 30 (S.Ext)

Provision may be made in the Detailed Development Plan covering the area to the west of the existing quarry at Les Vardes to enable permission to be sought in appropriate circumstances for the extraction of stone reserves taking into account the area's status as a strategic asset for future freshwater storage once quarrying

has ceased.

Solid waste

Following consideration of the options and policies for the disposal of solid waste, a Solid Waste Strategy was adopted by the States in 1998 (Billet d'Etat XII).

The Strategy was founded on the assessment that Les Vardes Quarry was unsuitable for the disposal by landfill of putrescible waste and that the principal means of disposal of solid waste should be through a Waste-to-Energy plant.

A Solid Waste Working Party was set up to implement the States Resolutions led by the Board of Administration. The Board commissioned an Environmental Impact Assessment (E.I.A.) of suitable sites for the location of an integrated waste management facility including an energy from waste facility, materials recovery facility, scrap metal yard and civic amenity site. This E.I.A. concluded that with appropriate standards and mitigation measures an integrated waste management facility could be located at Longue Hougue land reclamation site.

The direction to the former Island Development Committee to identify appropriately located sites for the collection, sorting, transfer and recycling of solid wastes and to examine the merits of co-locating such facilities alongside the energy from waste facility was investigated through the E.I.A. process. This E.I.A. process concluded that with the exception of a possible second civic amenity site located to serve the west of the Island, waste sorting and transfer facilities should be located alongside the energy from waste facility.

An Amendment to the Urban Area Plan and associated Outline Planning Brief (OPB) to enable Longue Hougue to be developed for waste management purposes received the support of the independent Planning Inspector following a public, Planning Inquiry in December 2001. The Amendment and OPB were subsequently approved by the States in April 2002.

In June 2004, the States resolved to appoint an Independent Panel of Inquiry to review the future of solid waste disposal in Guernsey. The findings of the panel were made public in January 2005.

The Panel concluded that Guernsey should not proceed with the contract for the proposed energy from waste plant at Longue Hougue.

In May 2005, the States initiated a comprehensive review of the Solid Waste Strategy adopted in 1998, including a worldwide search for alternative waste treatment solutions.

In November 2005, the States confirmed the previous strategy for disposal of inert waste by land reclamation at Longue Hougue.

In February 2006, the States considered and rejected working with Jersey to provide a new waste incineration facility to serve the Channel Islands.

In July 2006, the States considered and rejected export of putrescible waste as an interim measure.

The general provisions of the Environmental Pollution [Guernsey] Law, 2004 came into force on 26 July 2006 including provisions for regulation of solid waste operations and designation of The Public Services Department as Waste Disposal Authority with responsibility for implementing a statutory Waste Disposal Plan.

In February 2007, the States approved an interim Waste Disposal Plan with a target for recycling 50% of all commercial and household waste by 2010. The States specifically directed provision of facilities, at the appropriate opportunity, for:

- Dry Materials Recovery;
- Mixed Waste Materials Recovery;
- In vessel composting;
- Civic amenity sites;
- Scrap metal.

The States also agreed to seek tenders for the design, build and operation of:

- EITHER a Mass Burn Energy from Waste Plant;
- OR a Mechanical Biological Treatment Plant coupled to an Energy from Waste Plant, which facility may be a Mass Burn or Advanced Thermal Treatment Plant;
- INCLUDING consideration of modular development options for such facilities and any combination of Mechanical Heat Treatment, Mechanical Biological Treatment and Advanced Thermal Treatment.

The capacity of treatment plant to be procured remains subject to further consideration by the States.

Pending the approval of proposals for the Island's long-term waste management facilities, temporary waste management infrastructure can be accommodated at Longue Hougue in accordance with the provisions of the approved Outline Planning Brief (Billet d'Etat V, 2002).

Strategic Policy 31

The development of the approved site at Longue Hougue, St Sampson's for an integrated waste management facility will be implemented in accordance with the principles of the Solid Waste Strategy, strategic policy for the environment and revised environmental health legislation. In reviewing the Detailed Development Plans, the Environment Department will make provision for those waste facilities identified in the Waste Disposal Plan as adopted by the States.

Strategic Policy 31(A)

In the interim, proposals for temporary waste management infrastructure will be accommodated at Longue Hougue in accordance with the provisions of the approved Outline Planning Brief (Billet d'Etat V, 2002).

ACCESSIBLE SOCIAL, RECREATION & COMMUNITY FACILITIES

There is already considerable use of education facilities such as playing fields, swimming pools, the assembly halls and classrooms by members of the local community outside of school hours. There is further scope for the use of education facilities though not all schools are suitable. When new schools are built, this provides an opportunity to include additional facilities, which can be used by schoolchildren and the public.

Strategic Policy 32

Measures designed to make maximum use of existing facilities may be supported, with particular emphasis on the joint provision and dual use of education facilities for leisure purposes.

Co-ordinated social recreation and community provision

The planned provision of adequate social, recreation and community facilities requires a strategy, which assesses demand in relation to existing provision, so that need can be identified. There is scope to promote further co-ordinated provision of new or improved community facilities.

It will be for the Detailed Development Plans to identify where existing facilities should be retained and where new facilities should be provided.

Strategic Policy 33

The States will seek a strategic approach to the provision of social, recreation, and community facilities by assessing needs (including social needs) and local demand (including latent demand). The Detailed Development Plans will make provision for the protection, enhancement, and new development of such facilities.

Established Recreation Facilities in the Rural Area

The improvement of established recreation facilities in the Rural Area that are recognised as 'Centres of Sporting Excellence' by the Culture & Leisure Department may involve additional development in the countryside. In such cases, the benefits of the development to the local community needs to be balanced with its environmental impact.

Strategic Policy 33(A)

Detailed Development Plans may provide for limited development of established recreation facilities in the Rural Area that are recognised as Centres of Sporting Excellence where this would not have a substantial adverse impact on the rural environment.

Golf course development

The establishment of a second, 18 hole golf course at La Grande Mare was approved by the States in 1993 (Billet d'Etat XXI, 1993) but the development has not, to date been fully completed.

In 2002, the Policy & Resource Planning Report recorded that the former Recreation Committee still supported the creation of a third golf course on the Island by a private developer. It was, however, giving the matter low priority against the background of other major initiatives.

The last States Resolution on the matter in January 1991 “negatived” the Recreation Committee’s proposition that there was likely to be a demand for a third golf course.

As the matter has been raised again during the Planning Inquiry into the Rural Area Plan Review I, the Strategic Land Planning Group considers that the Environment Department should be able to establish an ‘Area/s of Search’ for an 18 hole golf course if a justifiable demand for such a facility is established by States Resolution and provided that the location would not conflict with the protection of high quality agricultural land and the quality of the rural environment.

Strategic Policy 33(B)

If it is established by States Resolution that there is a justifiable demand for an additional 18 hole golf course, the Environment Department shall make provision for an ‘Area/s of Search’ to be designated in the Detailed Development Plans.

COUNTRYSIDE

Landscape

The Island contains a variety of different landscapes ranging from coastal landscapes of cliffs and bays, to the lowland landscapes of marais and hougues, and the upland landscapes of valleys and escarpments. The distinctive character for each of these different areas must be maintained and enhanced, and new development should contribute to that character.

Strategic Policy 34

Priority may be given to protecting and enhancing the quality and amenity of the Island's landscapes.

Wildlife and nature conservation

The Island contains a wide variety of ecological habitats. These range from unimproved grassland and orchid meadows to reedbeds and water filled quarries. The protection and enhancement of ecological habitats will maintain the diversity of the countryside and encourage visitors.

Strategic Policy 35

The Environment Department should seek to identify landscapes of particular ecological importance, and to ensure the protection and enhancement of such areas by encouraging appropriate management schemes.

Rural development

A viable farming industry is essential to the protection of countryside character and quality. Agriculture makes use of approximately 10,000 verges of land, which represents 26% of the total land area and 65% of open land. Farming practices have a significant impact on the countryside and Island wildlife. Farmers therefore have a vital rôle in environmental management as a part of the farming business.

The policy of the States is that the rural environment should be conserved and enhanced. This means taking pro-active steps to avoid damaging the countryside while promoting practices that support nature conservation and maintain its character. To manage and conserve its value the countryside needs viable agricultural businesses which promote and protect the rural environment. Acceptable forms of rural development should be accommodated, but recognising that this must not be at the unreasonable expense of landscape, nature conservation, historic interests or the land needed for farming activities. All agencies involved in rural areas should be encouraging the continuation of good land management and practices which conserve the qualities of landscape, nature conservation and heritage.

The particular rôle of farmers and farming practices in fulfilling this policy has been recognised through contractual payments to farmers who farm in an environmentally sensitive way. The farm management contracts promote a less intensive form of farming which:

- Ensures the installation of equipment to prevent farm pollution.
- Develops farming practices that sustain the environment.
- Maintains hedgerows, trees, earth banks, water courses, wetland areas and other

natural or historic features.

- Promotes nature conservation and biodiversity.

The dual purpose of supporting viable businesses and environmental management to maintain and enhance the countryside should therefore benefit the farming industry, the rural environment and the Island community.

Strategic Policy 36

The character, appearance and amenity of the countryside will be improved and enhanced by:

- **The integrated development of viable farming business linked to nature conservation and environmental management.**
- **Locating new development within the existing built-up area wherever possible.**
- **Preventing development which does not need to be located in the countryside.**
- **Encouraging opportunities to extend and improve wildlife habitats on farmland, for example through additional tree planting, retaining and creating new hedgerows, and creating new wetlands.**
- **Protecting agricultural land from irreversible development wherever possible.**
- **Considering development proposals in the countryside on the basis of their environmental, economic and agricultural implications, and how they can enhance countryside quality.**

Derelict land

Many parts of the rural area have suffered from the decline of horticulture resulting in large areas of derelict and unused land. Some substantial areas of derelict land have been reclaimed through clearance schemes organised by the former Board of Industry and its predecessors but labour is no longer readily available through the Fieldwork scheme for unemployed people to carry out this work as a public service. Alternative ways of funding and implementing the clearance of glass are being considered.

It is clearly desirable that areas of derelict land should be reclaimed and restored. Opportunities should be taken to reinforce and enhance the landscape character of the area, and to provide new recreational amenities and wildlife habitats.

Strategic Policy 37

Derelict and disused land should be reclaimed with priority given to sites that have a major impact on local residents, and the image of the Island for potential investors and tourists. Restoration and after-use of derelict land should have regard to overall setting, landscape character, and potential for creating new habitats.

The built environment and Guernsey's cultural heritage

The Corporate Agenda (Natural & Built Environments and Culture Key Themes) recognises the importance of Guernsey's built environment and cultural heritage to the attractiveness of the Island and its sense of having a unique identity. In preparing Detailed Development Plans, it is important that these matters are given due weight whilst acknowledging that they may have to be balanced against other legitimate considerations in determining individual cases.

Strategic Policy 38

The Detailed Development Plans will include policies to ensure that the built environment of the island is conserved and enhanced and that the cultural heritage is safeguarded from damaging change.

(NB The Treasury and Resources Department's comments are set out below.)

The Chief Minister
Policy Council
Sir Charles Frossard House
La Charroterie
St Peter Port

13th June 2007

Dear Deputy Torode

GOVERNMENT BUSINESS PLAN 2007

The Treasury & Resources Department has recently given careful consideration to the Government Business Plan for 2007.

Members of the Department were of the view that the Plan should prove to be a very useful and effective corporate 'tool'. Of particular significance, in our view, is the level of engagement and consultation with States Members that preceded the preparation of the Plan. Furthermore, the information and level of detail that has been provided will be of interest to our community who, perhaps for the first time, will have access to a document which comprehensively sets out the government's key priorities and, importantly, how it is intended to achieve these.

With regard to the development of fiscal policies, the Treasury & Resources Department will continue to have a key role in developing, delivering and monitoring those policies identified in Priorities 2 and 3.

In this respect the Policy Council will be aware that the successful implementation of the Economic & Taxation Strategy will depend, to a large extent, on maintaining existing levels of economic growth as experienced, on average, over the last decade and constraining public sector expenditure. The proposed targets in these areas, which were established through consultation with States Members as part of the GBP process, will underpin the Strategy. The importance of States Members continuing to support those targets should not be underestimated.

Yours sincerely

L S Trott
Minister

(NB Appendix III – Operational Plan Summaries and the Strategic Economic Plan are published separately.)

The States are asked to decide:-

Whether, after consideration of the Report dated 11th June, 2007, of the Policy Council, they are of the opinion:-

1. (1) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 1 ‘Assert Guernsey’s Independent Identity’ as set out on pages 1349 to 1358 of that Report.
- (2) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 2 ‘Plan for Sustainable Economic Growth’ as set out on pages 1358 to 1363 of that Report.
- (3) To approve Level 1 of States Priority 3 ‘Contain public finances and maintain economic growth’ as set out on pages 1363 to 1364 of that Report.
- (4) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 4 ‘Redistribute wealth wisely in the community’ as set out on pages 1364 to 1376 of that Report.
- (5) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 5 ‘Control and monitor population growth’ as set out on pages 1376 to 1386 of that Report.
- (6) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 6 ‘Determine waste management strategies’ as set out on pages 1387 to 1390 of that Report
- (7) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 7 ‘Take firm action against crime and the causes and effects of crime’ as set out on pages 1390 to 1400 of that Report.
- (8) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 8 ‘Provide best value healthcare for the community’ as set out on pages 1400 to 1411 of that Report.
- (9) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 9 ‘Maximise the return on investment in education provision’ as set out on pages 1411 to 1421 of that Report.
- (10) To approve Levels 1 and 2 of States Priority 10 ‘Meet energy needs more efficiently and sustainably’ as set out on pages 1421 to 1422 of that Report.

- (11) To approve Levels 1, 2 and 3 of States Priority 11 ‘Investigate the impact of climate change’ as set out on pages 1422 to 1425 of that Report.
- (12) To approve Levels 1, 2 and 3 of States Priority 12 ‘Meet the needs of Guernsey citizens as public service clients more effectively through corporate working and streamlined delivery’ as set out on pages 1425 to 1428 of that Report.
- (13) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 13 ‘Create a forward-looking culture amongst all public sector staff’ as set out on pages 1428 to 1435 of that Report.
- (14) (a) To approve the prioritised schedule of legislation included in section (1) of Level 1 of States Priority 14 ‘Actively Prioritise Legislation’ as set out on pages 1436 to 1439 of that Report.
- (b) To note that the Policy Council does not recommend that a specific project be undertaken as part of this Government Business Plan under the terms of section (2) of Level 1 of States Priority 14 ‘Actively Prioritise Legislation’ using up to £50k of unspent funding within the Policy Council’s Strategic & Corporate Initiatives budget for 2007, as set out on page 1440 of that Report.
2. (1) To adopt the following Strategic Economic Objectives:
- Creating and maintaining conditions conducive to achieving the annual levels of economic growth for the next 5 years as has been experienced on average over the last decade;
 - Increasing the primary and secondary benefits to the community of business activity whilst at the same time increasing the opportunity for the working population to migrate into higher paid jobs;
 - Achieving an expansion and diversification of high value exporting activities within both the finance and non-finance sectors where possible through the substitution of low value activities;
 - Using the total value of income to individuals from remuneration and other sources as the prime reflection of economic performance;
 - Pursuing policies to achieve a real 3% growth pa in the total value of income to individuals from remuneration and other sources.
- (2) To adopt the following Policy Statement on the corporate commitment needed to achieve the Strategic Economic Objectives:

- To create and maintain conditions conducive to maintaining the annual levels of economic growth for the next 5 years as has been experienced on average over the last decade, the States and the community as a whole will commit to:
 - Promoting internally and externally the attractions of Guernsey as a place to do business, particularly export business;
 - Identifying and assessing opportunities for developing such business and delivering Primary and Secondary benefits as and when they arise;
 - A joined up approach to facilitating such business development particularly in terms of: the legislative, regulatory and fiscal environment; training and development of the workforce; access to imported labour where necessary; and the availability of land within flexible, quick reacting land use planning policies.
 - That the States has confidence in, and will seek to instill the confidence of others in Guernsey's economic future.
- (3) That the Policy Council's Fiscal and Economic Policy Steering Group will oversee a major review of the economic data currently available with the aim of introducing systems to provide revised or additional data which enables more meaningful analysis of the performance of, and trends in, the Guernsey economy.
- (4) To endorse the remaining Action Points contained in the Strategic Economic Plan.
3. To approve the updated sections within the Strategic Land Use Plan as highlighted in Appendix II to that Report.
4. (1) To approve the statement of Human Resource Policies as set out in the section on Corporate Practices on page 1346 of that Report.
- (3) To approve the statement of Information & Communications Technology Policies as set out in the section on Corporate Practices on page 1346 of that Report.
- (3) To note the Operational Plan Summaries as set out in Appendix III to that Report.
- (4) To note all other sections of the Government Business Plan not specifically referred to above.

POLICY COUNCIL

SUSTAINABLE GUERNSEY MONITORING REPORT 2007

The Sustainable Guernsey Monitoring Report 2007 is attached as an Appendix to the Billet d'État containing the Government Business Plan.

M W Torode
Chief Minister

21st May 2007

(NB The Sustainable Guernsey Monitoring Report 2007, which is attached, is published separately)

IN THE STATES OF THE ISLAND OF GUERNSEY ON THE 25th JULY, 2007

**The States resolved as follows concerning Billet d'État No XVIII
dated 22nd June 2007**

POLICY COUNCIL

GOVERNMENT BUSINESS PLAN 2007 (POLICY & RESOURCE PLAN)

After consideration of the Report dated 11th June, 2007, of the Policy Council:-

1. (1) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 1 'Assert Guernsey's Independent Identity' as set out on pages 1349 to 1358 of that Report.

**K H TOUGH
HER MAJESTY'S GREFFIER**

IN THE STATES OF THE ISLAND OF GUERNSEY ON THE 26th JULY, 2007

(Meeting adjourned from 25th July, 2007)

**The States resolved as follows concerning Billet d'État No XVIII
dated 22nd June 2007**

POLICY COUNCIL

GOVERNMENT BUSINESS PLAN 2007 (POLICY & RESOURCE PLAN)

After further consideration of the Report dated 11th June, 2007, of the Policy Council:-

1. (2) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 2 'Plan for Sustainable Economic Growth' as set out on pages 1358 to 1363 of that Report.
- (3) To approve Level 1 of States Priority 3 'Contain public finances and maintain economic growth' as set out on pages 1363 to 1364 of that Report.
- (4) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 4 'Redistribute wealth wisely in the community' as set out on pages 1364 to 1376 of that Report, but with the addition of the words "as a pilot for considering the introduction of a tax credit system to provide additional assistance to families and other people on low incomes" at the end of Level 3 Point A.
- (5) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 5 'Control and monitor population growth' as set out on pages 1376 to 1386 of that Report.
2. (1) To adopt the following Strategic Economic Objectives:
 - Creating and maintaining conditions conducive to achieving the annual levels of economic growth for the next 5 years as has been experienced on average over the last decade;
 - Increasing the primary and secondary benefits to the community of business activity whilst at the same time increasing the opportunity for the working population to migrate into higher paid jobs;
 - Achieving an expansion and diversification of high value exporting activities within both the finance and non-finance sectors where possible through the substitution of low value activities;

- Using the total value of income to individuals from remuneration and other sources as the prime reflection of economic performance;
 - Pursuing policies to achieve a real 3% growth pa in the total value of income to individuals from remuneration and other sources.
- (2) To adopt the following Policy Statement on the corporate commitment needed to achieve the Strategic Economic Objectives:
- To create and maintain conditions conducive to maintaining the annual levels of economic growth for the next 5 years as has been experienced on average over the last decade, the States and the community as a whole will commit to:
 - Promoting internally and externally the attractions of Guernsey as a place to do business, particularly export business;
 - Identifying and assessing opportunities for developing such business and delivering Primary and Secondary benefits as and when they arise;
 - A joined up approach to facilitating such business development particularly in terms of: the legislative, regulatory and fiscal environment; training and development of the workforce; access to imported labour where necessary; and the availability of land within flexible, quick reacting land use planning policies.
 - That the States has confidence in, and will seek to instill the confidence of others in Guernsey's economic future.
- (3) That the Policy Council's Fiscal and Economic Policy Steering Group will oversee a major review of the economic data currently available with the aim of introducing systems to provide revised or additional data which enables more meaningful analysis of the performance of, and trends in, the Guernsey economy.
- (4) To endorse the remaining Action Points contained in the Strategic Economic Plan.

K H TOUGH
HER MAJESTY'S GREFFIER

IN THE STATES OF THE ISLAND OF GUERNSEY ON THE 27th JULY, 2007

(Meeting adjourned from 26th July, 2007)

**The States resolved as follows concerning Billet d'État No XVIII
dated 22nd June 2007**

POLICY COUNCIL

GOVERNMENT BUSINESS PLAN 2007 (POLICY & RESOURCE PLAN)

After further consideration of the Report dated 11th June, 2007, of the Policy Council:-

1. (6) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 6 'Determine waste management strategies' as set out on pages 1387 to 1390 of that Report
- (7) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 7 'Take firm action against crime and the causes and effects of crime' as set out on pages 1390 to 1400 of that Report.
- (8) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 8 'Provide best value healthcare for the community' as set out on pages 1400 to 1411 of that Report.
- (9) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 9 'Maximise the return on investment in education provision' as set out on pages 1411 to 1421 of that Report.
- (10) To approve Levels 1 and 2 of States Priority 10 'Meet energy needs more efficiently and sustainably' as set out on pages 1421 to 1422 of that Report.
- (11) To approve Levels 1, 2 and 3 of States Priority 11 'Investigate the impact of climate change' as set out on pages 1422 to 1425 of that Report.
- (12) To approve Levels 1, 2 and 3 of States Priority 12 'Meet the needs of Guernsey citizens as public service clients more effectively through corporate working and streamlined delivery' as set out on pages 1425 to 1428 of that Report, but with the addition of "and Public Accounts Committee" at the end of the "Strengthening Accountability" workstream in Level 2.

- (13) To approve Levels 1, 2 and 3 and note the intended actions at Level 4 of States Priority 13 ‘Create a forward-looking culture amongst all public sector staff’ as set out on pages 1428 to 1435 of that Report.
- (14) TO POSTPONE CONSIDERATION of this paragraph until the September meeting of the States.
- (15) To direct the States Environment Department to investigate the merits and implications of adopting an additional States Priority to protect and enhance the environment, biodiversity and the countryside, along the lines set out at Level 1 in the Appendix to this Proposition; and, if considered appropriate following such investigation, to liaise with the Policy Council with a view to adding such a Priority, expanded into Levels 2 and 3 (and possibly 4), to the Government Business Plan.

Appendix to Proposition 1 (15)

Priority 15 – Protect and Enhance the Environment, Biodiversity and the Countryside

Level 1

To ensure the protection and enhancement of the environment and the richness and variety of wildlife and habitat that comprise the island’s biodiversity including the wider countryside, natural landscapes and the coastal and marine environment.

3. To approve the updated sections within the Strategic Land Use Plan as highlighted in Appendix II to that Report.
4. TO POSTPONE CONSIDERATION of this Proposition until the September meeting of the States.

K H TOUGH
HER MAJESTY’S GREFFIER

IN THE STATES OF THE ISLAND OF GUERNSEY ON THE 26th SEPTEMBER, 2007

(Meeting adjourned from 27th July, 2007)

The States further resolved as follows concerning Billet d'État No XVIII
dated 22nd June 2007

POLICY COUNCIL

GOVERNMENT BUSINESS PLAN 2007 (POLICY & RESOURCE PLAN)

After further consideration of the Report dated 11th June, 2007, of the Policy Council:-

- 1.(14) (a) To approve the prioritised schedule of legislation included in section (1) of Level 1 of States Priority 14 'Actively Prioritise Legislation' as set out on pages 1436 to 1439 of that Report.
 - (b) To note that the Policy Council does not recommend that a specific project be undertaken as part of this Government Business Plan under the terms of section (2) of Level 1 of States Priority 14 'Actively Prioritise Legislation' using up to £50k of unspent funding within the Policy Council's Strategic & Corporate Initiatives budget for 2007, as set out on page 1440 of that Report.
 - (c) To revise the wording of section (2) of Level 1 of States Priority 14 'Actively Prioritise Legislation' so as to insert immediately after "reports", the words "and in particular a report on the enactment of legislation needed to allow the United Nations Convention on the Elimination of all forms of Discrimination against Women to be extended to Guernsey in line with the States Resolution of 25th September 2003,".
 - (d) To instruct the Policy Council to discuss, investigate and report back to the States on ways in which the development of legislation can be improved, controlled and monitored, so that it shall be produced on a timely basis.
4. (1) To approve the statement of Human Resource Policies as set out in the section on Corporate Practices on page 1346 of that Report.
 - (2) To approve the statement of Information & Communications Technology Policies as set out in the section on Corporate Practices on page 1346 of that Report.

- (3) To note the Operational Plan Summaries as set out in Appendix III to that Report.
- (4) To note all other sections of the Government Business Plan not specifically referred to above.

K H TOUGH
HER MAJESTY'S GREFFIER