

# **POLICY COUNCIL**

GOVERNMENT BUSINESS PLAN

## **APPENDIX III**

OPERATIONAL PLAN SUMMARIES

## **Preface**

These Operational Plan Summaries have been produced by States Departments and Committees to provide States Members and interested members of the public with a reliable source of information about the very wide and varied range of work that is carried out in Guernsey's public sector and the current distribution of both money and staff between and within States bodies.

The Operational Plan Summaries have been prepared in parallel with the formulation of the fourteen States Priority action plans and they complement those plans and put them into context, by describing the many other areas of the work that are undertaken by the States in the provision of public services.

Each Summary is organised in a broadly similar way under the following topic headings:

- **What We Do**
- **Who We Are** – staff deployment by section and by area of activity or service
- **Our Current Priorities For Change** - for the period up to 2009, including the way that the Department or Committee is responding to corporate priorities
- **How We Monitor, Or Would Like To Monitor and Review our Performance**
- **Longer Term Objectives** - for the period up to 2012
- **How We Spend Public Money** - by category (e.g. staff costs) and by service area.

The detailed form and content of the Summaries has been left to the judgement of the body concerned and this means that there are differences in presentation. The Summaries also reflect the very wide variations in the roles and responsibilities of the various contributors ranging in scale from the Health & Social Services Department with hundreds of staff and a multi-million pound annual budget to the House Committee with no staff or budget of its own.

Although some contributors refer to resource matters in greater detail than others, the Operational Plan Summaries are intended to be descriptive in nature and not a bid for resources. The direction set by the Policy Council for the further development of the government business planning process in the next GBP cycle (2008 – 2012) envisages the integration of the States Priority action plans and Operational Plans within a more corporate system of costing and financial management.

As with other aspects of the GBP, the Operational Plan Summaries are acknowledged to be an imperfect first attempt only. The form and content of the Summaries will be improved over time in response to the feedback received as States Members and others begin to use this source of information to understand and question the way the States organisation operates and how it may become more effective.

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# **Policy Council**

## **Operational Plan Summary**

### **1. Introduction**

The Policy Council is responsible for coordination of the work of the States, the formulation and implementation of corporate policy, advising the States on matters relating to the Island's constitutional position and external relations matters.

This plan outlines the role of each of the teams within the Policy Council. The organisation of staff and distribution of budgets are shown along with descriptions of the work undertaken, current priorities and longer term aims.

### **2. What We Do**

A brief description of the role of each unit is given below:

#### **Office of the Chief Executive**

- Oversight of all activities of the States of Guernsey
- Leadership, oversight and direction of all Policy Council units

#### **Constitutional Affairs**

- Monitor and analyse external issues and potential issues that can or may impact upon Guernsey and liaise with all States Departments to ensure appropriate action is taken
- Advise on Guernsey's relationship with the United Kingdom, the European Union and other international organizations, e.g. the Commonwealth, the OECD
- Advise on the application of international conventions and treaties to Guernsey and representation of the Island at United Nations examinations relating to Guernsey's obligations under U. N. Conventions
- Represent Guernsey in British-Irish Council matters
- Liaise with the authorities in Alderney and Sark
- Liaise with the Douzaines and the Guernsey Douzaine Council
- Provide hospitality to visiting persons and organizations
- Provide support for the Chief Minister and Chief Executive.
- Provide administrative support for the House Committee

#### **Government Business Unit**

- Co-ordinate the processing of States business including acting as Policy Council secretariat and arranging publication of Billets d'État

- Support bodies ‘sponsored by’ the Policy Council including the Overseas Aid Commission, Planning Inquiries and special Committees (currently the Inheritance Law Review Committee and the Parochial Ecclesiastical Rates Review Committee)
- Oversee the Island Archives Service
- Oversee the ‘non-statutory’ Legal Aid Service
- Provide administrative support to the corporate sections of the Policy Council
- Provide office facilities for Sir Charles Frossard House

### **Policy and Research Unit**

- Undertake social, economic and environmental research for the Policy Council
- Provide information which enables the Policy Council to advise the States on the development, monitoring and revision of strategic and corporate objectives for the Island
- Advise the Policy Council on corporate and other aspects of all States Reports submitted for debate.
- Facilitate cross-departmental working and guidance through Policy Council Corporate working groups, development of cross-departmental strategies and establishment of new initiatives
- Prepare and maintain the Government Business Plan
- Prepare and annually review the Strategic Land Use Plan (Strategic and Corporate Plan) through the Policy Council’s Strategic Land Planning Group.
- Coordinate land use and spatial policy initiatives across the States (e.g. the Eastern Seaboard Initiative)
- Coordinate corporate social policy initiatives across the States e.g. Drugs and Alcohol Strategy and Corporate Anti Poverty Programme/ Redistribution of Wealth
- Undertake research and advise the Policy Council on ad hoc projects
- Collate and publish statistics and information on the overall social, economic, and environmental health and well being of the Island, with regard to assessing its long-term sustainability (including the Sustainable Guernsey Report, Facts and Figures Booklet and quarterly Retail Prices Index, Residential Property Prices and Labour Market Bulletins)

### **Human Resources Unit**

#### **Strategic Issues:**

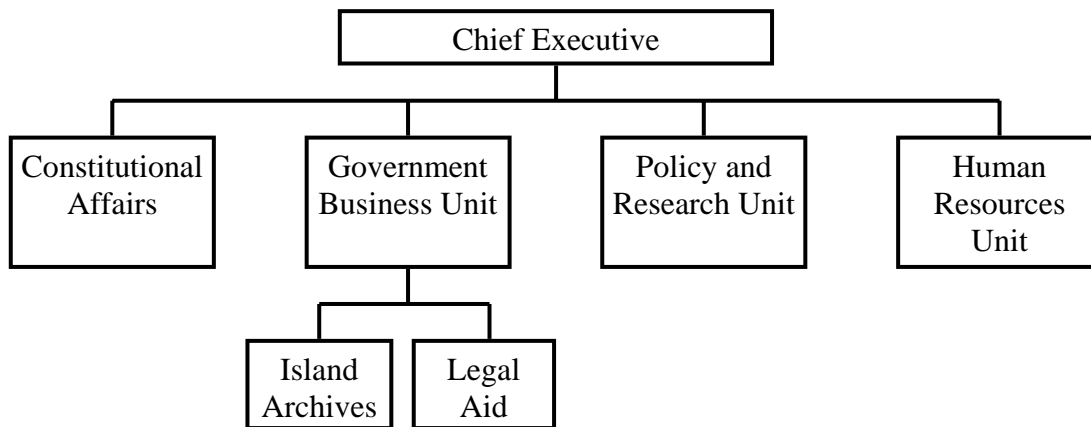
- Provide professional guidance to Departments and individual members of staff on personnel issues
- Research, develop, implement and review best HR practices and policies including job evaluation policy
- Lead and manage training and development policy for Civil Servants
- Promote the Civil Service (including advertising, promotional strategy and administration of arrangements for Civil Service attendance at careers events and school talks)
- Develop, deliver and review corporate induction and promote Departmental induction
- Develop and administer the Civil Service appraisal policy and procedures

### Operational Issues:

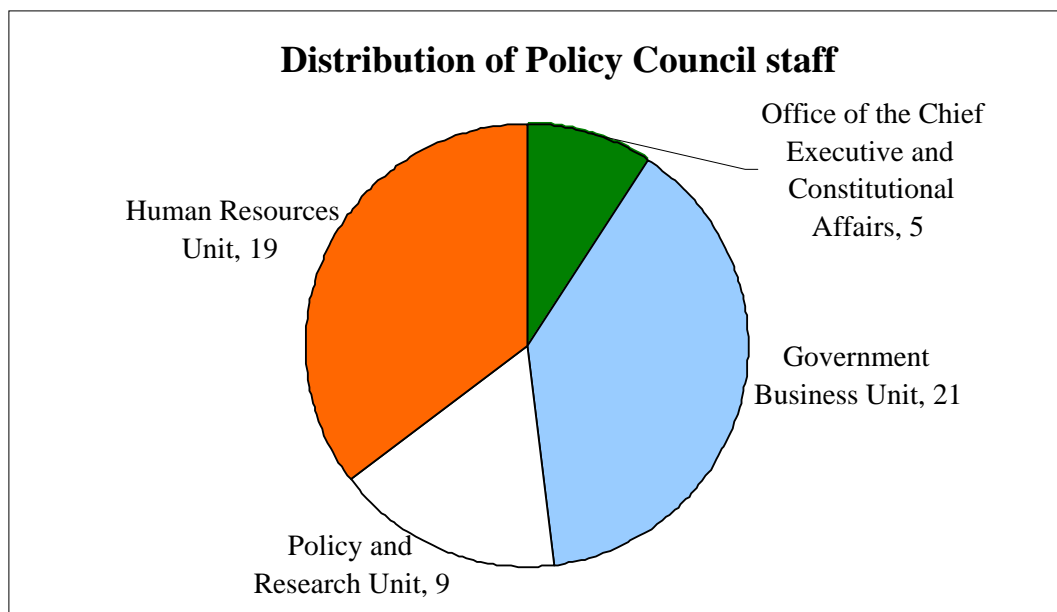
- Ensure compliance with equal opportunities and diversity policies within the Civil Service
- Manage recruitment and selection process
- Administer and monitor resignations and implement successful retention strategies
- Manage and coordinate the Graduate Officer, Trainee Accountant and Administrative Trainee Schemes as well as the workplace counselling and mentoring schemes
- Administer fund to facilitate the employment of people with special needs/disabilities
- Administer job evaluation process for Civil Servants and Public Service Employees
- Act as secretariat to the Public Sector Remuneration Committee

### 3. Who We Are

The organisation chart below shows the staffing structure of the Policy Council.



The Policy Council has 54 full time established staff in total (as of 1<sup>st</sup> April 2007). The distribution of these staff members within each team is shown in the pie chart below:



#### **4. Our Current Priorities for Change**

The current priorities for changes for each unit are as follows:

##### **Constitutional Affairs**

The team's current priorities for change strongly reflect the objectives set by Priority 1 of the Government Business Plan – 'Assert Guernsey's Independent Identity'.

##### **Government Business Unit**

As this section provides administrative support services, its priorities for change respond to those of its various clients.

##### **Policy and Research Unit**

The unit is further developing the Government Business Plan process and considering how the successful delivery of the plan can be monitored through the establishment of Key Performance Indicators.

The unit has a lead role in progressing many of the fourteen Level 1 priorities set out in the Government Business Plan because of the support it provides to various policy steering groups.

- Planning for sustainable economic growth
- Redistributing wealth wisely within the community
- Controlling and monitoring population growth
- (A part in) taking firm action against crime and the causes and effects of crime
- Meeting energy needs more efficiently and sustainable
- Delivering a streamlined government programme more corporately
- Actively prioritising specific legislation

The unit is also responsible for progressing the Strategic Land Planning Group's agenda for developing land use and spatial planning policies.

##### **Human Resources Unit**

The Policy Council Human Resources Unit has a leading role to play in achieving the objectives set by the States under Priority 13 ('create a forward looking culture amongst all public sector staff') of the Government Business Plan. The majority of the unit's strategic priorities for change reflect this agenda:

- **Increase the Professionalism of the Civil Service.**

This includes work, under the Chief Executive's modernisation agenda, to improve performance management across the Service by:-

- introducing a community structure which will group together, under formally recognised Heads of Profession or Community Heads, similar posts or staff involved in similar functions within departments and across the Service.
- reinforcing the role of the existing Heads of Profession and broadening the concept of Head of Profession (or Community Head) to all career communities.

- increasing the use of cross – departmental secondments.
  - Reviewing and introducing revised arrangements for salary progression based on performance and strengthening existing appraisal procedures.
- **Create More Open Competition for Public Sector Posts.**  
This will include a review (in conjunction with the Association of Guernsey Civil Servants) of current arrangements for filling Civil Service posts as well as increasing opportunities for flexible working.
  - **Restructuring of Public Service.**  
This will include consideration of a possible standard contract of employment for both Civil Servants and Public Service Employees. Consideration will also be given to the possible re-classification of certain specialist Civil Service posts that may be better suited to the terms and conditions of specialist pay groups outside the Civil Service.
  - **Enhancement of Human Resource Practice Across the Service**  
The PCHRU is actively seeking to build on its existing relationships with Departments (and in particular those with delegated responsibility for operational human resource matters) with the aim of encouraging greater consistency and effectiveness in human resource management across the organisation.

## **5. How We Monitor, or Would Like to Monitor, and Review Our Performance**

### **Constitutional Affairs**

Due to the nature of the work, it is often difficult for the team to monitor performance against constructive benchmarks but the successful implementation of the States Priority 1 action plan provides a way of measuring effectiveness in this area of work.

### **Government Business Unit**

The performance of the unit is currently judged in terms of meeting the timetables of its client groups including the deadlines for the publication of Billets d’Etat.

### **Policy and Research Unit**

The unit monitors its performance against deadlines to ensure that policy reports, publication of the Sustainable Guernsey Report, Facts and Figures Booklet and quarterly Retail Prices Index, Residential Property Prices and Labour Market Bulletins are delivered on time.

### **Human Resources Unit**

The PCHRU collects data from across the public service through the Human Capital Audit and its regular Employee Surveys. Key Performance Indicators for human resources within the Civil Service are:

- Recruitment and retention data



- Equal Opportunities data – used to provide a profile of staff across the Service and to enable us to demonstrate commitment to fairness and diversity in our recruitment approach
- Data on staff training and qualifications – enables measurement of the extent to which knowledge/skills meet the requirements of the States of Guernsey, departments and individual members of staff
- Data on staff satisfaction and exit interview process - enables monitoring of how our terms and conditions compare to those of other employers and giving an overview of the standard of HR management and highlighting any problem areas across the Service
- Data on the number of complaints, grievances, disciplinaries (and their handling), sickness absence cases, counselling cases and complaints under the Equal Opportunities and Diversity Policy and the Dignity at Work Policy – used to assess departmental compliance with policies and recruitment and HR management practice across the Service and enables problem areas to be highlighted and targeted
- Unit costs and employment costs across the public sector generally – enables monitoring.

## **6. Longer Term Objectives**

### **Constitutional Affairs**

The team's longer term objectives will evolve from the development of States Priority 1.

### **Government Business Unit**

Longer term objectives are not applicable due to the responsive, supporting nature of the work.

### **Policy and Research Unit**

- Develop the Government Business Plan through to full maturity
- Develop systems to enable the successful delivery of the Government Business Plan so that it is seen to meet States objectives

### **Human Resources Unit**

Strategic objectives:

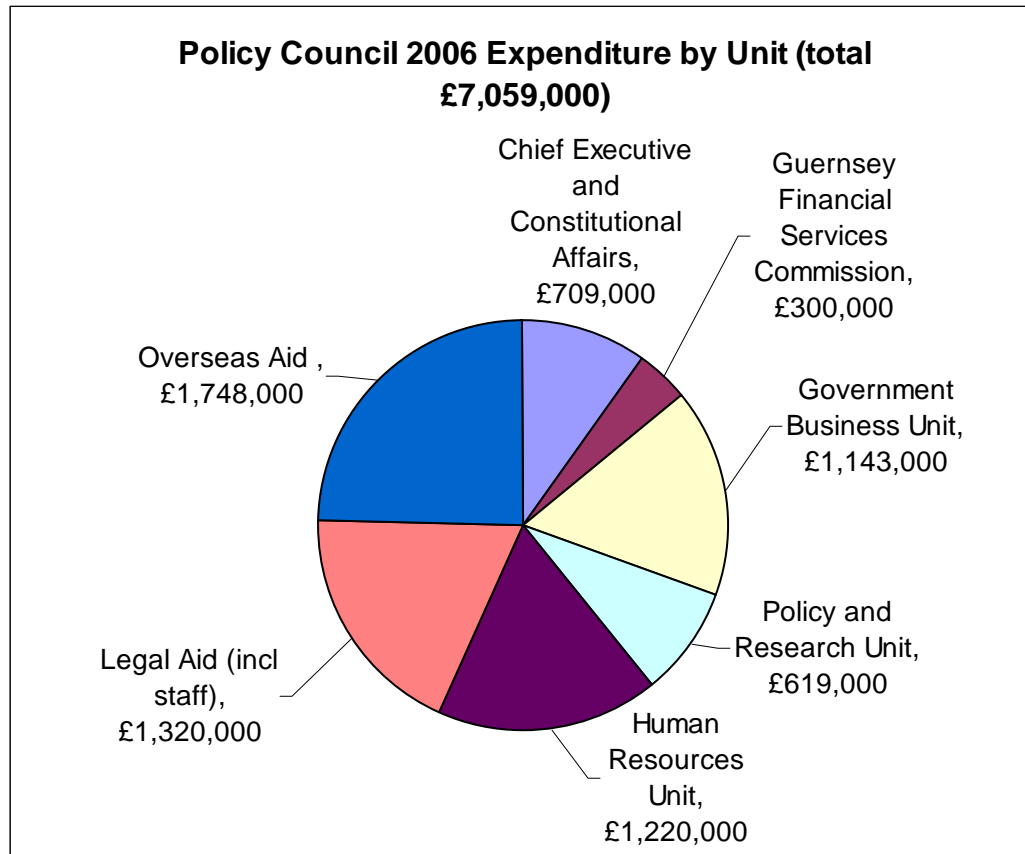
- Roll out the culture change within the Civil Service to include all public service employees
- Establish corporate procedures for the management of sickness absence with the aim of reducing sickness absence levels across the public sector
- Review Dignity at Work policy and procedures

Operational objectives:

- Introduce a corporate computerised human resource system
- Develop on line recruitment procedures for all staff groups

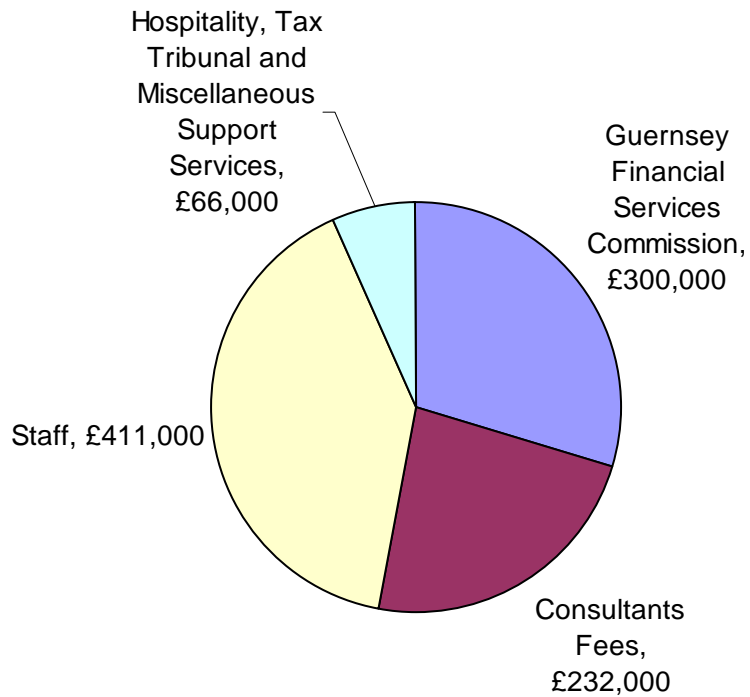
## 7. How We Spend Public Money

The expenditure in 2006 for each of the Policy Council teams and other expenditure funded via the Council is represented by the pie chart below.

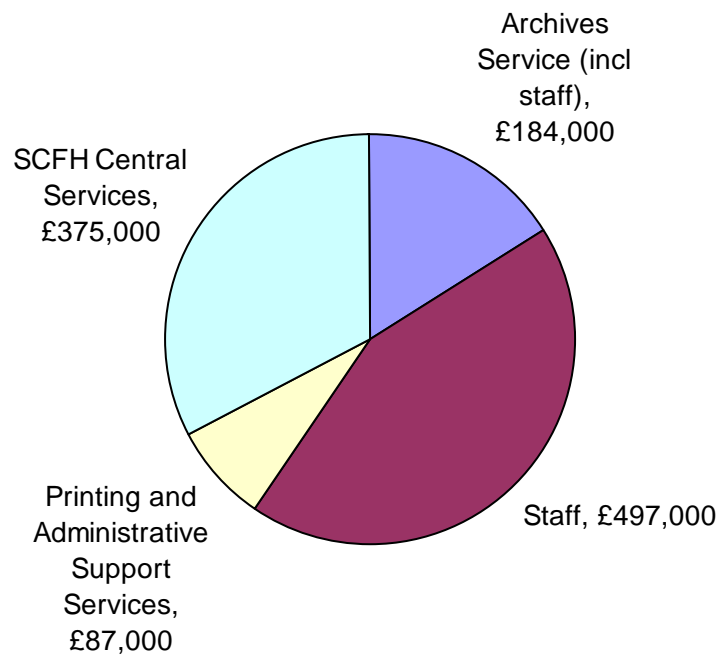


The following pie charts give a more detailed breakdown of the expenditure of each unit in 2006.

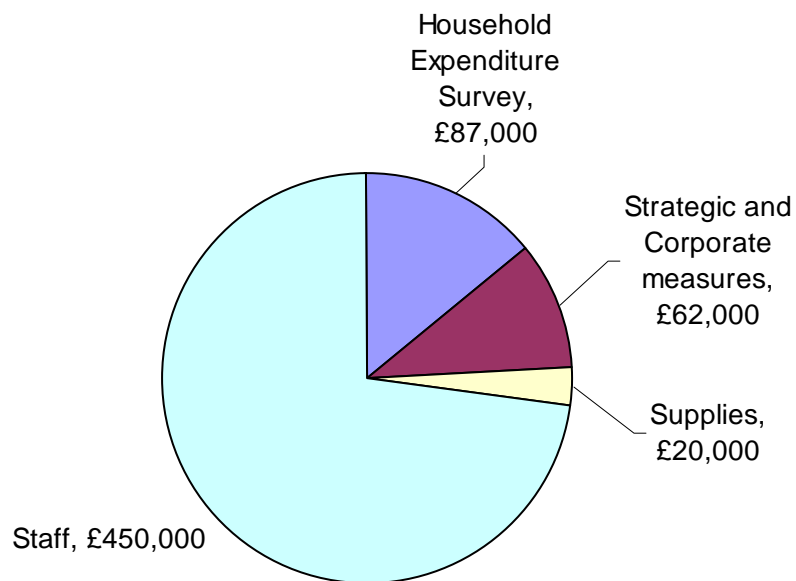
**Chief Executive and Constitutional Affairs 2006  
Expenditure (total £1,009,000)**



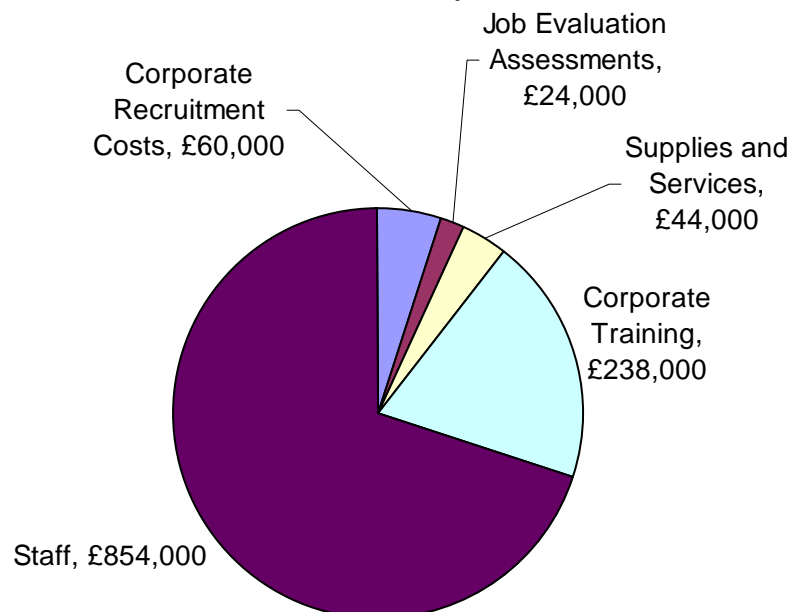
**Government Business Unit 2006 Expenditure (total  
£1,143,000)**



**Policy and Research Unit 2006 Expenditure (total  
£619,000)**



**Human Resources Unit 2006 Expenditure (total  
£1,220,000)**



# **Commerce and Employment**

## **Operational Plan Summary**

### **1. What We Do**

The Commerce and Employment Department is mandated to create a dynamic and diversified economy through the promotion and development of commerce and industry that is sustainable and operates in accordance with the strategic, economic, social and environment policies of the States. This work is carried out across five Business Units as described below.

#### **Client Services Unit**

This Business Unit is involved in inspecting, licensing, educating and encouraging the uptake of best practice in a number of specialist areas:

- **Agriculture and Rural Environment Service**

Supplies essential services and advice to the farming industry in order to deliver an integrated approach to countryside management and assists in the review and facilitation of policy developments in this area.

- **Field and Support Services**

Provides milk production recording, animal health monitoring, animal identification, traceability and artificial insemination services to the dairy industry and provides a wide range of inspection and audit services to the horticulture, agriculture and sea fisheries industry.

- **Guernsey Dairy**

Performs a vital milk processing and marketing role in order to sustain the viability of the dairy farming industry and to preserve the rural countryside. The Dairy is required to be self-financing with the ability to generate an operating surplus.

- **Plant Protection and Laboratory Services**

Provides specialist laboratory services, integrated crop protection advice and an EU compliant plant health monitoring service for the import of plant and plant materials.

- **Sea Fisheries**

Ensures that fish stocks within British fisheries limits around the islands of the Bailiwick are maintained at healthy levels and exploited in a sustainable way. Enforces community fishing regulations on all vessels operating within the Bailiwick 12 mile area and acts at the interface between government and local fishing businesses.

- **Health and Safety Executive**

Ensures high standards of health and safety in the Bailiwick acting as advisor and regulator and promoting safe working practices in order to reduce workplace risks to a minimum.

- **Industrial Relations Service**

Provides advice and support to employers and employees on all matters relating to industrial relations and provides a conciliation and dispute resolution service including the facilitation of the Employment and Discrimination Tribunal Service.

- **Trading Standards Service**

Provides monitoring, advice and investigation services to ensure that trading in the Bailiwick is carried out fairly and that consumers are protected from unfair and unsafe trading practices.

## **Finance Sector Development Unit**

This Business Unit is responsible for the strategic development of the finance sector and for the development and implementation of the new Intellectual Property and Company Registry Offices.

- **Finance Sector Team**

Responsible for enhancing the reputation of the Island as a world-class finance centre through the development and implementation of new and enhanced products and associated legislative frameworks in order to stay ahead of competitor jurisdictions. Provides support to the sector on a wide range of issues and queries, providing a focal point for the sector and the States on all issues with a finance bias and maintains links with the financial services regulation and enforcement authorities.

- **Company Registry Project Team**

Responsible for developing an internationally respected and competitive electronic company incorporation service to replace the existing judicial Greffe process in order to deliver benefits to the commercial sector and to the States in securing additional revenue.

- **Intellectual Property Office**

Responsible for developing the international presence of the Bailiwick's Intellectual Property environment for recognition under international treaties. Administers intellectual property applications such as; trade marks, designs, copyright, patents, databases, plant varieties and image rights and provides advice and client services to local and international legal and intellectual property practitioners.

## **Marketing and Tourism Unit**

This Business Unit provides strategic, promotional and public relations initiatives to support the visitor economy by maximising the economic benefit of the sector. It also develops and executes strategies for inward investment including promoting the island to potential High Net Worth residents.

- **Trade and Media Marketing**

Integrated destination marketing campaigns and tactical promotional campaigns with Tour Operators and carriers in the UK and Europe, to increase visitor numbers to Guernsey. Facilitates visiting journalist programmes, the cruise programme, and the coordination of conferences and events.

- **Independent Travel Marketing**

Marketing, media planning and buying, exhibition and fulfilment services for the independent travel market. Developing partnership opportunities in key European markets.

- **Print Production and Communications**

Planning, coordinating and developing print and electronic, ensuring consistency in brand messaging and visual identity. Advising States Departments and private businesses within the visitor economy on specialist and production issues.

## **Policy Unit**

This Business Unit is responsible for the development and implementation of the Department's wide-ranging policy agenda, undertaking strategic research and analysis to develop new policy, legislation and other measures to achieve strategic and corporate economic objectives.

- Facilitates the delivery of the Department's Business Plan.
- Ensures that a forum for effective dialogue and engagement exists for representative groups that can add value through their engagement in the Building Confidence strategy.
- Establishes and participates in cross-departmental working groups.
- Provides an industry liaison service, ensuring that appropriate links are maintained between the Department and its commercial stakeholders.
- Facilitates the creation of conditions for increased opportunities for business development.
- Provides assistance with housing licence and planning application decisions.
- Promotes transport and communication links to and from the Bailiwick including liaison with other jurisdictions.
- Facilitates the regulation of utilities and of air and sea links.

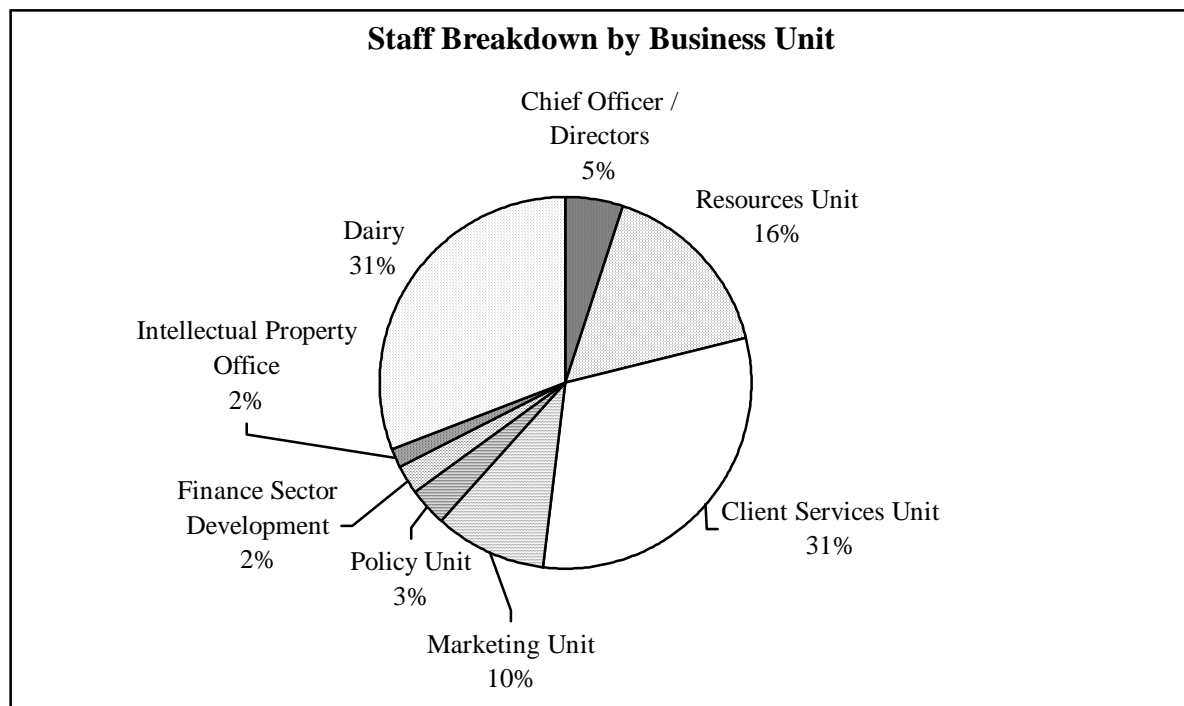
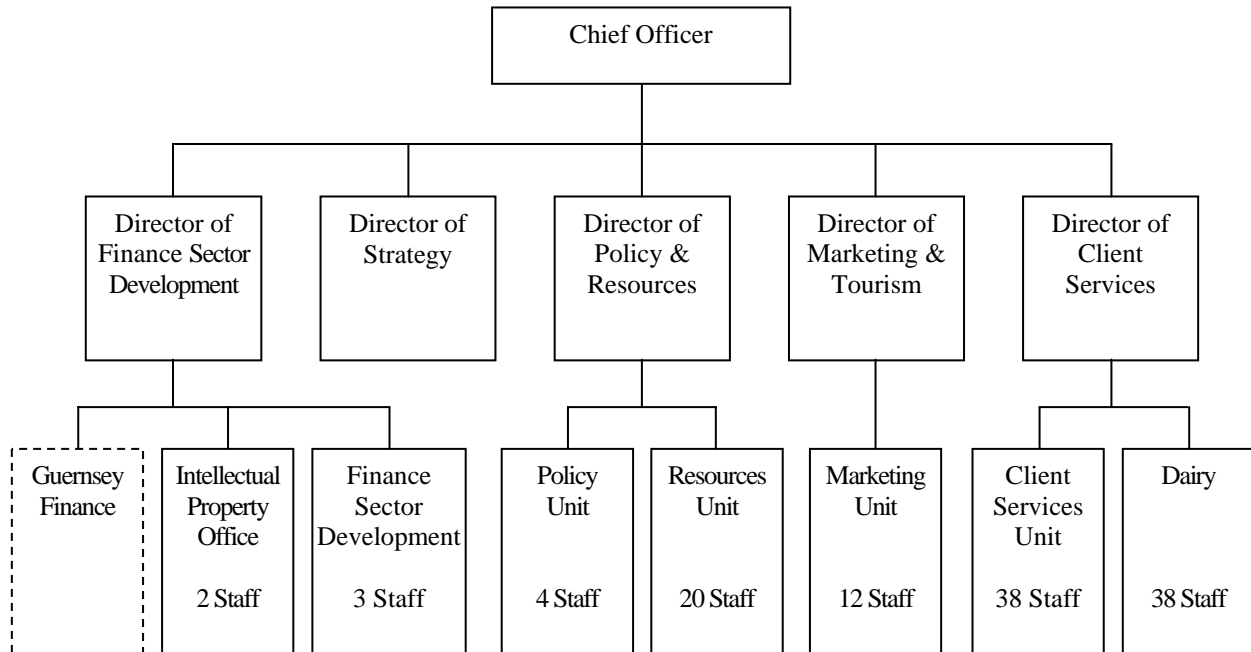
## **Resources Unit**

This team is responsible for the effective management of the human, financial and physical resources entrusted to the Department and provides central support services across the Department.

- Finance and Accounting
- Responsible for all financial matters relating to the Department, including budget matters, purchasing and income.
- Human Resources
- Develops and facilitates the delivery of high quality human resource management services across the Department.
- Facilities and Information Communications Technology
- Responsible for the management and security of the Department's physical assets and for implementing internal procedures relating to ICT, Health & Safety, Business Continuity, Insurance and Customer Service. Provides executive support and administration services across the Department.

## 2. Who We Are

The Commerce and Employment Department is made up of five Business Units as shown in the organisation chart below. There are a total of 123 staff spread amongst the various business Units including 7 temporary contracts and 6 vacancies. The Department is proud to offer flexible working opportunities where possible and this total includes 19 part time staff. The Department returned 7 full time posts to the Treasury & Resources Department during 2005 and 2006.





<b>Business Unit</b>	<b>Service</b>	<b>Staff</b>
<b>Client Services Unit</b>	Legal Services	1
	Trading Standards Service	4
	Industrial Relations Service	6
	Health & Safety Executive	6
	Sea Fisheries Team	5
	Plant Protection & Laboratory Service	3
	Agriculture & Rural Environment Service	1
	Farm Services	7
	Plant Health	2
	Field & Support Services	3
<b>Resources Unit</b>	Finance & Accounting	4
	ICT & Facilities Management	5
	Human Resources	1
	Central Executive & Admin Support	9
	Commercial Relationship Management	1
<b>Marketing Unit</b>	Trade & Media Marketing	2
	Independent Travel Marketing	4
	Print Production & Communications	4
	Quality Management	1
	Administration	1
<b>Finance Sector Development</b>		3
<b>Intellectual Property Office</b>		2
<b>Policy Unit</b>		4
<b>Chief Officer / Directors</b>		6
<b>Dairy</b>		38
	<b>Total number of staff</b>	<b>123</b>

### **3. Our Current Priorities for Change**

As part of its Building Confidence Strategy, the Department outlined its key economic objective as:

*Creating those conditions which are likely to increase 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.*

Accordingly, the work of the Department is to stimulate conditions which lead to the creation of well-paid jobs through the development of business. Good businesses provide good working environments and are generally good corporate citizens that put more into the community than just providing work. It is the task of the Department to identify good businesses and then encourage them to prosper within a competitive business environment.

The Department is focusing on six key workstreams in delivering this task:

**A - Stimulate the creation of a competitive and attractive business environment.**

- B - Encourage an increase in the primary and secondary benefits of business activity within the Island.**
- C - Assist in the delivery of an adaptable and well-trained workforce to the workplace.**
- D - Aid the provision of an adequate supply of commercial land for business activity.**
- E - Apply Departmental resources effectively, efficiently and economically.**
- F - Increase the general level of understanding, within the States, the business community and the population generally, of how the economy performs in order to monitor performance and target support appropriately.**

The detailed action plans in place within each of these workstreams are detailed on the following pages and, along with those operational activities described under Section 1 – What Do We Do, these make up the majority of the Department’s Level 3 and Level 4 activities. The links into the 14 strategic Priorities identified in the Government Business Plan are noted in italics.

### **Workstream A**

*Stimulate the creation of a competitive and attractive business environment.*

**Promote a competitive and attractive fiscal regime that stimulates business activity.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Fiscal Policy)*

- Ensure that the interests of all business sectors are identified, taken into account and fed into the development of States fiscal policy proposals.

**Identify and develop novel legislation that facilitates business activity and provides competitive advantage.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance) and Priority 14 – Actively Prioritise Specific Legislation*

- Introduce a competitive and modern Company Law regime.
- Deliver the proposed Intellectual Property regime.
- Build on the existing programme of new financial services legislation.
- Improve the speed and efficiency of setting up new businesses.

**In conjunction with the relevant controlling authorities, evaluate existing legislation, regulation and statutory regimes and revise those that provide little or no overall benefit to the consumer, workforce and/or a business.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance) and Priority 14 – Actively Prioritise Specific Legislation*

- Re-evaluate existing legislation and regulation against its overall benefit to the consumer, workforce and/or business and revise where necessary.
  - Implement the approved Convention on International Trade in Endangered Species (CITES) legislation.
  - Implement the approved Plant Health legislation.
  - Review of Code of Practice for the Construction Industry.
- Review statutory regimes affecting the Department’s stakeholder group and minimise or remove those that provide little or no benefit.

**Prevent or rectify market failure and protect against damaging practices.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance) and Priority 14 – Actively Prioritise Specific Legislation*

- Re-evaluate existing legislation and regulation that seeks to protect consumers, employees and employers.
  - Investigate the benefit of incorporating reviews of Mergers and Acquisitions into competition legislation.
  - Bring forward proposals for ordinances relating to Trading Standards as part of the Competition and Trading Standards legislation package.
  - Report to the States on the introduction of Minimum Wage legislation.
  - Review the Industrial Disputes Law.
  - Subject to States approval, progress amendments to the Milk (Control) (Guernsey) Ordinance
  - Progress access/management agreements with Jersey and the UK following the outcome of the Privy Council Appeal process.
  - Contribute to the review of the Employment of Young Persons and Children Legislation.
- Consider other areas of the economy where regulation by the OUR may add value.

**Maintain and enhance the robustness of communication links.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance)*

- Carry out a comprehensive study into the development of additional air links.
- Review current use of air route development fund.
- Review the current provision and future development of sea links.
- Review air transport licensing & policies.
- Encourage improvements in the capacity, resilience and competitiveness of telecoms services.
- Encourage improvements in the capacity, resilience and competitiveness of the postal network.

**Maintain and enhance the robustness of energy supply.** *Part of Priority 10 – Meet Energy Needs More Efficiently and Sustainably (Level 2 – Diverse and Robust Supply)*

- Encourage improvements in the capacity, resilience and competitiveness of energy supply.

**Ensure that the States is fully informed of the positive and negative impact on the Department's responsibilities of signing up to international conventions.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance) and Priority 1 – Assert Guernsey's Independent Identity (Level 3 – Formal Statement of Independent Identity)*

- Engage in external affairs at an early stage and advise appropriately.

## **Workstream B**

***Encourage an increase in the primary and secondary benefits of business activity within the Island.***

**Promote the Island as a great place to do business to attract investment.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance)*

- Develop promotional activities that deliver a clear, consistent message and distinct brand identity across our target audiences.
- Introduce a marketing programme to specifically attract High Net Worth Individuals.
- Explore the use of the Open Market as an economic enabler.

**Work closely with key business sectors in order to define appropriate support mechanisms and to facilitate sector development where appropriate.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance)*

- Monitor the effectiveness of the current approach to supporting key business sectors.
- Investigate the potential cultural and economic benefits of improving links with northern France.

**Incentivise business activity if considered necessary through targeted fiscal and other interventions.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance)*

- Review all support schemes to ensure that support is justified; transparent, targeted, time limited and subject to review against defined objectives.
- Use new “primary and secondary benefit” criteria to target financial and other support.
- Develop the role of the Guernsey Enterprise Agency to offer advice and to act as a native guide to new and existing investors in business.

**Enhance the benefits to the community of business activity.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Fiscal Policy)*

- Promote locally the general value to the community of inward investment and business activity.
- Establish, and participate in, cross-departmental working groups.

**Identify and showcase best practice and performance of business activity.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance)*

- Support Industry Awards evening.
- Profile success stories in local media.
- Arrange high profile site visits to companies.

## **Workstream C**

***Assist in the delivery of an adaptable and well-trained workforce to the workplace.***

**Establish a Workforce Development Plan.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance); Priority 4 – Redistribute Wealth Wisely within the Community (Level 3 – Employment) and Priority 5 – Control and Monitor Population Growth (Level 3 – Increased Effectiveness & Level 3 – Increased Participation).*

- Coordinate the delivery of the Workforce Development Programme.

**Maximise the potential use of housing licences to drive beneficial business development.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance) and Priority 5 – Control and Monitor Population Growth (Level 3 – Optimising Balance).*

- Use new “primary and secondary benefit” criteria to target support of housing licences.
- Investigate the potential benefits, in terms of continuity and commitment for businesses and sense of belonging for individuals, of issuing more long-term licences within a programme that might lead to a reduction in the overall number of licences being issued.

## **Workstream D**

*Aid the provision of an adequate supply of commercial land for business activity.*

**Maximise current provision of land for industrial use.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance)*

- Monitor the capacity of areas of land designated as land for industry.
- Facilitate the temporary use of Belgrave Vinery for low value industry use.
- Ensure that land that can be utilised for business activity is brought into usage by assisting in overcoming barriers.

**Maximise the effectiveness of the Strategic Land Use Plan.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance)*

- Reconcile the existing conflict between long-term land use planning and the need for more responsive reactions to immediate business needs.

**Develop the concept of Strategic Industry Reserves.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance)*

- Incorporate Strategic Industrial Reserves into Detailed Development Plans.

**Identify how other mechanisms may be used to influence the release of land for industry.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance)*

- Identify how Use Classes may be used to influence the release of land for industry.
- Identify how Planning Agreements may be used to influence the release of land for industry.
- Identify how mixed use development involving cross funding may be used to promote desirable commercial development that might not be considered attractive otherwise.

## **Workstream E**

*Apply Departmental Resources effectively, efficiently and economically*

**Evaluate the effectiveness and efficiency of services provided by the Department.** *Part of Priority 3 – Contain Public Finances, Priority 12 – Deliver a Streamlined*

*Government More Corporately and Priority 13 – Create a Forward Looking Culture Amongst All Public Sector Staff (Level 3 – Working Practices and Service Delivery).*

- Revise Departmental administrative procedures to remove unnecessary bureaucracy and expense.
- Review the future development needs of the Slaughter House and Home Farm.
- Review the effectiveness and appropriateness of existing service level agreements for third party service providers.

**Communicate the extent of the Department’s work programme and the progress made in achieving its objectives.** *Part of Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance) and Priority 12 – Deliver a Streamlined Government More Corporately.*

- Produce regular internal and external news releases.
- Publish an Annual Report on the work of the Department.

## **Workstream F**

*Increase the general level of understanding, within the States, the business community and the population generally, of how the economy performs in order to monitor performance and target support appropriately.*

**Develop a robust method of evaluating the benefits to the community of specific businesses or business sectors.** *Part of Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance & Level 3 – Fiscal Policy)*

- Develop “primary and secondary benefit” criteria to determine the benefit to the community of specific businesses or sectors.
- Promote understanding and application of primary and secondary benefit criteria.

**Develop Key Indicators in order to monitor achievement against the Department’s objectives and Building Confidence principles.** *Part of Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance)*

- Identify the Key Indicators required to monitor achievement against the key departmental objective.
- Build the Key Indicators required to monitor achievement against the key departmental objective into Sustainable Guernsey.

**Develop partnerships with representative groups across all business sectors that will enhance the Department’s “duty of care” to local industry.** *Part of Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance & Level 3 – Fiscal Policy)*

- Ensure that a forum for effective dialogue and engagement exists for each of those sectors and groups that can add value through their engagement in the Building Confidence strategy.

**Establish effective dialogue and engage with individual business leaders.** *Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance & Level 3 – Fiscal Policy)*

- Establish effective dialogue and engage with owners and Directors of businesses based in Guernsey.

- Establish effective dialogue and engage with owners and Directors of businesses based off-Island.

**Enhance existing partnerships with relevant Non Government Organisations in pursuit of specific projects detailed in the Business Plan.** *Part of Part of Priority 2 – Plan for Sustainable Economic Growth (Level 3 – Economic Balance & Level 3 – Fiscal Policy) and Priority 12 – Deliver a Streamlined Government More Corporately.*

- Enhance the existing partnership with the Guernsey Financial Services Commission.
- In consultation with the co-founder, GFSC, enhance the existing partnership with the Guernsey Training Agency through reviewing its funding requirements, its mandate and through setting up and managing a service level agreement.

#### **4. How We Monitor, or Would Like to Monitor, and Review Our Performance**

The Department measures its performance in the following ways:

- Budget Performance – Reduce Revenue Budget by £300,000 per annum with no increase to reflect RPI.
- Optimise staffing structures and numbers.
- Review all activities against SMART (Specific, Measurable, Achievable, Realistic, Time-based) criteria.
- Achievement of the Department's Business Plan
- Confidence levels expressed by the Department's stakeholders.

#### **5. Longer Term Objectives** (to 2012)

The Department's objectives, in general, are designed to be responsive to the needs of the economy. As such, it is inappropriate to presume that specific objectives set today will be relevant over an extended period. Instead, the Department has two overriding long term objectives:

- To ensure that the Department's policies and organisation retain the flexibility to be able to react to the changing needs of the economy, and
- To continually improve communication with the Department's stakeholders.

As discussed under Section 3 above, the Department is focussing on six key workstreams in delivering this task:

- A - Stimulate the creation of a competitive and attractive business environment.**
- B - Encourage an increase in the primary and secondary benefits of business activity within the Island.**
- C - Assist in the delivery of an adaptable and well-trained workforce to the workplace.**
- D - Aid the provision of an adequate supply of commercial land for business activity.**
- E - Apply Departmental resources effectively, efficiently and economically.**
- F - Increase the general level of understanding, within the States, the business community and the population generally, of how the economy performs in order to monitor performance and target support appropriately.**

## **6. How We Spend Public Money**

The 2007 revenue budget for the Commerce and Employment Department is £12,002,000 which may be broken down into three areas:

### **Core Costs - £4,686,000**

This is the expenditure incurred on supplies, services and premises as well as the expenditure on staff providing services across the department.

Supplies, Services and Premises - £1,279,000

Staff - £3,407,000

### **Flexible Project Funds - £3,117,000**

This is the expenditure that the Board allocates to various marketing and policy initiatives including the research and development of policies.

Strategic Projects – £335,000

Visitor Economy – £2,288,000

Events – £350,000

General Industry – £117,000

Finance Sector – £27,000

### **Subsidies and Grants - £4,199,000**

This is the expenditure that the Board pays out in subsidies and grants to various industry sectors or to other bodies who undertake activities on the Board's behalf.

Agriculture Schemes – £2,132,000

Air links – £825,000

Industry Support Schemes - £155,000

Guernsey Finance – £600,000

Guernsey Training Agency – £418,000

Guernsey Enterprise Agency – £50,000

Public Trustee – £12,000

Utilities Appeals Tribunal – £7,000

From an operational perspective, the budget is structured under four separate working headings:

- **Business Development (£5,839,500)**

This business unit works directly with various economic sectors to promote and develop their activities for the benefit of the Island.

- **Client Services (£4,197,500)**

This business unit is responsible for the services delivered to employers, employees and the general public as well as services provided for some economic sectors. In addition, the Dairy has a turnover of £4,508,000.

- **Resources (£1,083,000)**

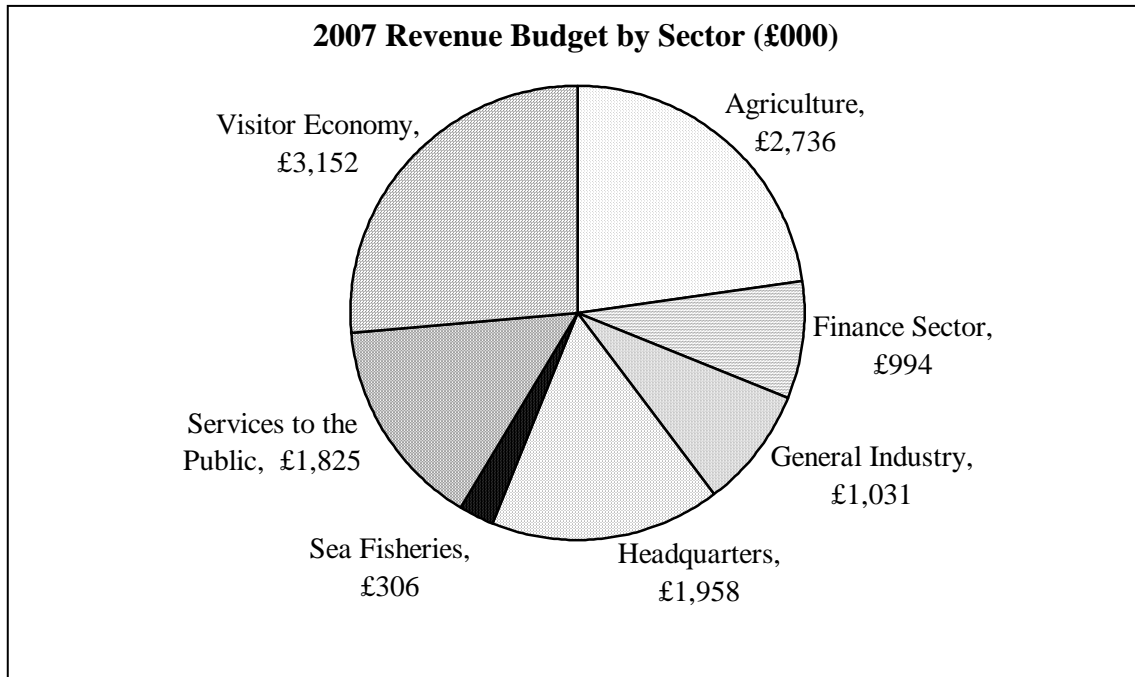
This business unit provides the administrative backup required across all units, including personnel, IT and facilities management.



- **Strategy (£882,000)**

This business unit provides research and development services on strategic projects and policy development.

The 2007 revenue budget of £12,002,000 can be broken down to reflect expenditure on each economic sector as shown in the graph below.



# Culture and Leisure

## Operational Plan Summary

### 1. What We Do

The responsibilities and workload of the Culture and Leisure Department are extremely broad and include most activities that people undertake in their leisure time, and the facilities they require to undertake these. This includes parks, museums, leisure and sports centres, the arts...the list is endless.

Whilst this summary is intended to provide a broad overview of the work of the Culture and Leisure Department it is, of necessity, brief. It is, however, supported by a wide range of information which is posted on the Culture and Leisure section of the States of Guernsey government website at ([www.gov.gg](http://www.gov.gg)). Alternatively any document referred to in this summary is available in print or electronically upon request.

Many people take part in cultural activities to relax, enjoy themselves, learn new things or just to meet other people. It is entrenched within our social lives and is a definition of who we really are. It is also a useful tool for improving self-worth, self-confidence and can act as a preventative measure against crime, social exclusion and can promote economic and personal development.

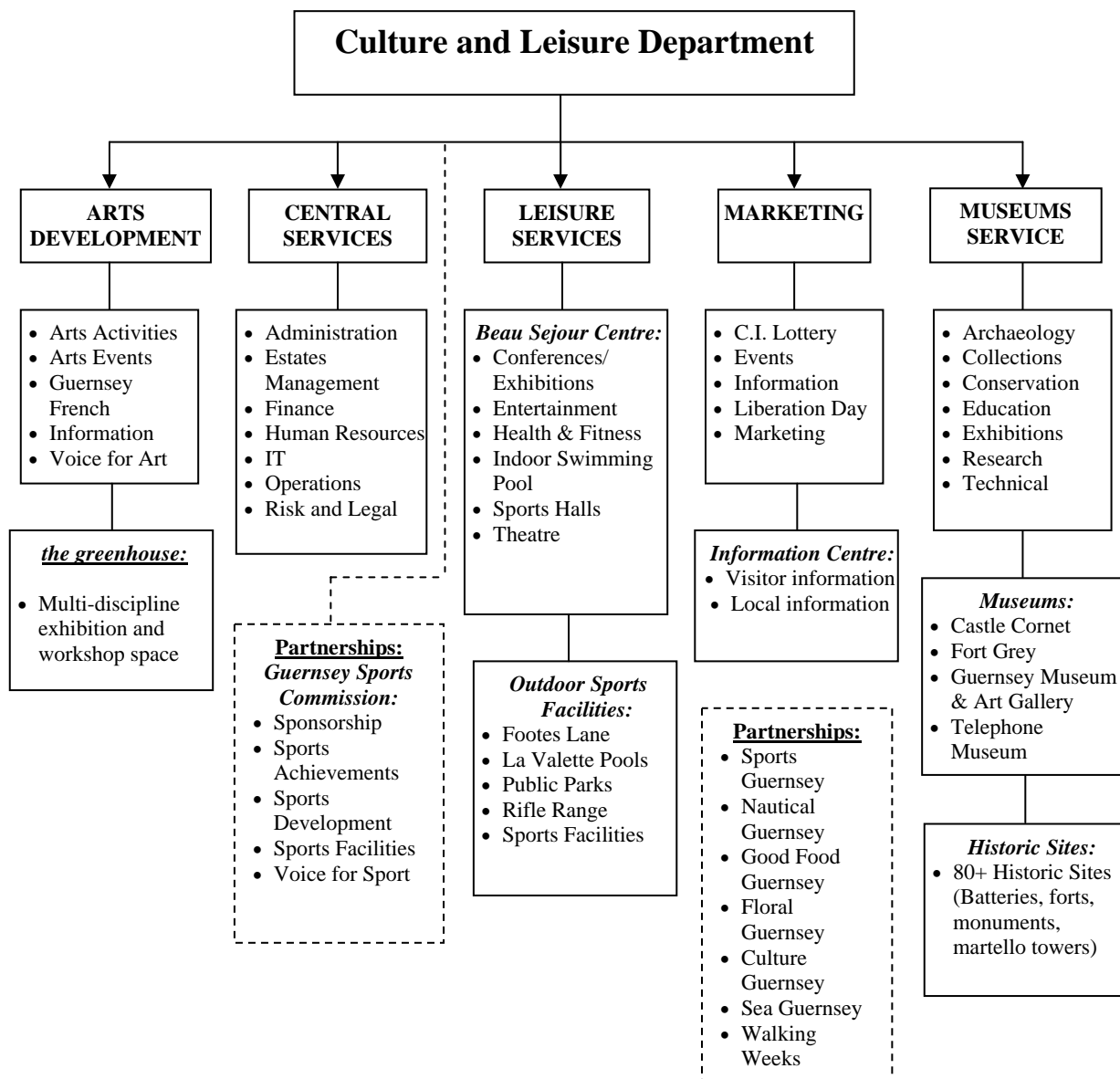
Within the new Government Business Plan the headline statement for Culture, and therefore the Culture and Leisure Department, is:

***“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 Department’s responsibilities include:

- the performing and visual arts, crafts and fashion
- media, film, design, language
- sports events, facilities & development
- parks, open spaces,
- museums, galleries, artefacts, collections, exhibitions
- literature, writing, publishing
- historic sites, architecture, archaeology, landscape
- children’s play, playgrounds
- events, festivals and attractions
- informal recreation

The Department is structured into five main sections. The areas of responsibility for these five sections are shown in the chart below:

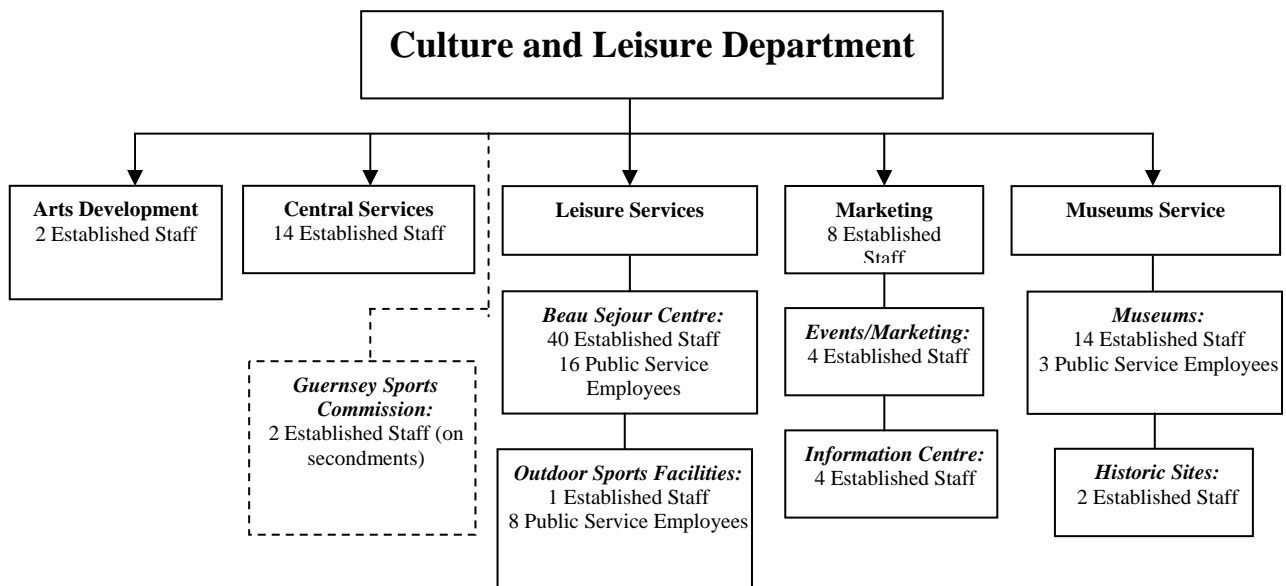


## 2. Who We Are

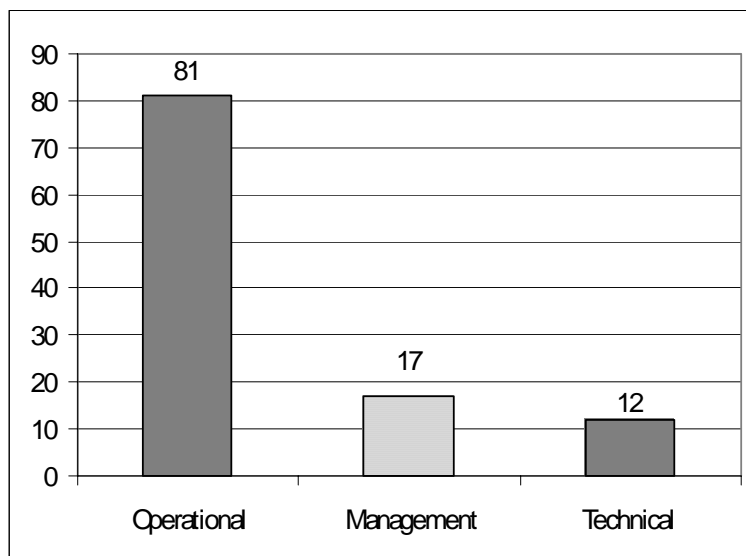
The Culture and Leisure Department employs 83 Established staff of the Civil Service (civil servants) and 27 Public Service Employees (formerly States Manual Workers) to carry out its responsibilities.

In order to deliver its variety of services these full-time staff are supported by a variety of part-time, seasonal, rolling contract, casual and bar catering and retail staff. This 'bank' of support staff, predominately demand-driven i.e. only utilised on an as-needed basis, ranges from Fitness Instructors to Museum Attendants, Barmen to Swim School Teachers, Lifeguards to Castle Keepers, Flume Attendants to Theatre Ushers etc.

The diagram below shows the allocation of full-time staff at 1 April 2007:



The graph below splits the services provided by the Culture and Leisure Department into three sections; 'Operational', 'Management' and 'Technical'. The high figure of operational staff is representative of the public-facing nature of the Department.



### 3. Our Current Priorities for Change

The Government Business Plan (GBP) identifies a range of priorities for States Departments that it would wish to see pursued. These have been developed into a simple cascade of actions from Level 1 through Levels 2 and 3 to Level 4.

In the GBP, Priority 1 is to '**Assert Guernsey's independent identity**'. This provides the following Level 1 action:

*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.*

In order to assist in the delivery of this, the Culture and Leisure Department has accepted lead department responsibility for the subsequent Level 2 actions which are:

### **Cultural Heritage:**

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

### **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 that express the island's self determination and uniqueness.*

The associated Level 3 and Level 4 actions are shown below in an expanded format.

*Level 2 - Preserve, enhance and promote those things that the community values that reflect the Bailiwick's unique cultural identity and rich heritage.*

**Level 3 – 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>Level 4 –</b>				
<b>Action</b>	<b>Lead Partners</b>	<b>Timescale</b>	<b>Milestones</b>	<b>Resources</b>
a). Work with others to retain those parts of the Island that 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	Environment Dept, Parishes	Ongoing	<ul style="list-style-type: none"> <li>• Historic Sites Curator appointed</li> <li>• Research project completed</li> <li>• Improvement in usage measured</li> </ul>	From current resources

b). Ensure that the Island's museum and art collections are protected through proper storage and conservation methods and policies	Treasury and Resources Dept, Environment Dept	2010	<ul style="list-style-type: none"> <li>• New buildings and facilities for the department's museum collections completed</li> <li>• Registration of objects to national standard completed</li> <li>• Continued Professional Development Programme in place</li> <li>• Disaster Plan in place</li> </ul>	New resources required
				From current resources
c). Improve the use, protection and interpretation of historic sites and buildings with particular reference to more recent history	Independent museums, National Trust, Environment Dept, Friends of Guernsey Heritage Trust	2007-2012	<ul style="list-style-type: none"> <li>• Historic Sites Strategy for the States - Completed</li> <li>• Historic Site Interpretation Plan completed</li> <li>• Fort Richmond in beneficial use</li> <li>• Vale Mill restored and in use - Completed</li> <li>• Victoria Tower reopened to the public - Completed</li> <li>• Provision of archaeology and historic sites advice (Service Level Agreements in place with Environment Dept)</li> <li>• Increased use of historic sites for community events</li> <li>• Militia Museum redisplayed</li> </ul>	From current resources
d). Protect the Bailiwick's marine archaeological sites from natural and manmade erosive elements	Guernsey Medieval Wrecks Project/Centre for Marine Archaeology–Southampton,	Ongoing	<ul style="list-style-type: none"> <li>• Nautical Archaeology Research and Emergency Plans in place</li> <li>• Responsibility for issuing licenses to</li> </ul>	From current resources

and investigate how best to display the artefacts	Gsy Maritime Trust, Mary Rose Trust		dive on historic wreck • Roman Wreck displayed in Guernsey	New resources required
e). Develop a specific strategy for the preservation of the remaining elements of Guernsey's industrial heritage	Guernsey Folk Museums, Friends of Guernsey Heritage Trust, Private Companies	2007- 2012	• Collection reviewed • Conservation and interpretation plan in place	New resources required
f). Encourage the continued use and resurrection of original place and road names that reflect a rich French heritage	Parishes, Environment Dept	Ongoing	• Research project completed • Provision of information and advice	From current resources
g). Support policies that assist in maintaining the pattern of agriculture that has evolved traditional farming methods that have led to a pattern of small fields and hedges	Environment Dept, Commerce and Employment Dept		• Research project completed • Use of local produce promoted	From current resources

***Level 2 – Preserve, enhance and promote those things that the community values that reflect the Bailiwick's unique cultural identity and rich heritage.***

**Level 3 - Nurture expression and encourage development of Guernsey's cultural identity to ensure that a sustainable legacy is passed to future generations.**

**Level 4 -**

Action	Lead Partners	Timescale	Milestones	Resources
a). Support local groups in the preservation and development of Guernsey French	Guernsey French Groups, Education Dept, Eisteddfod	2007 - 2012	<ul style="list-style-type: none"> <li>• Language Development Strategy in place</li> <li>• Appointment of Language Development Officer</li> <li>• Improvement of language's profile through range of initiatives</li> <li>• More Guernsey French pupils</li> <li>• Increased events &amp; activities</li> <li>• Record of authentic usage, pronunciation and oral traditions made</li> <li>• New edition of dictionary printed</li> </ul>	New resources required
b). Renew and develop interest in the spoken folk memory, word legacy and oral history.	Guernsey French Groups, Education Dept, Guille-Alles Library, Priaulx Library, Storytelling Group	Ongoing	<ul style="list-style-type: none"> <li>• Storytelling initiative researched</li> <li>• Storytelling organisation set up - Completed</li> <li>• Storytelling Workshops held – Completed</li> <li>• DVD produced – ‘The Bad French’ – Completed</li> </ul>	From current resources
c). Encourage and support the multitude and multi-cultural nature of diverse events supporting	Minority Groups, VisitGuernsey, Education Dept, Youth Service, X-Treme Sports	2007 - 2012	<ul style="list-style-type: none"> <li>• Increased number of multi-cultural and professional arts events</li> <li>• Increased</li> </ul>	From current resources



organised groups within the local community and encourage off-island partnerships that extend the development of cultural activity.	Association		<ul style="list-style-type: none"> <li>participation in events</li> <li>• Increased acceptance and celebration of multi-cultural events through positive media coverage</li> <li>• Liaison between visiting companies and locally based groups</li> <li>• Increased public access to contemporary arts</li> <li>• Wider opportunities established for the work of local artists to be displayed, performed and discussed</li> </ul>	
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.	Education Dept., Community Groups, Media, Youth Service, La Societe, National Trust, Sports Commission,	2008	<ul style="list-style-type: none"> <li>• Increased enquiries regarding cultural activities and leisure experiences</li> <li>• Relevant opportunities established</li> <li>• Development of a comprehensive activity and facilities programme for all ages and abilities</li> <li>• Regular meetings with Education to discuss joint working initiatives</li> </ul>	<div>From current resources</div> <div>New resources required</div>

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.	Youth Service, Sports Commission, Guernsey X-Treme, Sports Association Guernsey Youth Forum, Education Dept, NCH, Police, Media	2007 - 2012	<ul style="list-style-type: none"> <li>• Increased engagement with young people</li> <li>• Decreased anti-social behaviour</li> <li>• Proactive marketing of activities to appeal to and educate young people, including special events</li> <li>• Improved variety of activities available for the youth of Guernsey, including special initiatives</li> </ul>	From current resources
f). Establish communication routes with other minority groups on the Island to break down barriers and encourage cultural diversity	Minority Groups, VisitGuernsey, Education Dept	2007 – 2012	<ul style="list-style-type: none"> <li>• Regular contact with minority groups</li> <li>• Support, advice and media guidance offered for minority groups wishing to stage their own events</li> <li>• Tangible funding opportunities and routes identified</li> </ul>	From current resources
g). Support the formation of an Arts Trust to provide a voice for arts, funding development and advocacy of cultural expression.	Arts Community	2007	<ul style="list-style-type: none"> <li>• Research completed into the formation of an Arts Trust - Completed</li> <li>• Implementation and development of Arts Trust</li> <li>• Provision of forum for debate around cultural sector and its contribution to society, including workshops and lectures</li> </ul>	From current resources

***Level 2 - Preserve, enhance and promote those things that the community values that reflect the Bailiwick's unique cultural identity and rich heritage.***

**Level 3 – Assist in the other islands in the Bailiwick wherever possible and practicable in upholding their own unique cultural identities.**

**Level 4 -**

Action	Lead Partners	Timescale	Milestones	Resources
a). Develop partnerships and communication with off-island organizations which can offer support and advice		Ongoing	<ul style="list-style-type: none"> <li>• Contacts developed</li> <li>• Support in place for Island Games participation</li> <li>• Act as Curator for Alderney Museum</li> </ul>	From current resources
b). Encourage and support wherever possible the inclusion of the other islands in initiatives and activities that would be enhanced by their inclusion and where their resources would not otherwise provide.	Authorities of Alderney, Sark and Herm	Ongoing	<ul style="list-style-type: none"> <li>• Liaison with Alderney, Sark and Herm over the Channel Islands War Memorial project</li> <li>• Provision of advice, information and support in place</li> </ul>	From current resources

**Level 3 – 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.**

**Level 4 -**

Action	Lead Partners	Timescale	Milestones	Resources
a). Participate in and stage festivals and events identified through the Guernsey Arts Trust	Arts Trust, Culture Guernsey, Local arts groups	Ongoing	<ul style="list-style-type: none"> <li>• Support for calendar of events in place</li> <li>• Increased levels of sponsorship available</li> </ul>	From current resources/ Sponsorship

b). Participate in and stage events identified through the Guernsey Sports Commission	Guernsey Sports Commission, Sport & Nautical Guernsey, Local sports groups	Ongoing	<ul style="list-style-type: none"> <li>• Support for events provided</li> <li>• Calender of events in place</li> <li>• Increased levels of sponsorship available</li> </ul>	From current resources/ Sponsorship
c). Commonwealth Games.	Commonwealth Games Association		<ul style="list-style-type: none"> <li>• Continue to support the Games and the Island team sent to participate</li> </ul>	From current resources
d). Island Games	Island Games Association		<ul style="list-style-type: none"> <li>• Continue to support the Games and the Island team sent to participate</li> </ul>	From current resources

*Level 2 – 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 these icons that express the island’s self-determination and*

**Level 3 - 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.**

**Level 4 -**

Action	Lead Partners	Timescale	Milestones	Resources
a). Identified through Guernsey Arts Trust.	Guernsey Arts Trust		<ul style="list-style-type: none"> <li>• High Achievers Concert</li> <li>• Exhibition programme for local artists at the greenhouse in place</li> <li>• Financial support provided</li> </ul>	From current resources

b). Identified through Guernsey Sports Commission.	Guernsey Sports Commission		<ul style="list-style-type: none"> <li>• Support for Annual Sporting Awards</li> <li>• Permanent exhibition for Guernsey Sporting Heroes</li> <li>• Financial support provided</li> </ul>	From current resources
c). Others as identified through media attention and profile.	Media		<ul style="list-style-type: none"> <li>• Increased representation on national and international stage for Guernsey</li> </ul>	From current resources

***Level 2 – 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 these icons that express the island’s self-determination and uniqueness.***

**Level 3 – Preserve and illuminate those icons that differentiate Guernsey as having a heritage of which it can be justifiably proud.**

<b>Level 4 -</b>				
<b>Action</b>	<b>Lead Partners</b>	<b>Timescale</b>	<b>Milestones</b>	<b>Resources</b>
a). Develop policies that assist in the preservation of the Guernsey breed of cattle and the Guernsey landscape of small fields and hedges with which it is associated	Commerce & Employment Dept	Ongoing	<ul style="list-style-type: none"> <li>• Encourage the use of local produce</li> </ul>	From current resources
b). Develop policies that protect and preserve the unique biodiversity to be found within the countryside, on the shoreline and within the seas of the Bailiwick	Environment Dept	Ongoing	<ul style="list-style-type: none"> <li>• Continue to work with Environment in protecting the Island’s natural assets</li> <li>• Ensure safe storage and interpretation of the Dept’s Natural History collection</li> </ul>	From current resources

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	States Departments, La Societe, National Trust, Friends of Heritage	Ongoing	<ul style="list-style-type: none"> <li>• Continue to develop the Information Centre as a local products-only retail outlet</li> </ul>	From current resources
d). Recognise that on occasion those things that are taken for granted such as 'hedge veg', euchre, bean jar and Guernsey gache can easily become lost traditions and icons	Commerce and Employment Dept, Local agricultural show organisers, Vieraer Marche organisers, Parishes	Ongoing	<ul style="list-style-type: none"> <li>• Continued support for events that are based on local traditions</li> <li>• Promotion to visitors</li> </ul>	From current resources

***Level 2 – 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 these icons that express the island's self-determination and uniqueness.***

**Level 3 – 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.**

<b>Level 4 -</b>				
<b>Action</b>	<b>Lead Partners</b>	<b>Timescale</b>	<b>Milestones</b>	<b>Resources</b>
a). Assist with funding and encouragement on those annual events that mark out and illustrate Guernsey's cultural heritage and its traditions	Local cultural groups, Professional Event Organisers	Ongoing	<ul style="list-style-type: none"> <li>• Continue to support the Liberation Day Celebrations, and reinforce its message to younger generations</li> <li>• Continue to encourage local groups to include traditions and elements of Guernsey's heritage</li> </ul>	From current resources

			in the events they organise, and to fund accordingly	
b). Ensure that museums, historic sites and buildings are open at dates and times appropriate to those visiting the islands		Ongoing	<ul style="list-style-type: none"> <li>• Review opening times for museums</li> </ul>	From current resources
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 that illuminate the Bailiwick's cultural identity and rich heritage is identified		Ongoing	<ul style="list-style-type: none"> <li>• Improvement in provision of information from the Information Centre and other sites</li> <li>• Improve the Dept's web presence</li> </ul>	<div>From current resources</div> <div>New resources required</div>

#### **4. How We Monitor, or Would Like to Monitor, and Review Our Performance**

The Culture and Leisure Department regularly monitors and reviews its performance varying from simple qualitative and quantitative analysis to more rigorous inspection and accreditation by outside independent bodies. It also consults regularly with the users of its services and facilities in order to improve what it offers. The Department uses the following:

##### **Qualitative Analysis – SMART Working - the Department's Traffic Light System**

The Department developed its comprehensive Cultural Strategy during 2005 following extensive consultation. This body of work contains business plans from all of the sections of the Department, and the content is linked into an overriding Strategy, which is regularly reviewed and outlines the objectives and aims for the Department between the period 2007-2012. The Business Plans and the Cultural Strategy itself all have detailed Action Plans, with SMART (Specific, Measurable, Achievable, Realistic, Time based) analysis.

In order to measure the progress of its actions, the Department has adopted a 'Traffic Light System'. This simple pictographic icon gives at-a-glance progress of each of the actions, using the following key:

**Green** – Action is on target for completion within the allotted timeframe, or is progressing to a satisfactory standard in terms of: schedule, finance and resources.

**Amber** - Action is behind target for completion within the allotted timeframe, but is still progressing at a rate which is not causing financial or resource driven problems.

**Red** - Action is either not on target for completion within allotted timeframe, or is causing major problems with regard to finance and resources. There may be a shortfall of these factors, leading to a rethink of the validity of the original action point.

## **Quantitative Analysis**

Regular reviews are held of the following information

- Budgets
- Staffing
- User Statistics
- Key Performance Indicators

In 2006 the Department delivered a 10% budget saving to the Treasury and Resources Department and returned four full time established posts.

## **Accreditation**

In order to ensure that high standards of services and facilities are properly maintained, the Department regularly has its performance and accreditation reviewed by a number of independent quality assurance schemes. These currently include:

MLA (Museums and Libraries Association) - the Guernsey Museum & Art Gallery currently has Registered Status with the MLA. This follows a rigorous and independent assessment of the Service's constitution and management arrangements, funding, resources, staff and premises, proper standards of collections care and collections policies and documentation to meet nationally accepted standards

Quest - a sports facilities/services accreditation that assesses Beau Sejour Leisure Centre. The Centre received 'Highly Commended' grading in 2007, which puts it in the top ten leisure centres in the UK. Footes Lane is also registered with Quest, and received a creditable grading in 2007.

VAQAS (Visitor Attraction Quality Assurance Scheme) - an accreditation which measures the experience that a visitor would have in terms of service, facilities and the general quality of the visit. Guernsey Museum, Castle Cornet and Fort Grey are all currently VAQAS accredited.

## **Consultation with Users**

Culture and Leisure are strong believers in consulting with members of the public and to have a two-way dialogue in order to enhance the services that they provide. To this end, the Department frequently carry out surveys (person to person, postal and online) to gather opinion and hold regular user and non-user group forums, including specific groups such as young people, regular users etc.



Regular monitoring updates are published on the Culture and Leisure section of the States of Guernsey Government website, at [www.gov.gg](http://www.gov.gg). Each year, a more detailed report is produced and considered by the Culture and Leisure Department Board in order to see how its objectives have progressed during the past twelve months, and its strategy and objectives are adjusted accordingly.

The Culture and Leisure Department adheres to a continuous improvement programme, and will continue to consult with stakeholders and individuals within the local community to ensure that its objectives and actions remain useful and continue to meet the needs of the local community.

## **5. Longer Term Objectives**

The Department previously set out its aspirations in its published Cultural Strategy 2005-2010. For the purposes of consistency with the Government Business Plan it has extended that timescale to 2012 in the 2007 revision of the Cultural Strategy.

Its long term aspiration is:

***“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.”***

Its work streams and longer term objectives can be stated as

**Quality of Life: “To improve the quality of life for individuals on the Island of Guernsey”**

Although there is an obvious link between healthy living, sport and quality of life, this is only one part of the jigsaw. People are individuals and have their own personalities and associated needs and wants. Therefore activities to improve the quality of life of individuals will be varied, to include activities to stimulate the mind as well as the body. Pastimes such as reading, craftwork, socialising, and music often have just as big an impact on a person as their physical condition. Therefore the Department will concentrate on providing a rounded approach in extending opportunities to help people enjoy and get the best out of their lives.

**Ambassadorship: “To promote Guernsey to the wider world as a unique cultural venue”**

The economic performance of Guernsey as an Island has an effect on all who live and work here. Therefore, the constant positive promotion of Guernsey to external agencies is an important contributor to the future success of the Island, in terms of future investment, tourism, employment opportunities and a general Island pride. Island Culture has a strong part to play in this aim.

**Sustainability: “To increase awareness, protection and continued development of Guernsey’s culture and environment”**

Much of the Island’s culture is based on the past, with strong historical links; together with the growth of cultural activities to meet the needs of the local community. To

ensure the Island has a legacy to leave to future generations, it is key that this part of Guernsey's culture is sustainable and can be carried forward in the years to come, providing a platform for future development.

### **Lifelong Learning: “To facilitate cultural exploration and lifelong learning”**

Humans by their nature are inquisitive, and often need to explore the boundaries of their own learning abilities to stimulate further interests. It is the Department's aim to provide diverse opportunities for this exploration, ensuring that cultural learning opportunities, both informal and formal are available to all.

### **Nurturing Change: “To nurture and encourage change to Guernsey's cultural identity”**

Change is a fact of life, and the cultural identity of Guernsey is ever moving. Remembering, “the past informs the future” will help the Island move forward and embrace change for the benefit of the local community, ensuring the representation of all community groups and providing for all of their needs. Change should be in balance with the presence of cultural identity and environment, and also regarded as an opportunity for expansion and development.

### **Inclusion: “To encourage inclusivity – culture is for all”**

It is the aim of the Department to ensure all cultural activities are as accessible and inclusive as possible for all of the community, irrespective of age, gender, ethnic origin, financial situation or mobility. Although this does cover physical access, more importantly it should concentrate on other barriers such as perceived elitism, a fear of not knowing, cost and media bias.

### **In Conclusion:**

It is apparent that, over time, there will continue to be a process of dynamic change. There will also be a constant absorption of different lifestyles and culture together with the retention of an idealised cultural identity, in effect:

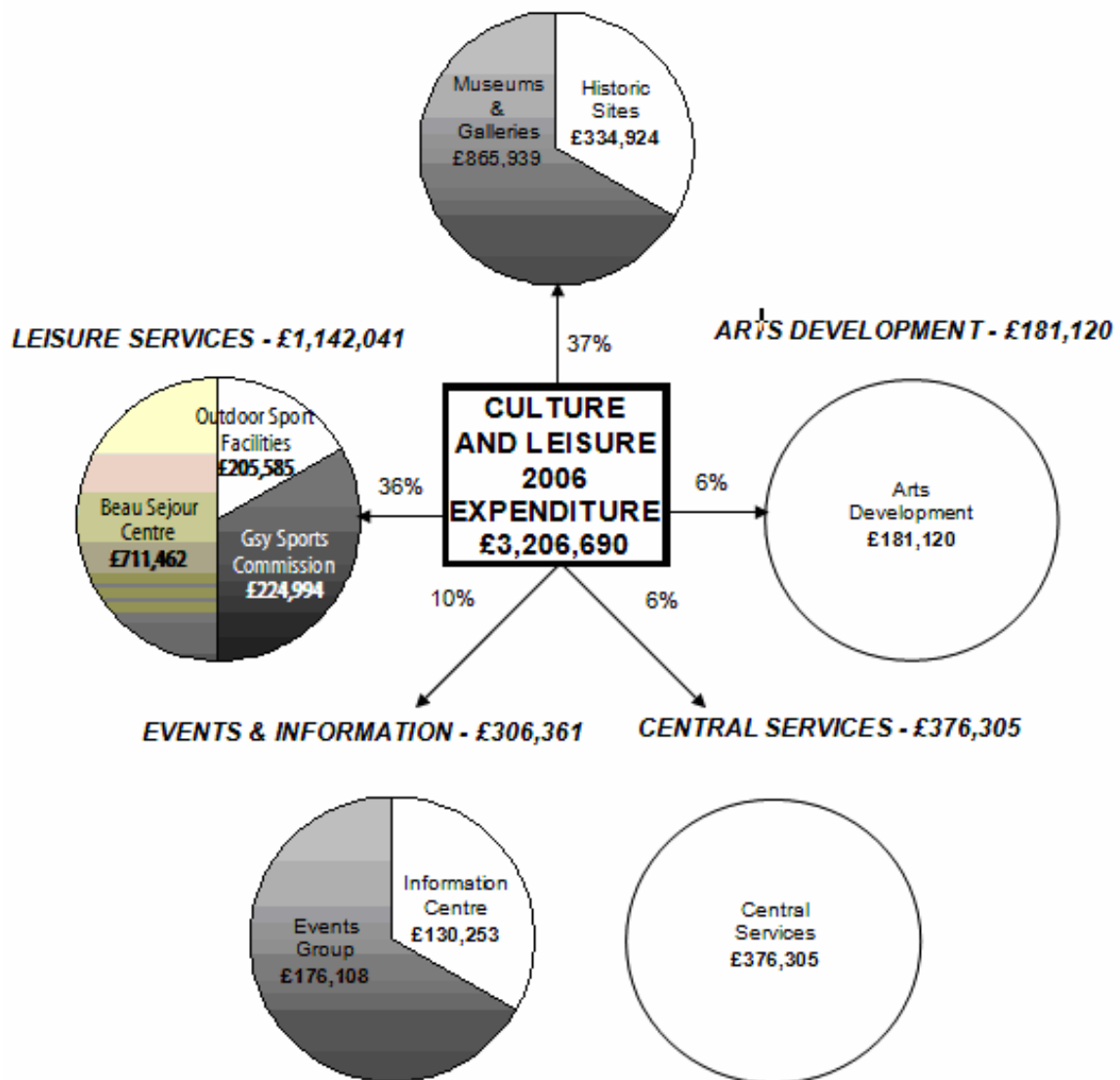
*“Preserving the old whilst absorbing the new”.*

## **6. How We Spend Public Money**

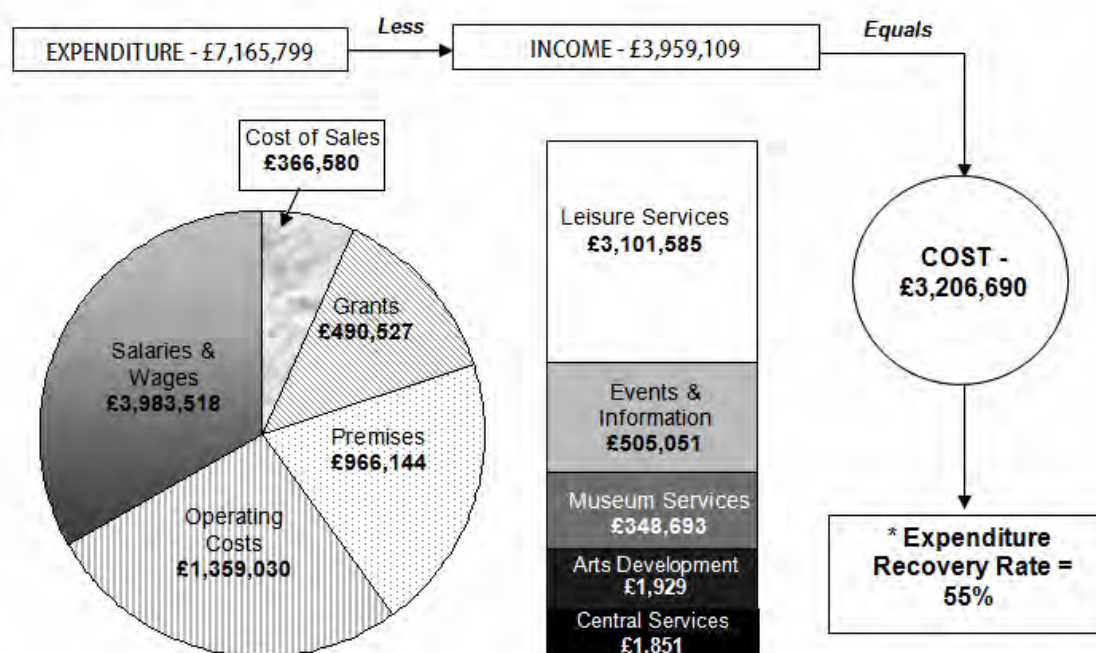
As with all States Departments, Culture and Leisure is allocated an annual budget for the following year and this must be used as effectively as possible in pursuit of its objectives. The Department, as well as generating costs, also generates a substantial income from its activities which offsets the total expenditure on its areas of responsibility.

The diagrams below give breakdowns of the Department's 2006 income and expenditure by service area and category:

**MUSEUMS SERVICE - £1,200,863**



## Expenditure by Category v Income



*\* Recovery Rate is the percentage of total expenditure recovered through income.*

# Education

## Operational Plan Summary

### 1. Introduction

The Education Department recognises that it must operate within realistic and affordable financial limits. In order to maintain the level of education and skills necessary to remain competitive with other developed economies, the Department notes that the demand for increased provision before the age of statutory education provision and for increased participation in Lifelong Learning above the age of statutory education provision will inevitably place further pressure on the already tightly constrained Education budget.

#### **Aim of the Education Department**

The responsibility of the Education Department within the corporate agenda of the States is:

*“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.”*

Implicit in the political context of achieving best value is the Education Department’s aim to help build a **competitive economy** and **inclusive society** by:

- **creating opportunities** for everyone to develop their learning
- **releasing potential** in people to make the most of themselves
- **achieving excellence** in standards of education and skills.

Education has a wide-ranging contribution to make to the well-being of the Island’s community. The Education Department will work with others to support the provision of Lifelong Learning facilities which give people the ongoing opportunity to improve and update their education and skills.

#### **Objectives of the Education Department**

In order to achieve its aim, the Education Department has identified three overarching objectives. They are to:

- give children an excellent start in education so that they have a better foundation for future learning
- enable all pupils to develop and equip themselves with the skills, knowledge and personal qualities needed for life and work
- encourage and enable young people and adults to learn, improve their skills and enrich their lives.

## **Key Drivers for the Education Department**

There are five key drivers that underpin the work of the Education Department:

- Early intervention to support children and families to lay the foundations for later success – not just in education, but also in supporting the welfare and well-being of the whole child, through effective interagency working. The Education Department will work co-operatively with other States Departments and agencies to ensure the following outcomes for children and young people:
  - be healthy
  - stay safe
  - enjoy and achieve
  - make a positive contribution
  - achieve economic well being.
- A continuing drive to ensure that every child leaves primary school with the basics in reading, writing, maths and ICT, and an enjoyment of learning, built through a broad, balanced and relevant curriculum.
- Creating secondary and further education which widens choice, stretches and engages the individual and prepares young people for adulthood.
- A commitment to working towards wider participation in all aspects of learning and training.
- Ensuring that the individual has the opportunity to commit to lifelong learning, which meets both the needs of the individual and the Community.

## **Further Information**

Information about the Education Department, its range of services and links to other agencies can be found on the website [www.education.gg](http://www.education.gg).

### **2. What We Do**

#### **Comparative scoping of the duties and powers of the Education Department with authorities and agencies in England**

The Education Department provides a range of statutory and non-statutory education and training services which broadly encompass the duties and powers of the following UK authorities and agencies:

- **The Department for Education and Skills (DfES)**  
The Department of State responsible for drafting legislation, defining policy, establishing strategies and allocating funding for all matters relating to education and training in England for the purpose of “creating opportunity, releasing potential and achieving excellence for all”.
- **The Learning and Skills Council (LSC)**  
Responsible for funding and training everyone in England in further education and training, including apprenticeships, other than those in universities.

- **Local Education Authorities (LEAs)**  
Responsible for the planning and supply of school places, the distribution of school budgets, ensuring suitable provision is available for every child either in or outside of mainstream education, and for school improvement.
- **Schools and Colleges Governing Bodies**  
Responsible for setting the strategic direction, ensuring accountability and monitoring and evaluating their school/college's performance.
- **The Office for Standards in Education, Children Services and Skills (Ofsted)**  
Responsible for inspecting and regulating care for children and young people and for education and training for learners of all ages.
- **The Student Loan Company (SLC)**  
Responsible for the provision of financial services in terms of loans and grants for students in colleges and universities across the four education systems of England, Northern Ireland, Scotland and Wales and for the administration of the collection of repayments.
- **The Qualifications and Curriculum Agency (QCA)**  
Responsible for regulating, developing and modernising the curriculum, assessments, examinations and qualifications.
- **The Connexions Service**  
Responsible for providing key youth support services for young people from 13-19.
- **The Training and Development Agency for Schools (TDA)**  
Responsible for working with schools to develop the workforce and to recruit good quality, well trained people.
- **Teachernet**  
Responsible for providing IT and televisual support as a resource for the teaching profession.
- **Building Schools for the Future (BSF)**  
Responsible for rebuilding or renewing every secondary school building in England over a 10 to 15 year period.
- **National Employers Organisation for School Teachers (NEOST)**  
Responsible for representing local education authorities on matters related to school teachers' pay and conditions.

## **Mandate**

The mandate of the Education Department is:

- To advise the States on matters relating to:
  - The provision of Education (including vocational and industrial training) in Guernsey, Alderney and Herm
  - Youth Organisations
  - The grant-aided Colleges
  - The Guille-Allès Library and Priaulx Library
 and to be responsible for
  - The provision of statutory education and training in Guernsey, Alderney and Herm
  - Providing assistance for students taking courses of education and training not provided directly by the Department
  - The States Apprenticeship Scheme
  - The Education Development Centre
  - The Schools' Music Service
  - The Youth Service
  - The Schools' Library Service

- Youth employment and careers advice
- The Holiday Play scheme
- Support Services for children with learning and communication difficulties, behavioural difficulties and sensory impairment
- Lifelong Learning
- To develop, present to the States for approval as appropriate, and implement policies on the above matters for the provision of services, introduction of legislation and other measures which contribute to the achievement of strategic and corporate objectives.
- To exercise the powers and duties conferred on it by extant legislation.
- To exercise the powers and duties conferred on it by extant States resolutions, including all those resolutions, or parts of resolutions, which relate to matters for the time being within the mandate of the Education Department and which conferred functions upon the former:
  - Advisory and Finance Committee
  - Education Council
- To be accountable to the States for the management and safeguarding of public funds and other resources entrusted to the Department.

### **Divisional Responsibilities**

The Department is organised in four divisions:

- Schools and Education Services
- Resources
- Staffing Services
- Projects and Planning

The Schools and Education Services Division is headed by the Deputy Director.

The other three divisions are headed by Assistant Directors.

These four Divisional Heads, together with the Director of Education, form the Senior Management team of the Department whose role is to define, coordinate and monitor the work streams identified to achieve the policy objectives of the Department.

### **Division by division description of roles and responsibilities**

Where roles are broadly generic across the Civil Service they are given as bulleted headings. Where they are specific to the Education Department, they are described in more detail.

#### **Schools and Education Services Division**

The Schools and Education Services Division is responsible for:

- supporting and monitoring the educational provision in all of the Education Department's schools, the College of Further Education and Central Support Services
- the development of curriculum policy
- advising the Education Board on all other matters relating to education provision and standards.



## **Schools Section**

- provides advice and support to mainstream schools on all matters relating to school curriculum, assessment, organisation and management
- ensures the implementation of Education Department policy and to monitor the quality of service provided in schools.
- Complementary Health Service: provides advice and support for schools, colleges, professionals and parents, on matters relating to sex and relationship education.

## **Post 16 and Lifelong Learning Section**

- develops and implements the Education Board's Lifelong Learning Strategy, which seeks to:
  - encourage young people to stay on in learning
  - encourage adults to engage in lifelong learning
  - maximise the contribution of education and training to the Island's economic performance
  - ensure high quality educational and training provision.
- Careers Service: provides career guidance, advice and information to young people up to the age of 21 or still in full time education to support their entry into appropriate education, training and employment.
- Youth Service: works with young people (12 -19 years) to assist in their development of life skills, particularly targeting those who are identified as most in need, and to support the work of other agencies and voluntary groups working with young people aged 7 to 25 years.

## **SEN and Children's Services Section**

- provides advice and support to schools and the College of Further Education on all matters relating to special education curriculum, assessment, organisation and management
- ensures the implementation of Education Department policy and to monitor the quality of service provided in special schools and services.
- Education Welfare Service: carries out the Education Department's statutory obligations in relation to school attendance, welfare and the employment of children to ensure young people of school age are able to take full advantage of the education opportunities available to them
- works closely with children, families, education staff and other health care agencies to provide support to pupils who are excluded from school, are victims of bullying or who have entered the youth justice system.
- Social, Emotional and Behavioural Difficulties (SEBD) Service: provides advice, support and intervention to mainstream schools and advice and support to staff in special schools for pupils with SEBD
- makes provision for pupils with persistent or long term social, emotional, behavioural difficulties when these difficulties cannot be met within the resources of a mainstream school.

- Literacy Support Service: provides specialist support and provision for pupils in primary schools with literacy difficulties.
- Sensory and Physical Impairment Service: provides specialist support and provision for pupils with visual and hearing impairment.
- Communication and Autistic Spectrum Service: provides specialist support and provision for pupils with language and communication difficulties.
- Dyslexia Day Centre: an outsourced Service that provides specialist support and teaching for primary pupils with dyslexia.
- Educational Psychology Service: promotes child development and learning by providing advice, assessment and support to parents, schools, services and other agencies in relation to pupils with special educational needs.
- Professional Development Centre: coordinates the identification, development and management of the Education Department's Professional Development Plan with regard to teachers, lecturers and teaching assistants.
- Schools' Music Service: provides a range of music making opportunities for pupils through individual pupil music tuition and the Guernsey Music Centre.
- Schools' Library Service: an outsourced Service provided through the Guille-Allès Library which provides a wide range of advisory services and resources to support the use of learning resource centres in schools and public libraries.

## **Resources Division**

The Resources Division has responsibility for legal, finance and administration matters. It comprises the Estates Section, Finance Section, Higher Education Awards and General Administration Sections.

### **Estates Section**

- ensures education buildings are properly maintained and provides technical advice on building related matters. The team appoints contractors to maintain, service and replace building elements and ensures that an annual condition survey/maintenance plan is produced and agreed with schools.

### **Grants/Awards/Legal Section**

- provides grants for students attending school or college, who are above the school leaving age, including courses at the College of Further Education, Open University courses and courses of further and higher education outside the Bailiwick. The section coordinates fieldtrip grants and provides advice to other members of staff at the Department on grants for music centre pupils, clothing grants and grants for Alderney students at school in Guernsey. Responsible for matters of higher education policy, amendments to the Education Laws, and liaison between the Department and the Priaulx Library.

### **Finance Section**

- ensures appropriate controls are applied to all areas of financial processing, including accounts payable, accounts receivable, and payroll. Prepares budgets, oversees the Department's procurement procedures and deals with internal and

external audit liaison. Maintains financial systems, including SAP support. Assists in the preparation and closure of the Annual Accounts.

### **Administration Section**

- provides advice and support on matters relating to insurance, data protection, school lets, risk management and business continuity. Ensures allocation of school places and Eleven Plus procedures. Provides secretarial and general administrative support for the main education office.

### **Staffing Services Division**

The Staffing Services Division provides a comprehensive Human Resource service for the Education Department, including the research, development, implementation and review of appropriate HR policies and guidelines.

It is responsible for all matters appertaining to HR including:

- recruitment, retention and motivation of staff
- workforce deployment
- management of disciplinary and grievance procedures
- maternity leave regulations
- ill-health procedures
- pensions procedures
- Health, Safety and Welfare at Work procedures.

### **Projects and Planning Division**

The Projects and Planning Division is responsible for:

- the delivery of Education Department development projects, including Education Development Plan Programme 1 approved by the States in April 2002
- provision of ICT services and developing the use of ICT to improve learning.

### **Projects and Planning Section**

- produces and maintains a detailed plan for the overall coordination of the projects within EDP1 and other projects as defined by Board policy
- develops and oversees the personnel strategy required to relocate staff from existing schools and services into the new facilities planned within EDP1
- reviews catchment areas, admission procedures and transport arrangements for the reorganisation of secondary and special needs education
- appoints, manages, develops and monitors staff and consultant work and appointments for each of the EDP1 projects
- provides regular progress reports on EDP1.

### **ICT Services Section**

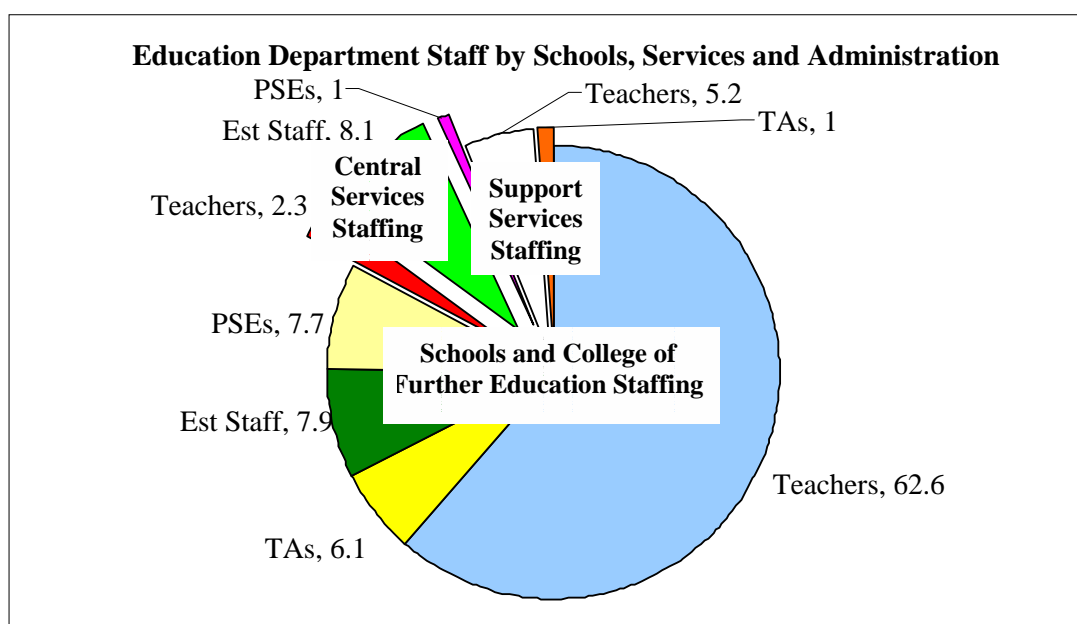
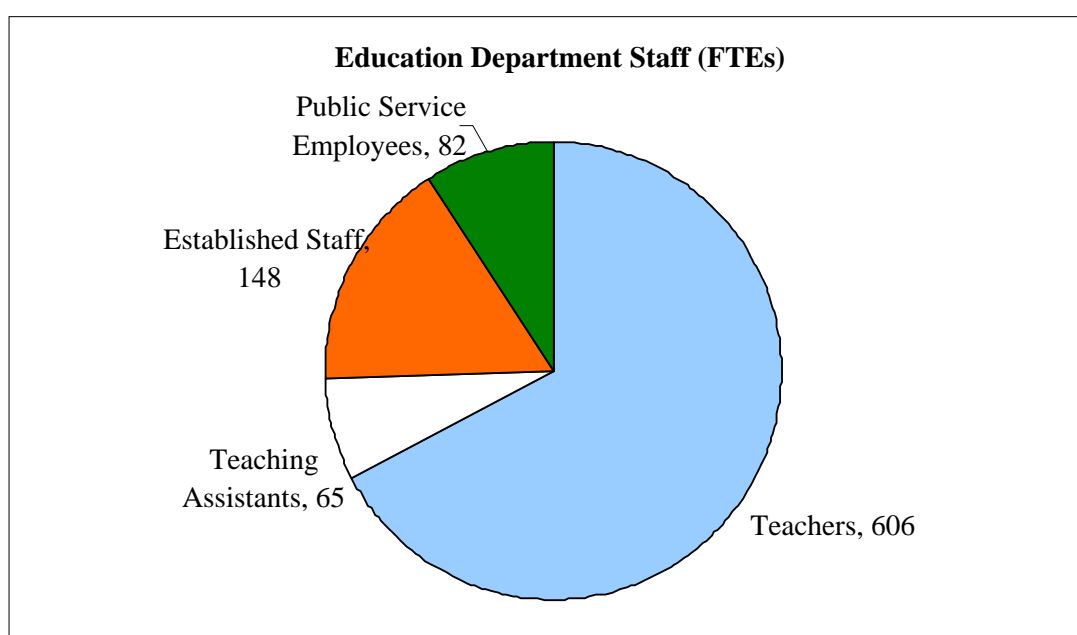
- develops ICT strategy for the Education Department
- supports schools in planning for, and optimising the use of, ICT for learning and administration

- provides professional development services to enable ICT to be fully exploited throughout the service
- provides ICT infrastructure and services for learning, and for the administration of the Department and schools.

### 3. Who We Are

The following charts are included:

- full chart
- Schools and Education Services Division
- Resources Division
- Staffing Services Division
- Projects and Planning Division.



## Education Department staff by staff group and location (full time equivalent)

		Teachers	Teaching Assistants	Established Staff	Public Service Employees	Total
SCHOOLS	SCHOOLS	487.66	51.347	40.619	61.9	641.526
	CFE	75.500	2.145	31.805	8.200	117.650
	ST ANNES	18.000	1.842	2.197	2.940	24.979
CENTRAL SERVICES	ADMINISTRATION	2.000		41.443	2.260	45.703
	EDUCATION DEVELOPMENT PLAN (EDP)			6.000		6.000
	EDUCATION TECHNOLOGY			1.000		1.000
	ICT SERVICES	2.000		6.447		8.447
	TRANSPORT				6.760	6.760
	TRAINING SERVICES	1.000		1.375		2.375
SCHOOLS SUPPORT SERVICES	CAREERS	1.000		5.112		6.112
	HEALTH	2.620				2.620
	MUSIC	10.550		0.983		11.533
	YOUTH SERVICE			7.881	1.000	8.881
	EDUCATION WELFARE SERVICE			4.000		4.000
	EDUCATIONAL PSYCHOLOGY SERVICE	3.000	1.228	1.335		5.563
SUPPORT SERVICES	COMMUNICATION & AUTISTIC SPECTRUM SERVICE	3.000	0.885			3.885
	LITERACY SUPPORT TEAM	6.000	0.290			6.290
	GRANVILLE HOUSE				0.380	0.380
	SOCIAL, EMOTIONAL BEHAVIOURAL DIFFICULTIES SERVICE (SEBD)	8.000	2.456	0.832		11.288
	OUTREACH SERVICE	4.500				4.500
	SENSORY SERVICES	2.600	4.220			6.820
<b>TOTALS</b>		<b>627.430</b>	<b>64.413</b>	<b>151.029</b>	<b>83.440</b>	<b>926.312</b>

### 4. Our Current Priorities for Change

The current priorities for change are shown in tabular form arranged by the level 2 priorities expressed in the Department's Business Plan.

Against each workstream and associated tasks is shown:

- the start date for each level 4 task
- the division of the Department taking the lead responsibility
- any estimated cost not yet allocated to the Department which is needed to achieve the objective
- the expected year of completion for each task.

## EDUCATION DEPARTMENT

### GOVERNMENT BUSINESS PLAN CURRENT PRIORITIES

Comm = Commenced

Existing -= Within existing resources

Level 1	Level 2	Level 3	Level 4	Start date	Lead Division	Resources	Compl. Date
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.	<p><b>EQUALITY OF OPPORTUNITY</b></p> <p>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.</p>	<ul style="list-style-type: none"> <li>Progress the remaining construction projects within the EDP1 site development plan.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the construction of St. Sampson's High and Le Murier Special School</li> <li>Progress the design development of Les Beaucamps High School</li> <li>Progress the design development of La Mare de Carteret Schools</li> <li>Progress the master planning of the College of Further Education (CFE) campus at the St. Peter Port Secondary site</li> <li>Progress the redesign and development of Oakvale as a Centre for pupils with social, emotional and behavioural difficulties (SEBD)</li> <li>Progress the relocation of CFE departments to the St. Peter Port Secondary site</li> <li>Progress the relocation of the Youth Theatre, Careers Service and Music Service to the St. Peter Port Secondary site</li> </ul>	Comm	PP	Existing	2008
				Comm	PP	Existing	2008
				1/08	PP	Existing	2009
				9/07	PP	Existing	2008
				6/07	PP	Existing	2009
				Comm	PP	Unknown	2017
				Comm	PP	Unknown	2017

<p>The statutory system of education in Guernsey is organised in “three progressive stages to be known as primary education, secondary education and further education.” It is the duty of the Board “as far as its powers extend, to contribute towards the spiritual, moral, mental and physical development of the community by securing efficient education shall be available to meet the needs of the population.” (The Education (Guernsey) Law 1970 part III)</p>		<ul style="list-style-type: none"> <li>Complete the reorganisation of Special Education services institutions.</li> </ul>	<p>Progress the development of the Youth Service and its relocation to the St. Peter Port Secondary site.</p> <ul style="list-style-type: none"> <li>Relocate the SEBD Service from Granville House to the Oakvale school site</li> <li>Develop arrangements for community use and lettings</li> <li>Develop the SEN transport policy</li> <li>Progress the reorganisation and relocation of the Communication and Autistic Disorders Service</li> <li>Develop further the incorporation of ICT in the learning, assessment and administration processes of the Special Schools and Services</li> <li>Develop the Le Murier and Le Rondin inclusion and liaison curriculum</li> <li>Reorganise the SEBD Centre curriculum and transitions in preparation for the move to Oakvale</li> <li>Develop the role of BECOs, SEBD Outreach Service and Education Welfare Service</li> <li>Progress partnership working with parents and Health and Social Services Department</li> </ul>	Comm	SES/PP	Unknown	2017
				4/07	PP	Existing	2009
				Comm	PP	Existing	2007
				4/07	PP	Existing	2007
				Comm	PP	Existing	2009
				Comm	PP	Existing	2009
				Comm	SES	Existing	2008
				Comm	SES	Existing	2008
				Comm	SES	Existing	2007
				Comm	SES	Unknown	2008

<div></div>	<div></div>	<ul style="list-style-type: none"> <li>Complete the reorganisation of secondary education.</li> </ul>	<ul style="list-style-type: none"> <li>Review the procedures for looked-after children.</li> </ul>	9/08	SES	Unknown	2009
			<ul style="list-style-type: none"> <li>Finalise the allocation of catchment areas to the new schools</li> </ul>	Comm	PP	Existing	2007
			<ul style="list-style-type: none"> <li>Complete the relocation arrangements for staff and pupils of St. Peter Port Secondary School</li> </ul>	Comm	PP	Existing	2009
			<ul style="list-style-type: none"> <li>Finalise the transport arrangements for the new schools</li> </ul>	Comm	PP	Unknown	2009
			<ul style="list-style-type: none"> <li>Complete the organisational structures and staffing allocations for the new schools</li> </ul>	Comm	SES	Existing	2009
			<ul style="list-style-type: none"> <li>Develop further the incorporation of ICT in the learning, assessment and administration processes of the schools.</li> </ul>	Comm	PP	Existing	2009



Level 1	Level 2	Level 3	Level 4	Start date	Lead Division	Resources	Compl. Date
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.	<u>EQUALITY OF OPPORTUNITY</u>  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. (continued)	• Complete the rationalisation and reorganisation of primary sector Education (including EDP2).	○ Progress the review of pupil place requirements in the primary sector  ○ Reorganise primary catchment areas to accommodate the new secondary school structure  ○ Arrange the staff redeployment processes arising from the review of pupil place requirements  ○ Develop further the incorporation of ICT in the learning, assessment and administration processes of the schools.	Comm	PP	Existing	2007
				Comm	PP	Unknown	2008
				Comm	SS	Existing	2008
				Comm	PP	Existing	2009
		• Finish the Curriculum Review and produce a revised Guernsey Curriculum including a new 14-19 curriculum.	○ Revise the curriculum to address the raised leaving age	Comm	SES	£25,000	2008
			○ Develop inter school and college curriculum arrangements	Comm	SES	£25,000	2008
			○ Progress staffing and accommodation requirements to meet the increased pupil numbers	Comm	SES	Existing	2008
			○ Finalise consultation on the Guernsey Curriculum Statement	Comm	SES	Existing	2007
			○ Progress the development of the Assessment for Learning Programme	Comm	SES	Existing	2009
			○ Progress the development of personalised learning with the aid of ICT.	Comm	SES	Existing	2008

<p><b><u>REGULATORY FRAMEWORK</u></b></p> <p><b>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.</b></p>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Recruit professional support to work in consultation with the Law Officers to develop a new principal Education Law</li> <li>Consult with school committees on revision to their duties and powers</li> <li>Introduce more delegated powers to school committees</li> <li>Introduce more delegated powers to the College Development Committee of the College of Further Education.</li> </ul>	1/08	R	£100,000	2009
			9/08	R	Existing	2009
			9/08	R	£10,000	2009
			1/08	R	Existing	2009
	<ul style="list-style-type: none"> <li>Implement legislation to raise the school leaving age with effect from the school year 2008-2009.</li> </ul>	<ul style="list-style-type: none"> <li>With professional advice, draft the ordinance to raise the leaving age to 16</li> <li>Consult with other relevant Departments on implications for pupils and their families.</li> </ul>	Comm	R	Existing	2008
			Comm	PP	£5,000	2008
	<ul style="list-style-type: none"> <li>Progress the development of the Schools and Services Inspection process.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a revised system of school inspection incorporating more fully School Improvement Plans and the quality of e-learning</li> <li>Progress the review and implementation of inspection procedures for Central, SEN Education Services and the College of Further Education.</li> </ul>	Comm	SES	Existing	2008
	<ul style="list-style-type: none"> <li>Progress implementation</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the revision and development of the Child Protection</li> </ul>	Comm	SES	Existing	2007

		of the strategies for inter-agency working, human rights, data protection and health safety.	<ul style="list-style-type: none"> <li>procedures</li> <li>Contribute to the implementation of the Children's Services Plan</li> <li>Revise and develop Health and Safety procedures</li> <li>Progress the awareness of data protection and human rights legislation for all staff.</li> </ul>	Comm	SES	Existing	2007
				Comm	SS	Existing	2008
				Comm	R	£40,000	2008
		<ul style="list-style-type: none"> <li>Develop pre-compulsory education options in consultation with private sector providers.</li> </ul>	<ul style="list-style-type: none"> <li>Analyse local need and consult with existing nursery and playgroup providers</li> <li>Evaluate cost options and prepare a strategy for submission to the States.</li> </ul>	9/08	SES	Existing	2009
				9/08	SES	Existing	2009

Level 1	Level 2	Level 3	Level 4	Start date	Lead Division	Resources	Compl. Date
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.	<b><u>PARTNERSHIPS</u></b> 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.	<ul style="list-style-type: none"> <li>Produce a revised strategy for Higher Education funding both on and off Island.</li> </ul>	<ul style="list-style-type: none"> <li>Conclude an Island-wide consultation process</li> <li>Conduct meetings with key parties</li> <li>Produce a States report</li> <li>Implement the outcomes from the States debate.</li> </ul>	Comm	R	Existing	2007
				Comm	R	Existing	2007
				Comm	R	Existing	2007
				Comm	R	Unknown	2009
		<ul style="list-style-type: none"> <li>Respond to Workforce Development Plan delivery and recommendations and investigate work related learning for 14-19 year olds in partnership with employers.</li> </ul>	<ul style="list-style-type: none"> <li>Establish consultation meetings with employers and other States departments and agencies through schemes such as the Bridging the Gap initiative</li> </ul>	Comm	SES	Existing	2008
			<ul style="list-style-type: none"> <li>Research other jurisdictions' schemes</li> </ul>	Comm	SES	Existing	2008
			<ul style="list-style-type: none"> <li>Review the apprenticeship process with regard to expansion and equality of opportunity</li> </ul>	Comm	SES	Existing	2008
			<ul style="list-style-type: none"> <li>Through the Guernsey Careers Service and the Adult Guidance Coordinator maximise career and training opportunities (CAPP Priority 4).</li> </ul>	Comm	SES	Existing	2009
		<ul style="list-style-type: none"> <li>Develop a community use policy for the Education institutions in partnership with other States Departments and charity and commercial users.</li> </ul>	<ul style="list-style-type: none"> <li>Consult with key parties</li> <li>Establish service level agreements</li> <li>Review resource requirements: staff, accommodation and funding</li> </ul>	Comm	PP	Existing	2008
				Comm	PP	Existing	2008
				Comm	PP	Existing	2008



Level 1	Level 2	Level 3	Level 4	Start date	Lead Division	Resources	Compl. Date
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 obtained for the individual and for the community as a whole.	COST BASE Review those elements that contribute towards the cost base of providing efficient and effective education and lifelong learning on the island.	<ul style="list-style-type: none"> <li>Introduce a planned, preventative maintenance regime for the Education estate</li> </ul>	<ul style="list-style-type: none"> <li>Revise the Condition Surveys conducted in association with States Property Services to produce a five year maintenance schedule</li> </ul>	Comm	R	Existing	2008
			<ul style="list-style-type: none"> <li>Finalise the building replacement schedule to ensure life cycle budget allocations are justified</li> </ul>	Comm	R	Existing	2008
			<ul style="list-style-type: none"> <li>Establish a five year schedule of planned elemental replacement</li> </ul>	Comm	R	Existing	2008
			<ul style="list-style-type: none"> <li>Implement outcomes.</li> </ul>	Comm	R	Unknown	2008
		<ul style="list-style-type: none"> <li>Renew ICT systems and design infrastructure, including renewal of schools local area networks</li> </ul>	<ul style="list-style-type: none"> <li>Replacement of laptops and PC's</li> </ul>	Comm	PP	Unknown	2009
			<ul style="list-style-type: none"> <li>Replacement of school systems hardware and software</li> </ul>	Comm	PP	Unknown	2009
			<ul style="list-style-type: none"> <li>SIMS amalgamation for schools reorganisation.</li> </ul>	Comm	PP	Unknown	2008
		<ul style="list-style-type: none"> <li>Progress options for workforce remodelling</li> </ul>	<ul style="list-style-type: none"> <li>Review options for Education staffing in the event of the removal of SNLP</li> </ul>	Comm	SS	Existing	2007
			<ul style="list-style-type: none"> <li>Achieve the agreed Planning, Preparation and Assessment allowances for teachers</li> </ul>	Comm	SS	Existing	2007
			<ul style="list-style-type: none"> <li>Review the arrangements for supply cover and lunchtime supervision</li> </ul>	Comm	SS	Existing	2007



		<ul style="list-style-type: none"> <li>Review alternative providers for services</li> </ul>	<ul style="list-style-type: none"> <li>In addition to existing external service providers such as the Dyslexia Day Centre, the Schools' Library Service, ICT support staff and school lunchtime meals, to evaluate other services which could be cost effectively outsourced.</li> </ul>	Comm	R	Existing	2008
		<ul style="list-style-type: none"> <li>Review fees and hiring charges</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	Comm	R	Existing	2008
		<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the extra-over costs of responding to externally imposed requirements and constraints.</li> </ul>	Comm	R	Unknown	2008
		<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	Comm	R	Unknown	2008



## **5. How We Monitor, or Would Like to Monitor, and Review Our Performance**

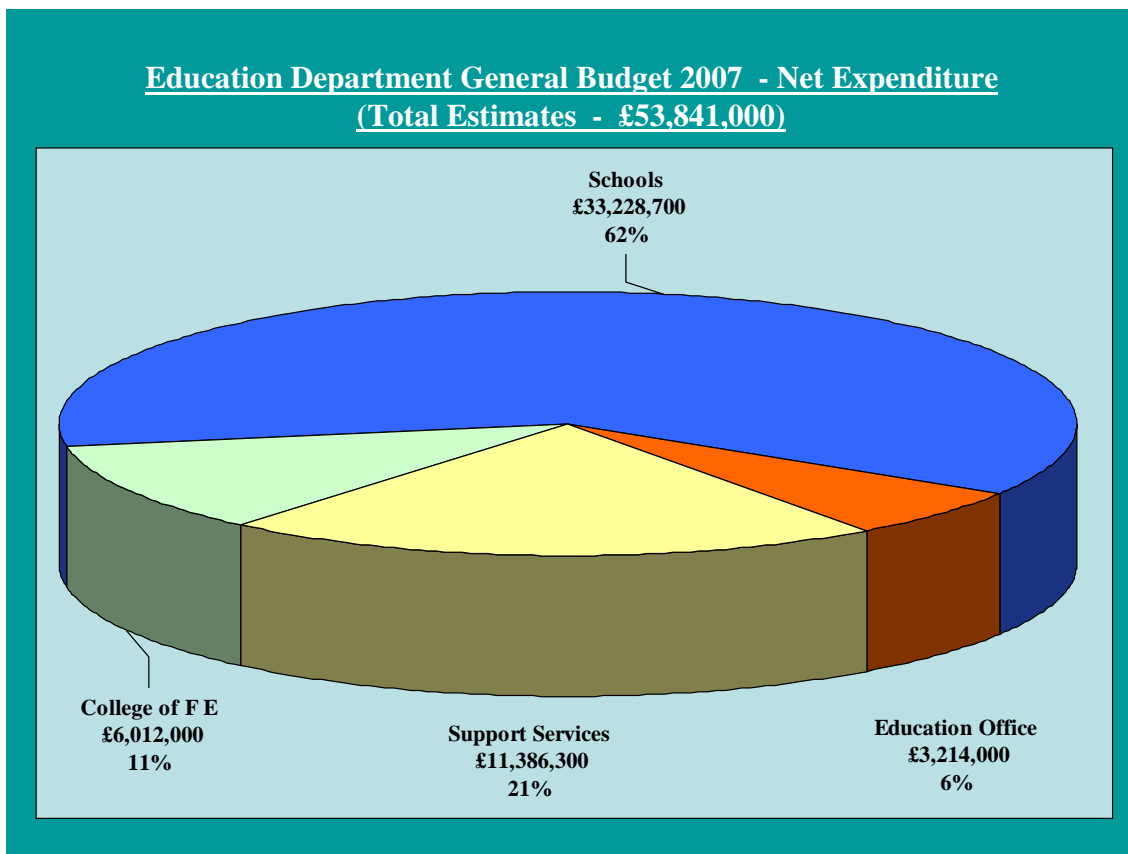
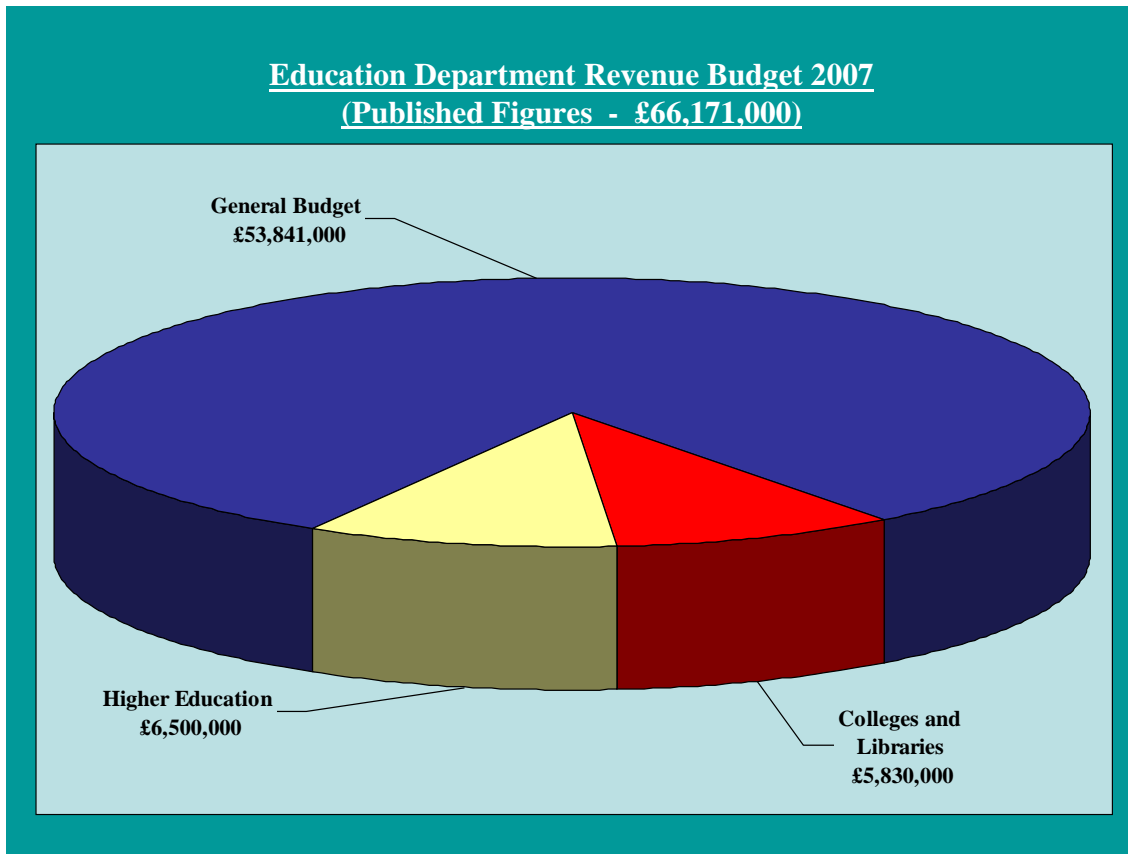
The Department monitors its performance in the following ways:

- Bench marking against national examination statistics
- Schools and Services Validated Self Evaluation (VSSE) processes
- Benchmarking against national Ofsted data
- Student tracking against national standards: Alis, Yellis and MidYis data
- Student destinations
- Labour market information
- Parental satisfaction surveys (part of VSSE process)
- Audit reports
- Post Implementation Reviews
- School Improvement Plans
- Complaints log
- Performance Management Reviews
- Scrutiny Committee reports
- Public Accounts Committee reports (National Audit Office)
- Recruitment and Retention data analysis
- Employee Surveys on staff satisfaction
- Human Capital Audit data
- Staff sickness absence analysis
- Staff training and qualification analysis
- SAP analysis
- Financial trend data analysis
- Exclusions trend analysis
- Pupil attendance analysis
- Monthly financial reports
- Project Board meetings for ICT and Construction projects
- Bench marking against the national ICT mark
- Pupil Teacher ratios trend analysis.

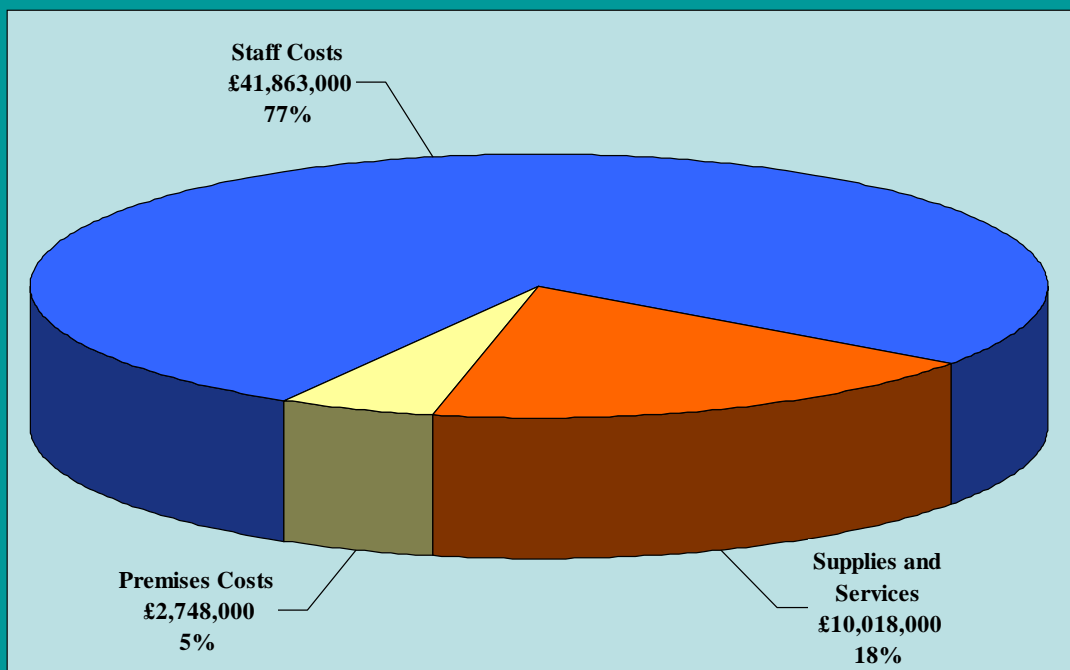
## **6. Longer Term Objectives**

- To produce a revised Education (Guernsey) Law
- to continue to complete the EDP1, EDP2 and EDP3 objectives
- to continue with the use of ICT to extend and improve learning and to consolidate its funding
- to finalise workforce reform
- to stabilise an affordable Higher Education funding model
- to achieve pre-school provision in partnership.

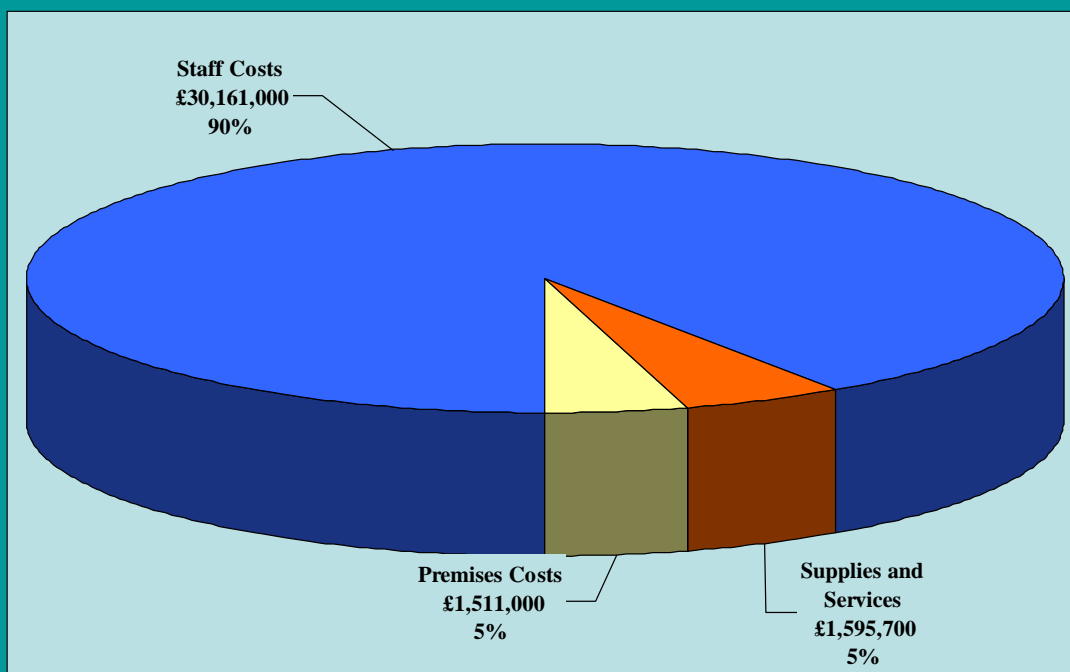
## 7. How We Spend Public Money



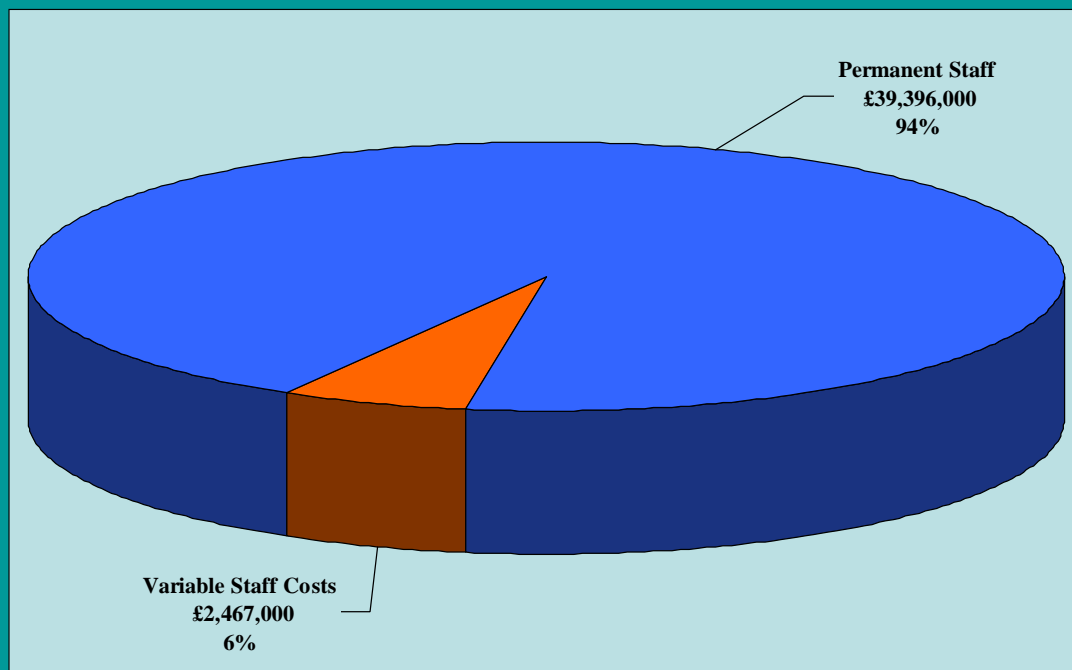
**Education Department General Budget 2007 - Expenditure**  
**(Total Estimates - £54,629,000)**



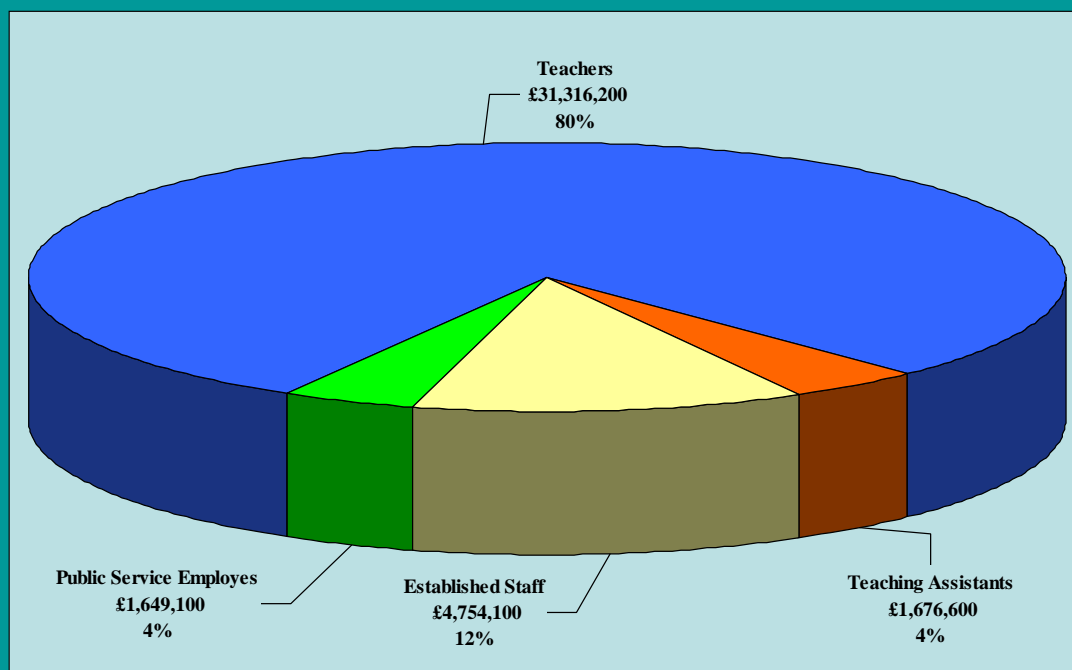
**Schools Budget 2007 - Expenditure**  
**(Total Estimates - £33,267,700)**



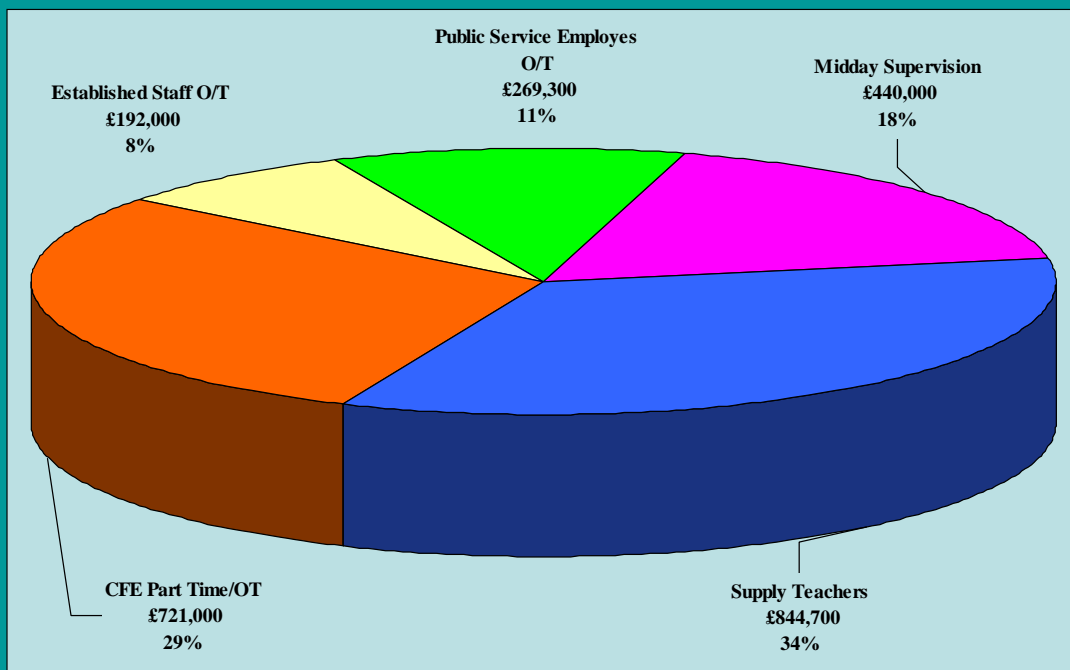
**Staff Costs Budget 2007**  
**(Projected Estimates - £41,863,000)**



**Permanent Staff Costs Budget 2007**  
**(Total Estimates - £39,396,000)**



**Variable Staff Costs Budget 2007**  
**(Total Estimates - £2,467,000)**



# **Environment**

## **Operational Plan Summary**

### **1. What We Do**

#### **Mission Statement**

The Environment Department is mandated to conserve and enhance the natural and built environment of the Island and to advise the states in respect of Environmental Policy. Within the authority conferred by its mandate the Department's aims are:

- To facilitate sustainable solutions to the islands environmental, social and economic needs by balancing competing demands and managing resulting impacts;
- To have regard to global environmental issues, developments and policy and make recommendations to the States on local application and action;
- Conserve, enhance and promote excellence in the natural and built environment and the heritage of the Island, promoting civic pride and corporate & social responsibility, in order to maintain and improve the islands unique identity and the quality of life of its residents.
- Deliver the three points above having due regard to the corporate agenda of the States and best practice in corporate governance.

#### **Departmental Objectives**

##### **Action area 1 Environmental Protection**

*To guide the development of environmental strategy, in particular in the areas of Climate Change Mitigation and Adaptation, Energy, Waste and Environmental Pollution including monitoring and reviewing global and local development and initiating, facilitating and promoting resulting policies and initiatives in accordance with the principles of sustainability and Best Practical Environmental Option.*

##### **Action Area 2 Traffic.**

To develop and implement sustainable traffic strategies and in particular to reduce the adverse environmental, economic and social impacts of vehicle use in the Island, in particular, by:

- encouraging the use of alternative forms of transport;
- discouraging unnecessary motor vehicle usage;
- promoting more responsible use of vehicles; and,
- promoting more efficient use of the Island's transport infrastructure

##### **Action Area 3 Planning**

To protect and enhance, and to facilitate the sustainable development of, the physical environment of Guernsey by:

- protecting and enhancing the natural beauty and amenity of Guernsey's coasts, cliffs, countryside and other open spaces;
- protecting and enhancing Guernsey's heritage of buildings, monuments and sites of historic, architectural or archaeological importance;
- preserving and promoting biodiversity;
- achieving quality in design and implementation of development so as to respect Guernsey's historic, architectural and archaeological heritage and to make positive contribution to the built environment;
- maintaining a balance between competing demands for economic growth and social development with consideration for environmental integrity;
- ensuring that development is carried out in a sustainable manner and in such a way as to achieve a safe and healthy living and working environment.

#### Action Area 4 Environmental services

*To effectively manage the natural assets under the Department's administration in accordance with recognised best practice, adopting the wise use principle and promoting the sustainable enjoyment of those assets by the people of and visitors to Guernsey. To promote and manage initiatives to deliver environmental policies adopted by the Board.*

#### Action Area 5 Client Services

*To provide a customer focused service that is: easily accessible, fair and consistent, effective, transparent, inclusive and consultative by prioritising resources, managing risk and acting with probity.*

### **Section Work Streams**

#### **Environmental Protection**

*Primary Function: To develop environmental policy, actions and initiatives for adoption by the Department and States and to co-ordinate the practical implementation of those policies, actions and initiatives.*

#### Specific Tasks

- To develop an environmental strategy
- To develop and review waste policy
- To develop Climate Change adaptation and mitigation strategies
- To develop Environmental Quality Standards in support of the Control of Environmental Pollution Law
- To develop sustainability and green procurement strategies
- To develop train and implement environmental incident response and recovery plans.

#### **Traffic and Transport Services**

#### **DVL**

*Primary Function: To maintain the vehicle and driver registration databases in accordance with existing States Legislation and Departmental policies and to review*

*such legislation and policies in accordance with advancements in vehicle and driving licence standards.*

#### Specific Tasks

- Issuing of approximately 16,000 driving licences per annum for new, renewal and exchange licence purposes
- Processing of approximately 70,000 car tax renewals per annum
- Consideration of all matters relating to medical aspects and age restrictions on driving licences
- Inputting of name and address changes, exchange of ownership, exportation and scrapping of vehicles
- Inputting of driving licence endorsements
- Issuing and exchange of registration marks and sale of special registration numbers
- Maintaining a register of trade licences
- Provision of vehicle and driver registration details in accordance with data protection requirements
- Provision of vehicle and driving licence statistics

#### **Traffic Services**

*Primary Function: Development and implementation of traffic policy to ensure the safe and efficient movement of people and goods around the Island, including driving test standards, traffic management and road safety.*

#### Specific Tasks

- Co-ordination of approximately 2,000 road works, obstructions and suspended parking applications per annum and consideration and planning of associated diversion routes
- Provision of a Driving Test Service including the conducting of approximately 1,800 practical and 1,800 theory tests per annum
- Provision of advice on road safety aspects associated with planning applications and implementation of general road safety initiatives
- Management of disc and approved parking areas
- Responsibility for the maintenance of traffic signals, traffic signs and road markings
- Issuing of residents parking, disabled parking, prohibited street, oversized vehicle, amber flashing light and scaffolding permits
- Management of the road network including road pavement and junction design to ensure the safe movement of vehicles and pedestrians.

#### **Public Transport**

*Primary Function: Regulation and Licensing of public transport services.*

#### Specific Tasks

- Licensing of approximately 500 public service vehicle driver licences per annum
- Licensing of taxi, private hire and bus services



- Licensing of public service vehicles, including arranging of Police examinations
- Administration of Scheduled Bus Services
- Provision of School Bus Services
- Provision and maintenance of bus stops and bus shelters
- Annual review of Taxi and Private Hire Policy

## **Planning**

### **Development Control**

*Primary Function: Determination of planning applications in accordance with the provisions of the Island Development Laws and the aims and policies of the statutory Plans (Strategic and Corporate Plan, Urban Area Plan and Rural Area Plan).*

#### **Specific Tasks**

- Administration, processing and determination of planning applications (some 4,500 annually), including applications related to Protected Buildings, and dealing with related matters such as appeals.
- Provision of advice and information to the public and others regarding development control matters, including pre-application advice, information regarding Use Classes and Exemptions from planning control and file searches related to the conveyance of property.
- Investigation and enforcement action in relation to contraventions of the planning laws.

### **Building Control**

*Primary Function: Administration, processing and determination of applications (some 3,500 annually) in accordance with requirements of the current Guernsey Building Law and Regulations.*

#### **Specific Tasks**

- Processing of Building Regulation applications, including the carrying out of site inspections in accordance with the Guernsey Building Regulations.
- Provision of advice to applicants and the general public.
- Investigation and enforcement action in relation to contraventions of the Guernsey Building Law and Regulations.
- Reports to the Royal Court on the adequacy and operation of premises licensed as Salle Publiques (public buildings)
- Provision of advice to Constables on dangerous structures, and regarding installation of steam boilers/bread ovens.

### **Forward Planning**

*Primary Function: To prepare statutory Development Plans and Briefs for adoption by the States and to develop other relevant policies to achieve the planning objectives of the States and of the Department.*

### Specific Tasks

- Assistance in strategic land planning issues through the Strategic Land Planning Group
- Regular monitoring and review of statutory Development Plans and Briefs
- Plan amendments as directed by the Strategic Land Use Plan or the States of Deliberation
- Assistance to corporate programmes (e.g. Corporate Housing Programme)
- Preparation of informal policy and guidance.

### **Conservation and Design**

*Primary Function: To provide advice on matters relating to the conservation and enhancement of the natural and man made environment/ heritage including architectural design, urban design, landscape protection and design, protected monuments and buildings and trees.*

### Specific Tasks

- Provision of advice and information in relation to the above to colleagues, other departments, the public and their professional agents.
- Assessment of applications under the Ancient Monuments and Protected Buildings (Guernsey) Law, 1967
- Maintenance and review of the statutory register of ancient monuments and protected buildings.
- Provision of advice on the identification of, and creation of policy in relation to special areas of control e.g. trees, conservation areas and sites of special significance
- Promotion and facilitation of urban design schemes and environmental enhancements schemes.
- Preparation of informal policy and advice

### **Environmental Services**

*Primary Function: To manage, conserve and enhance the land under the Department's administration, to provide Arboricultural advice, to provide environmental monitoring services, to initiate and deliver schemes engaging the public in environmental initiatives including the provision of information and advice.*

### Specific Tasks

- Inspection supervision and maintenance of the coastal area including cliff paths, headlands and beaches and the associated infrastructure.
- Inspection supervision and maintenance of Parks and Gardens including licensing public events on land administered by the Department.
- Coordination of Radiological and Environmental monitoring programmes
- Provision of community meteorology services
- Promotion and advice to the general public, businesses and others regarding Energy Efficiency
- Management and planting of trees on land administered by the Department

- Provision of advice to the general public, businesses and others on matters relating to trees
- Coordination of the Tree Warden Scheme
- Development of a long-term coastal defence strategy
- Promotion and facilitation of the Keep Guernsey Green Award
- Provision of biological records and monitoring of biodiversity
- Regular monitoring and review of legislation

### **Client Services**

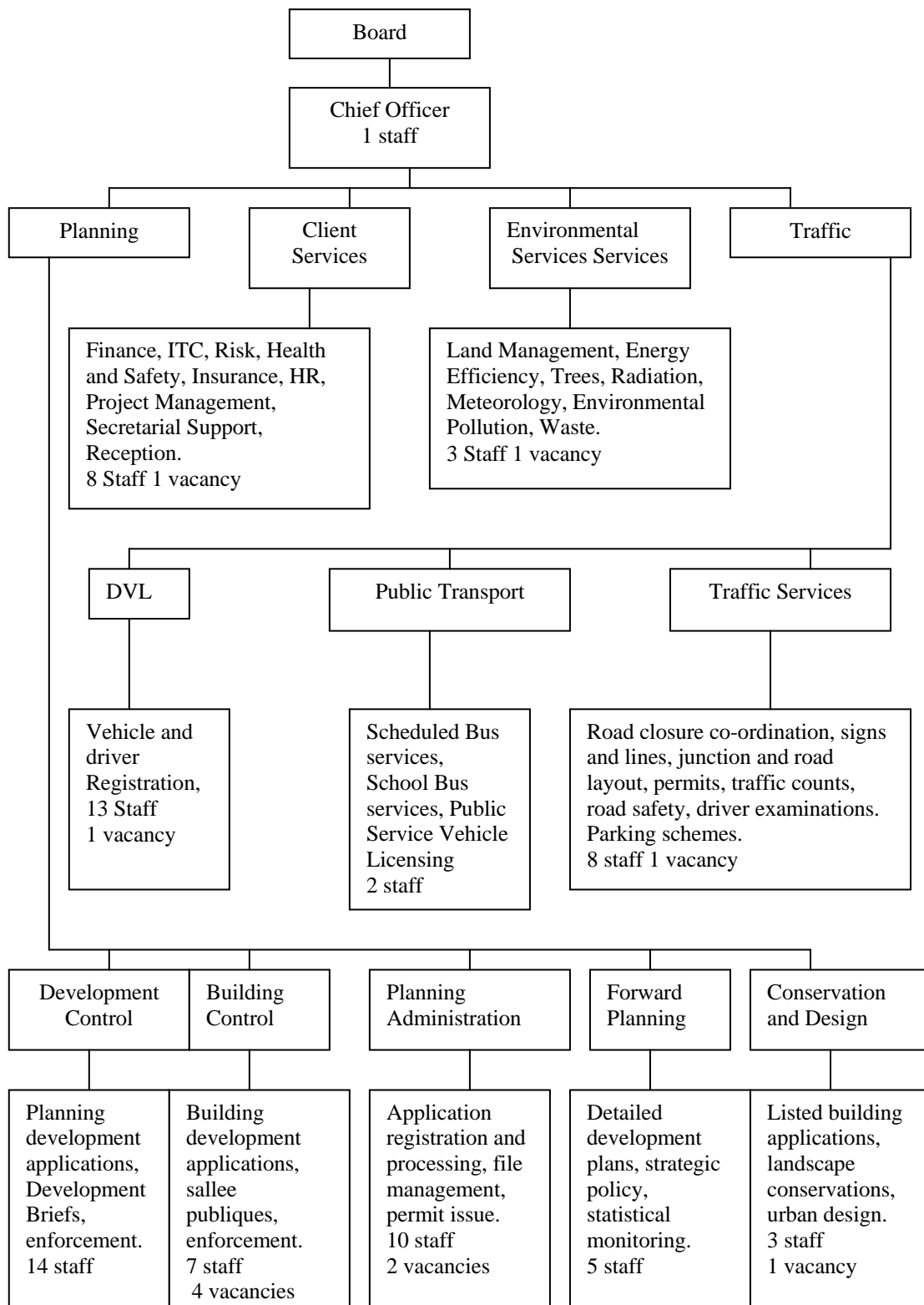
*Primary Function: To facilitate front and back office services for the departments customers, clients, staff and other stakeholders including financial reporting and control; human resources; ITC; risk management; insurance; health and safety; and project management*

### **Specific Tasks**

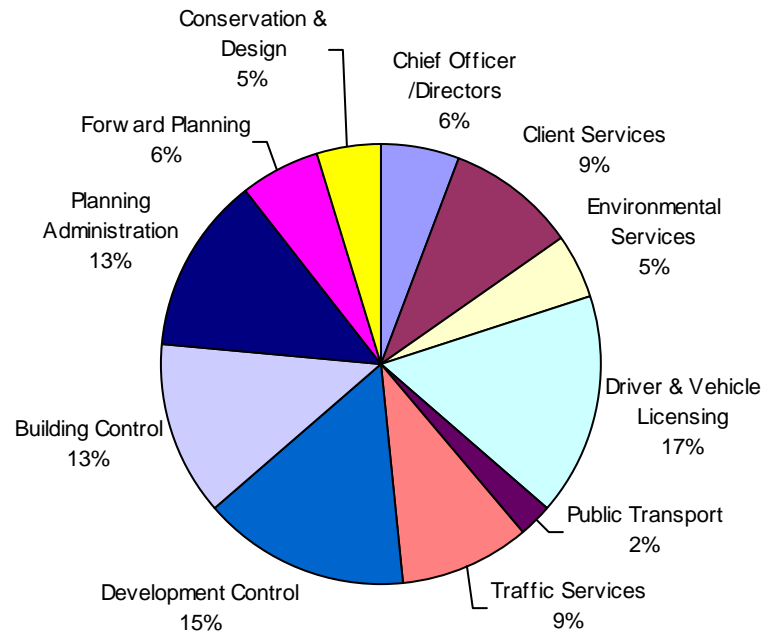
- Co-ordinate and prepare the department's revenue and capital budgets and to co-ordinate and prepare the revenue and capital year-end accounts. Liaise with Treasury and Resources in relation to the publication of the budget and annual accounts and to identify areas for efficiency savings
- Provide advice and guidance with regard to financial matters to ensure good corporate governance and compliance with accounting and auditing guidelines.
- Process payments to the department's suppliers, invoice customers, and undertake all financial accounting activities. Process staff payroll payments and expenses claims.
- Monitor actual costs against budgeted costs reporting to the Board as necessary. Review the Department's costs on a regular basis in order to seek opportunities to either cut costs or increase value for money where possible.
- Develop departmental and implement central policies and procedures and provide advice and support to operational units relating to human resources, health and safety, risk management, business continuity, data protection, project management and insurance.
- Provide a human resources function, ensuring that the department meets its legal obligations in relation to employment and associated laws. To provide advice, support and guidance to employees on all employment related matters.
- Support staff in their development by providing training liaison and support functions.
- Monitor and review staffing levels on a regular basis.
- Provide administrative support to the board, and senior management team of the department, which in turn contributes towards them meeting their overall strategic and corporate objectives
- Provide a customer focussed reception facility for the public.
- Facilitate and support the department's Information and Communication Technology infrastructure in liaison with the Central Information Technology Unit to ensure continued provision of services and compliance with security policies and procedures including the provision of advice and support to all staff.

## 2. Who We Are

### Organisational Structure (organogram):



### Establishment Breakdown by Business Unit



BUSINESS UNIT	SERVICE	Number
Chief Officer / Directors		5
Client Services	Administration	2
	Finance	2
	Human Resources	1
	ICT	1
	Reception	2
Environmental Services		4
Planning	Administration	4
	Building Control	11
	Conservation and Design	4
	Development Control	11
	Enforcement	2
	Registration and Processing	8
	Strategic Planning and Policy	4
Traffic	Customer Services Administration	3
	Customer Services Driver and Vehicle Licensing	13
	Driving Examinations	1
	Public Transport	2
	Traffic Services	5
	<b>TOTAL ESTABLISHMENT</b>	<b>85</b>

### **3. Our Current Priorities for Change**

#### **Environmental Protection**

*Linked to Corporate Priority 10 and Corporate Priority 11 level 2 of the Government Business Plan:*

- Develop climate change adaptation policies
- Develop climate change mitigation policies

*Linked to Corporate Priority 6 level 2 and Corporate Priority 1 level 2 of the Government Business Plan:*

- Develop environmental quality standards for polluting emissions

#### **Traffic and Transport Services**

*Linked to Corporate Priority 10 level 2 of the Government Business Plan*

- Develop and implement policies to encourage the use of alternative forms of transport
  - Introduce improved frequency scheduled bus services at commuter times;
  - Introduce improved early evening scheduled bus services until 7pm;
  - Introduce later evening scheduled bus services (between 7pm and 11.30pm);
  - Introduce off-peak improvements to scheduled bus services;
  - Introduce and monitor experimental free school bus services on trial basis at two primary schools and one secondary school;
  - Develop pilot school travel plans with one or two schools in conjunction with STEPS;
  - Commission an independent 'unmet demand and supply survey' for the taxi industry;
  - Extend residents' parking schemes in the urban area;
  - Review and extend the infrastructure and parking facilities for cyclists and motorcyclists;
  - Extend small car parking schemes;
  - Develop pilot travel plan for Frossard House and introduce internet based car sharing database;
  - Implementation of pedestrian safety initiatives around schools and improved pedestrian facilities at traffic signal junctions
  - Introduce a paid parking scheme in town long stay areas.
- Develop and implement policies to discourage unnecessary vehicle usage
  - Implement procedures and legislation to enable the abolition of motor tax and corresponding increase in the tax on fuel, reporting back to the States.
- Develop and implement policies to promote more responsible use of vehicles
  - Develop proposals for a register of driving instructors;
  - Review existing policies and legislation on the age requirements for driver licensing;
  - Commission and complete strategic review of speed limits;
- Develop and implement policies to promote the more efficient use of the Island's transport infrastructure
  - In conjunction with the Parish Douzaines, undertake a review of the road hierarchy;
  - Undertake a review of heavy goods vehicle activity within the Island and the opportunities to reduce the impact such activity has;

- Complete the review of the standard and type of junction control along the seafront between Longue Hougue Lane and the Weighbridge

## **Planning**

*Linked to Corporate Priority 14 level 1 of the Government Business Plan*

- Policy review and development - legislation
  - Complete drafting of ordinances (subordinate to the new planning law) and undertake public consultation on their contents (including review of the Building Regulations)
  - Report to the States on i above.
  - Develop an implementation plan for the new Law including new /revised application procedures, Environmental Impact assessments, appeals, enforcement and exemptions including the preparation of appropriate guidance.
  - Revise and update the Building Regulations in line with the current best practice, the Energy Policy Steering Groups recommendations and taking into account the Land Planning and Development Law, 2005.
  - Examine the potential for introduction of fees and charges in relation to planning and Building Control applications and property searches, and consider in detail related customer service and resource issues relating to the above.
  - Review the Salle Publique Legislation with a view to removing the requirement for licence applications and renewals to be issued by the Royal Court.

*Linked to Corporate Priority 1 level 2 and Corporate Priority 2 level 2 of the Government Business Plan*

- Policy review and development -Strategic Review
  - Support the Strategic Land Planning Group in reviewing of the Island's development needs for incorporation in the Strategic Land Use Plan.
  - Feed results of capacity studies (see (C.) following) into review of Island's spatial strategy (Urban/Rural split, etc) for incorporation into the Strategic Land Use Plan, 2007.
- Policy Review –Review of Development Plans
  - Conduct capacity studies, in consultation with the public, to re-assess the current spatial strategy and submit a Green Paper to the States making recommendations regarding future strategy
  - Review Urban Area Plan (and Rural Area Plan as necessary) in line with the above and produce outline proposals for public consultation
  - Contribute to Eastern Seaboard Initiative, incorporating its principles and proposals into the Plan review.
  - Reflect the new Law in the Policy Review in terms of States development, new statutory designations, etc.
  - Develop, as part of the review, policies to safeguard the historic and natural environments and to promote excellence in new development (including policies relating to public art)..
  - Public Inquiry and report to the States on the above.
- Policy review - Development Plan Amendments
  - Review provision of industrial land through amendments to Development Plans
  - Carry out other Plan reviews/amendments as required by the Corporate agenda
- Policy Development – Policy and Guidance

- Create and implement a programme for the publication of design and other planning advice (including generic advice, Area Design Statements and specialist areas such as historic buildings)

## **Environmental Services**

*Linked to Corporate Priority 1 level 2 of the Government Business Plan*

- Conserve and enhance the natural environment
  - Progress the implementation of the Saumarez Park vision statement with specific emphasis on the Victorian walled garden
  - Formulate a maintenance programme of property under the Departments management with specific emphasis on structures associated with the parks and gardens.
  - Promote the importance of Lihou as a Ramsar site.
  - Continue development of a biodiversity action plan and commence the integration of that plan into land management contracts
  - Review the islands coastal defence maintenance strategy and prepare proposals for presentation to the States.
  - Review the maintenance programme for those public assets under the Departments management
  - Develop tree and woodland management and maintenance
  - Establish a tree register and tree warden scheme.

## **Client Services**

*Linked to Corporate Priority 13 level 3 of the Government Business Plan*

- Improve communication and consultation with the public.
  - Improve relationships with stakeholders through active consultation and promotion of involvement with the Department's procedures, processes and operations
  - Consult on general strategies for regulating development
  - Publish consultation leaflets and guidance on the provisions and application of the new planning legislation.
- Improve the availability and dissemination of information to the public in a timely and accurate manner
  - Prepare a guidance for members in respect of determining statutory applications
  - Prepare and publish guidance notes and forms covering the application and determination processes.
  - Apply active methods of neighbour notification of proposed development with the introduction of the new planning law.
  - Develop and introduce necessary new procedures as appropriate to support the implementation of the new law.
  - Publish related guidance on the application of the new law

## **4. How We Monitor, or Would Like to Monitor, and Review Our Performance**

Performance data collected, goals /targets set, how used to improve service delivery.  
New performance measures proposed (if any)



The Environment Department monitors its performance through a number of processes, the complexity/detail of the process depending on the subject matter/service under review and the priority assigned by the Department to that service area.

The Department operates a comprehensive Operational Plan which sets out detailed action plans. The plan contains actions and priorities for each section of the department, including a timescale for completion, and milestones for each action. The business plan includes the work streams necessary to deliver the Strategies approved by the States, for example the Traffic Strategy. Whilst the Plan is a four year plan it is reviewed annually to monitor performance and fitness for purpose.

In addition regular reviews are held of the following information

- Budgets
- Complaints
- Risks
- Staffing turnover and training
- User Statistics (number of applications, enforcement actions)
- Key Performance Indicators
- Application Response times
- Decision challenges.

### **Accreditation**

Services are, where appropriate, subjected to accreditation schemes or independent qualitative audit e.g. Driving Examiner, Parks and Gardens and safety audits. In addition the Department operates a “two eyes” system to ensure decisions in respect of applications are cross checked for conformance with statutory requirements and consistency with Department policy.

### **Sustainable Guernsey report**

Much of the Departments work is subjected to monitoring under the Sustainable Guernsey Report.

## **5. Longer Term Objectives**

### **Environmental Protection**

- Re-examine status of Environmental Conventions
- Carry out public consultation on the islands future aspirations for the environment.

### **Traffic and Transport Services**

- Develop and prioritise a long-term plan of proposed road improvements
- Develop proposals for noise and emission tests
- In light of developments from the Traffic strategy re-examine public transport provision
- Procure new/replacement bus fleet

- Relocation of Bus Garage/Depot
- Provision of off road manoeuvring area.

## **Planning**

- Review delivery of Development Briefs to better assist the Planning process, facilitate necessary development and improve the quality of developments
- Complete review of the list of Ancient Monuments and Protected Buildings
- Designate SSSs and Conservation Areas as part of the Development Plan Reviews)
- Create a register of Protected Trees
- Maintain and monitor information about the natural and built environments
- In liaison with other stakeholders promote the streetscape strategy

## **Environmental Services**

- **Implement prioritised Coastal defence works**
- Designate further Ramsar site
- Develop policies for the management of inert waste during the period 2010 to 2030
- Review and refine the solid waste disposal plan during the period 2008-2013
- Explore the requirement for users pays policies for waste minimisation
- Revisit land management plans and associated contracts.

## **6. How We Spend Public Money**

The 2006 revised revenue budget for the Environment Department is £8,990,000 and includes Waste Services, which for 2007 was transferred to the Public Services Department. The main areas are:

### **Core Operational Costs - £4,193,000**

This is the expenditure incurred on premises, Environment Department staff costs, supplies and services.

Premises – £58,000

Staff – £3,372,000

Supplies and Services – £763,000

### **Management of Contracted Services - £4,432,000**

This is the expenditure that the Department pays out directly to contractors, consultants and other suppliers and third parties for services that are directly managed by the department.

Consultants – £129,000

Contracted works – £2,070,000

Promotions and Initiatives – £208,000

Scheduled Bus Service – £1,790,000

School Bus Service – £235,000

## **Procured Services and Grants - £365,000**

This is the expenditure that the Department pays out to in subsidies and grants to third parties where the services are not managed by the department.

Biological Records – £29,000

Guernsey Community Meteorological Services – £99,000

Jersey Community Met Services – £205,000

L'ancresse Common – £25,000

Radiological Records – £7,000

The revised 2006 operational budget is structured under five main headings:

- **Administration & Central Services – £160,000**

This unit provides central operational support to the department's staff and operational functions including ICT, human resources and administration facilities.

- **Environment Policy and Management – £1,991,000**

This unit implements environmental policies and manages States owned land including public parks, beaches, cliff paths and coastal areas.

- **Land Use Planning and Development Regulation -£2,417,000**

This business unit develops future strategic plans for both rural and urban areas of the island. Considers applications for development and change of use of buildings, and provides building control services.

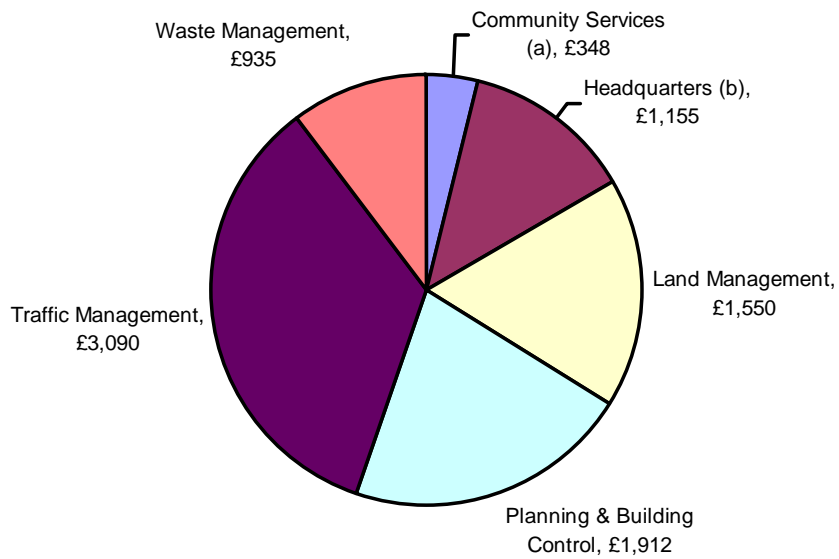
- **Traffic Policy and Traffic Management - £3,557,000**

This unit develops traffic policy and provides traffic management services including co-ordination of road works. It also provides support for public transport including the bus services.

- **Waste Services - £865,000**

This business unit develops policy on waste management and also manages recycling of solid and liquid waste. It is also responsible for developing waste strategy initiatives.

### 2006 Revenue Budget by Sector (£000s)



#### Notes:

- (a) this is expenditure on Biological Records, Guernsey Community Meteorological Services, Jersey Community Meteorological Services and Radiological Records.
- (b) this is central support staff costs together with supplies and services expenditure.

# **Health and Social Services**

## **Operational Plan Summary**

### **1. Introduction**

#### **General**

The Health and Social Services Department (HSSD) recognises that financial constraints brought about by changing tax legislation will mean that real growth in funding will be extremely limited, certainly for the period 2007-2009. However, whilst appreciating the need for financial restraint, the Department believes that any viable operational plan must be firmly rooted in reality.

The reality is that the cost of providing an adequate quality of health and social care is rising in real terms by between 5 and 9% per annum in almost all developed economies. Recent evidence from the World Health Organisation, Organisation of Economic Co-operation and Development, Office of Health Statistics, etc, to fully support this finding was summarised and reported in the 107th Annual MoH Report (September 2006).

#### **Health and Social Care in Guernsey**

To achieve high levels of physical, mental and social wellbeing in Guernsey and Alderney, the HSSD believes that the States have a responsibility to create an environment in which:

- people can achieve and maintain optimum health;
- children's potential for development is maximised;
- the vulnerable members of society are supported and safeguarded.

#### **HSSD – political responsibilities and service objectives**

The political responsibilities of the HSSD have been defined as 'Promoting, protecting and improving the health of all, through the provision of hospital, community, social and public health services.'

In the provision and delivery of services, the HSSD believes that it should:

- work with other service providers to ensure that services are simple to use, effective and well co-ordinated;
- treat all people fairly, respect their privacy and dignity, be helpful and courteous and pay particular attention to those with special needs;
- make services easily available to everyone who needs them, including using new technology, where appropriate, and offering choice wherever possible;
- be open and communicate clearly, honestly and effectively in plain language to assist people when using the services;
- put things right quickly and effectively, learn from complaints and have a clear and easy complaints procedure;

- consult and involve present and potential users, as well as staff, and use their views to improve services;
- develop knowledge and skills but be guided by a common sense approach;
- use resources to provide best value for taxpayers and users.

## **2. What We Do**

### **Corporate Services Directorate**

- Corporate governance
- Site development plan
- Adult mental health services
- Complaints system
- Leading on service user involvement
- Legislative programme for the Department
- Litigation and insurance issues
- Advice on the development and use of corporate policies
- Internal and external communication
- The Health Accreditation Quality Unit programme
- Registering and inspecting care homes, nurseries and childminders
- Registering health and social care professionals
- Leading on health and safety issues
- General risk management processes and systems
- Administrative support to key committees
- Managing the fabric and estate of the Department
- Support services, including housekeeping/domestic, catering, transport, portering/security, reprographics, telephony and laundry and liaising with the chaplaincy.

### **Services for Children and Young People Directorate**

- Social work services, including child protection and family support services
- Youth Justice service
- Fostering and adoption services
- Residential care
- Family Centre services
- Educare service
- Health Visiting service
- School Nursing service
- Acute medical services
- Child and Adolescent Mental Health Services
- Midwifery service
- Children's dental service
- Orthoptic service
- Speech and Language Therapy service
- Physiotherapy service
- Occupational Therapy service
- Services for Children with a Disability

## **Public Health and Strategy Directorate**

- Environmental Health and Pollution Regulation
- Food safety
- Infectious disease control
- States Analyst's Laboratory
- Emergency planning and major incident response
- Health promotion
- Health education
- Managed services such as the Guernsey Adolescent Smoke-free Project, Guernsey Quitline and the Cardiac Action Group
- Health records
- Clinical coding
- Healthcare information
- Clinical audit
- Clinical risk management
- Clinical governance
- Health strategy
- Reviews of specific service development

## **Human Resources Directorate**

- Recruitment and selection
- Advising on terms and conditions of employment
- Interpretation/implementation of human resource policies and procedures
- Advising on organisational design, including job and role design
- Improving the employment relationship by creating a climate of trust
- Advising on human resource planning and succession planning
- Assisting with performance management and people management
- Advising on industrial relations issues
- Employee involvement and participation
- Maintenance and allocation of 320 units of accommodation
- Occupational Health Service
- Through the Institute of Health and Social Care Studies, procuring and delivering a wide range of pre and post registration education and training.

## **Services for Adults Directorate**

- Acute medical and surgical services, including assessment and rehabilitation
- A&E and outpatients services
- Theatre and sterile supplies
- Pharmacy
- Radiology
- Dietetics
- Occupational Therapy
- Physiotherapy
- Psychology
- Speech and Language Therapy
- Social work

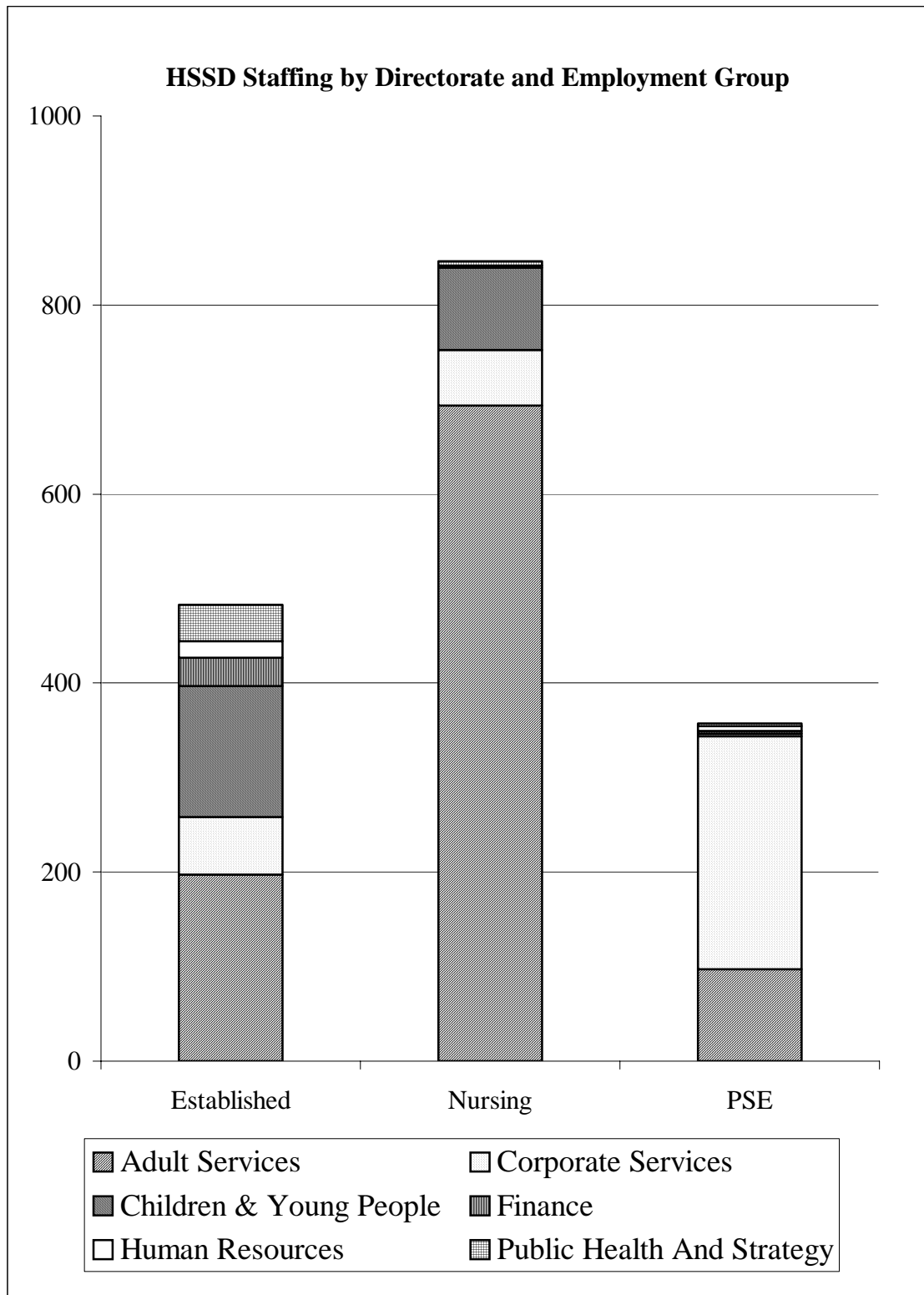
- Pathology
- Cancer services
- Prison healthcare
- Services for adults with a disability (learning, physical and/or sensory)
- Continuing care services
- District nursing
- Nurse consultants
- Home care service
- St Julian's House
- Supported employment services
- Services to Alderney
- Contracts with the MSG, GPG, Primary Care and Housing 21

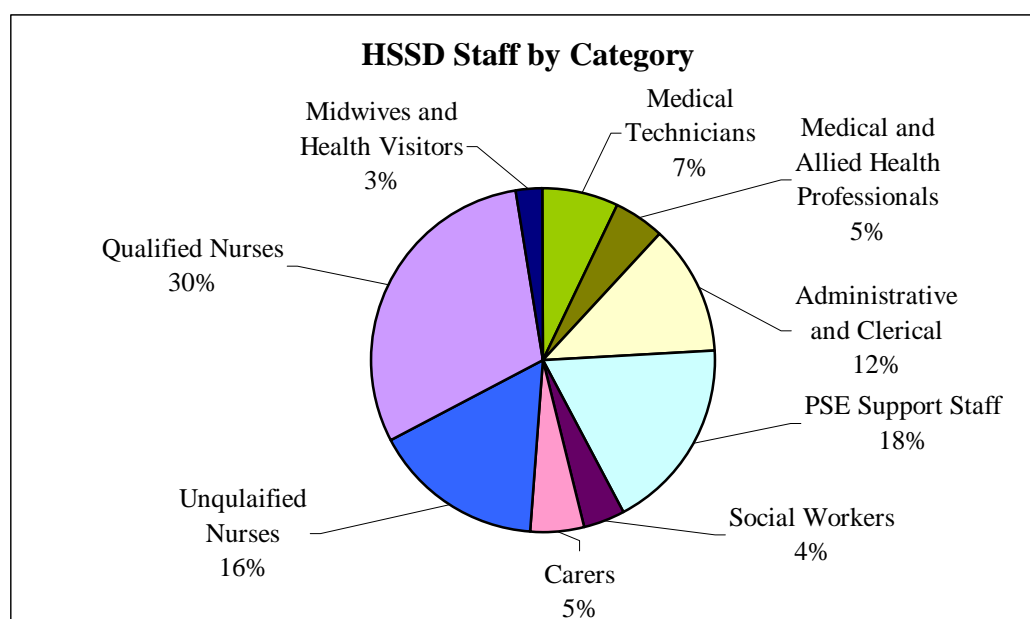
### **Finance Directorate**

- Accounts payable
- Accounts receivable
- Credit control
- Cashiering service
- Financial accounting
- Management accounting
- Budget preparation
- Administration of fiduciary accounts
- Capital expenditure monitoring and analysis
- Revenue income and expenditure monitoring and analysis
- Strategic revenue and capital financial planning
- Formulation of financial and purchasing policies and procedures
- Purchase card administration
- Bank account reconciliation
- Internal and external audit liaison
- Corporate IT systems support
- IT clinical systems, including Patient Administration, Pathology, Radiology, Child Health, Pharmacy, Maternity, A&E, Theatres, Children's Social Care, Health & Safety, Sterile Services and Community & Specialist Nursing
- Management & administration IT systems
- Service level agreements between the HSSD and UK NHS Trusts
- Financial monitoring and control of service level agreements and off island treatment referrals
- Approving referrals off island
- Negotiation of the grant to the St John Ambulance and Rescue Service
- Negotiating the renal contract and operationally managing the service
- Arranging for visiting consultants and peripheral acute care clinics
- Commissioning off island services through off island placement panels.
- Equipment & product purchasing for capital, revenue and stock items
- Competitive tendering for a wide range of goods and services
- General Stores service
- Providing SAP (electronic financial and purchasing system) support
- Corporate resource of product information



### 3. Who We Are





#### **4. Our Current Priorities for Change**

##### **Items related to Government Business Plan Priority 4**

##### **Health and Social Services**

Action	Date	Resources	Achievement Measure
<i>Analyse those services for which residents are charged and research methods of assistance</i>			
Identify with Social Security Department, all services for which residents are charged	2007/2008	Within existing resources	Services and charges identified
Review with Social Security Department, levels of charges	2008/2009	Within existing resources	Report produced on whether level of charges are appropriate
Research with Social Security Department, whether levels of support are appropriate	2008/2009	Within existing resources	Report produced
<i>Ensure those that lack financial resources do not avoid accessing health or social services</i>			
Promote health literacy amongst disadvantaged groups identified by CAPP to	2007/2008	1.00wte £40k revenue	Extent of understanding and willingness to make change to be measured through specific questions in

increase their understand of the determinants of their own health and assist them to improve this by making more 'healthy choices'			next 'Healthy Lifestyle' survey
Investigate with Social Security Department, ways of using current funding to minimise the incidence of people not accessing services for financial reasons	2007/2008	Within existing resources	Report produced
Research with Social Security Department, options for relief of prescription charges for those with chronic conditions	2007/2008	Within existing resources	Report produced and any changes implemented

## Items related to Government Business Plan Priority 8

### Prevention and Screening

Action	Date	Resources	Achievement Measure
<i>Promote healthy individual lifestyle choices</i>			
States Report on obesity (Green Paper)	2007	Not Known	Report discussed by States
<i>Promote healthy environmental choices</i>			
Approve solid and liquid waste strategies.	2009	Within existing resources	Waste sites licensed
<i>Introduce additional screening for cancer</i>			
Introduction of colorectal cancer screening programme	2008	3.00 wte £130k revenue	Screening programme established
<i>Introduce diabetic retinopathy screening</i>			
Introduction of diabetic retinopathy screening	2007	£30k in 2007 revenue budget	Screening service established
<i>Ensure easy access to family planning services and sexual health services at those most at risk</i>			
External review of sexual health services and	2008	1.00 wte £37k revenue	Review complete and

implementation of recommendations			recommendations implemented
<i>Support implementation of Bailiwick Drug and Alcohol Strategy</i>			
Encourage bars and clubs to display information about safer drinking at the points of sale	2008	Within existing resources	Information displayed

## Community and Social Care

Action	Date	Resources	Achievement Measure
<i>Improve service delivery and co-ordination</i>			
Introduce speech and language therapy for adults with a disability	2007	1.00 wte £44k in 2007 revenue budget	Appointment of specialist speech & language therapist
Enhance provision of social care services in Alderney	2007	£58k in 2007 revenue budget	Staff appointed and services being delivered
Extend opening hours of Family Centres to 7 days a week	2008	3.00 wte £120k revenue	Family Centres open for extended hours
Development of community homes to allow closure of Oberlands House	2008	3.1m capital 6.00 wte £180k revenue (2009)	Closure of Oberlands House
Increased provision of bedsits to meet need for adults with a disability	2008	£200K capital	Conversion of Hayward House to bedsits
Introduce wheelchair service	2008	2.00 wte £53k revenue	Wheelchair service established
Develop outreach service to support children and their families	2009	3.00 wte £60k revenue	Outreach service in operation from Family Centres and NSPCC
Enhance respite services for children and adults with a disability	2009	£50k revenue £250k capital	Separation of respite services for adults from those for children
Increase speech and language therapy for children to meet need	2009	1.00 wte £44k revenue	Appointment of specialist speech and language therapist
Provision of accommodation for adults with a disability and with challenging behaviour returning from the UK or from children's placements.	2009	£1.5m capital 17 wte £381k revenue Savings on off-island placements £315k	Provision of additional community home and off-island placements returned

<i>Provide 24 hour services to people in their own homes</i>			
Review shift patterns to allow for 24 hour cover in community services for older people	2008	Within existing resources	Establishment of 24 hour service
<i>Introduce services for people in their own homes</i>			
Improve maintenance and transport services for older people	2007	2.00 wte £36,770 in 2007 revenue budget	Service meeting needs
Introduce Extra Care at Home for older people	2007	10.5 wte £324,200 in 2007 revenue budget	Introduction of service
<i>Enhance community mental health services</i>			
Increase the level of services provided by the Community Mental Health Team	2007/08	£40k in 2007 revenue budget 1.50 wte £35k revenue (2008) 1.00 wte	Appointments made and service meeting needs
Develop advocacy services for people with mental health problems	2008	£30k revenue	Appointment made of Advocacy Worker
<i>Support the development of 'extra care' sheltered housing</i>			
Fund care contract at Rosaire Avenue extra care housing scheme	2007	£436,000 in 2007 revenue budget	Care service established at Rosaire Court
Review long-term care insurance scheme with Social Security Department	2008	Within existing resources	Report produced on any changes needed
<i>Improve the outcomes for children and young people</i>			
Report to States on Children's Services Plan	2007	Within existing resources	Proposals approved by States and implemented
Implement wide ranging review of legislation affecting children.	2007/09	£496k in 2007 revenue budget 12.5 wte £200k capital £100k revenue (2008) £200k revenue (2009)	Safeguarder Service, Office of the Convenor and Tribunal established
<i>Develop supported living services for adults with a disability</i>			
Ensure availability of more single accommodation, in liaison with Housing Department and housing associations.	2008/09	Not known	Access to housing for all who need it
<i>Use community facilities which are available to the whole population as an alternative to specialist facilities.</i>			
Establish a Disability Forum to consider the	2007/08	Within existing resources	Forum established and use of

use of community facilities by adults with a disability			community facilities considered.
<i>Develop services for homeless people and support implementation of Bailiwick Drug and Alcohol Strategy</i>			
Enhance services at St. Julian's House	2007/08	£0.95m capital Revenue from within existing resources	Proposals approved by States and implemented
<i>Support the development of services and strategies to safeguard vulnerable adults.</i>			
Increase support to victims of domestic violence	2007	£10k revenue (private sector funding)	Private sector funding secured
Identify and provide support to vulnerable adults	2008	1.00wte £40k revenue	Co-ordinator appointed and policies in place
<i>Monitor and regulate the provision of care services</i>			
Update Care Home and Care Services Legislation	2007	Within existing resources	Proposals approved by States and implemented
<i>Provide day services for older people, including those with dementia</i>			
Relocation of services from Castel Hospital and expansion to meet increasing need	2008/09	£3m capital 2.00 wte £62k revenue (2009)	Day centres and services established

## Diagnosis and Treatment

Action	Date	Resources	Achievement Measure
<i>Provide a range of on-island diagnostic services, including CT and MRI</i>			
Introduction of on-island MRI service and replacement CT scanner	2007	5.00 wte £270k in 2007 revenue budget	MRI and replacement CT service established
<i>Rationalise and improve services through the implementation of the HSSD site development plan</i>			
Appoint Commissioning Manager	2007	£40k in 2007 revenue budget	Appointment made
Redevelopment of Mignot Memorial Hospital, Alderney	2007	2.66 wte £52,440 in 2007 revenue budget	Redevelopment complete and in use
Provision of new PEH clinical block.	2007/09	3.28 wte £56k revenue (2009)	Building complete and in use
Re-introduction of stroke service.	2009	1.00 wte £35k revenue	Stroke service re-established
Provision of new development for adult mental health services	2009/11	£17.4m capital	Building complete and in use
<i>Improve service delivery and co-ordination</i>			
Development of	2007/09	£3.9m capital	Electronic Health

Electronic Health and Social Care Record		£455,000 in 2007 revenue budget £175k revenue (2008) -£64k revenue (2009)	and Social Care Record developed and in use
Preliminary report on ensuring clinical care meets General Medical Council and other mandatory requirements.	2008	£5k	Report produced
<i>Develop mental health treatment options</i>			
Consolidate and improve acute adult mental health services and make physical improvements to acute admission ward	2007	£110k in 2007 revenue budget 2.6 wte £235k capital	Appointments of psychiatrist (substance misuse) and Mental Health Law Administrator made and Albecq Ward upgraded
<i>Progress implementation of the cancer strategy, including palliative care</i>			
Further implementation of the cancer strategy	2007/09	£129,000 in 2007 revenue budget 3.50 wte £127k revenue (2008) & £127k (2009)	Enhanced palliative care services implemented and chemotherapy further developed
<i>Provide treatment services, including advice, information, counselling and support, for people with drug and alcohol problems</i>			
Research costs and benefits of local residential rehabilitation	2007	Within existing resources	Report produced
Enhance Community Drug and Alcohol Team services	2008	1.00 wte £37k revenue	Provision of service to all in need
Develop Addiction Service for young people	2008	2.00 wte £80k revenue	Addiction Service established
Research addiction services for young people	2008/09	1.00 wte £35k revenue	Research complete and proposals for service developed
<i>Ensure the safe and effective use of medicines and therapeutic substances</i>			
Implementation of the Medicines Law	2007	0.5 wte £20k in 2007 revenue budget	Appointment of Accountable Officer and Medicines Law implemented

### Cost Base

Action	Date	Resources	Achievement Measure
<i>Review funding of health and social care</i>			
Consider, with SSD and T&R, which health and social services should be	2007/09	Within existing resources	Report produced and any changes implemented

funded from general revenue and which from social insurance			
Review appropriateness of fees and charges for services	2007/09	Within existing resources	Report produced and any changes implemented
Review, with SSD, contract with the MSG to ensure services provided are appropriate and in line with remuneration	2007/09	Within existing resources	Review completed and any changes implemented
<i>Consider who is the most appropriate provider of services</i>			
Review which services should not be provided by HSSD, because they are not core business	2007/09	Within existing resources	Report produced and any changes implemented
Review mix of on-island and off-island services to obtain best value for money	2007/09	Within existing resources	Report produced and any changes implemented
<i>Review costs associated with the employment of staff</i>			
Replace leased staff accommodation with owned premises or key worker housing	2007/09	Not yet determined	Leases terminated
Expedite recruitment process	2008	1.00 wte £27k revenue	Appointments process expedited
<i>Improve the infrastructure to reduce annual costs</i>			
Development of Electronic Health and Social Care Record	2007/09	£3.9m capital £455,000 in 2007 revenue budget £175k revenue (2008) -£64k revenue (2009)	Electronic Health and Social Care Record developed and in use

## Items related to Government Business Plan Priority 11

### Impact and Risk Assessment

Action	Date	Resources	Achievement Measure
<i>Applying the 'climate change probabilities' scope and risk assess potential local health impacts and using standard tools, assign non intervention and adaptation (intervention) costs to identified impacts providing a cost benefit analysis</i>			
Consider health and social well being implications of possible climate change	2007/2008	Within existing resources	Report produced



## Items related to Government Business Plan Priority 12

### Responding to Client Needs

Action	Date	Resources	Achievement Measure
Promote service user involvement	2007/2008	Within existing resources	Service users involved in planning developments and monitoring provision of services

### Co-ordinating service delivery

Action	Date	Resources	Achievement Measure
Together with Housing Department and others, develop key worker housing	2007/2008	Not known	Key Worker Housing provided
Together with Housing Department and others, consider impact of Housing Laws on recruitment and retention	2007/2008	Within existing resources	Report produced

### Improving Delivery

Action	Date	Resources	Achievement Measure
Introduce with other Departments, electronic shift planning	2007	Within existing resources	Shift planning system implemented

### Delivering the Corporate Anti-Poverty Programme

Action	Date	Resources	Achievement Measure
See Priority 4 action			

## **5. How We Monitor, or Would Like to Monitor, and Review Our Performance**

### Corporate Services

All formal complaints are recorded and monitored in accordance with the complaints policy. The annual report to the Board details the actions that have been taken to improve service delivery and compares statistics, where possible, with the NHS.

Service user surveys are carried out to obtain feedback on users' experiences of care, to evaluate the quality of the services provided. Following analysis of the survey results, an action plan is drawn up and overseen by a working party. For major surveys, progress reports on the action plan are presented to the Board. The results of these surveys can be bench marked against similar surveys undertaken in the NHS.

The HSSD is currently undertaking the Health Accreditation Quality Unit (HAQU) (previously King's Fund Organisational Audit and Health Quality Service) for the fourth time. Accreditation has been achieved on the previous three occasions. This involves demonstrating compliance with standards relating to corporate governance, clinical governance, staff training and development, risk management, the environment and the service user experience. The survey is carried out by external surveyors selected by HAQU for their experience in health and social care and their demonstration of appropriate skills and qualities. The survey will take place in February 2008.

### **Clinical Services**

During the past ten years, Guernsey has built up a comprehensive system of healthcare information and analysis. A number of separate approaches are used:

- Utilisation review - e.g. number of people admitted to hospital, conditions for which admitted, operations performed, average length of stay, number of outpatients, numbers attending A&E etc. This is summarised in an annual report to the Board.
- Quality measures
  - Clinical audit* - Audit of various aspects of clinical service delivery, comparison with national and international data, feedback to service providers where deficiencies are identified and re-audit at a later date.
  - Incident reporting* - When an untoward incident occurs, an incident form is completed and the incident is investigated by speciality clinical risk management groups, morbidity and mortality meetings and/or notification to National Confidential Enquiries.
- Outcome measures - A problem with small jurisdictions is that numbers in any particular category of disease, procedures performed, etc will generally be low and year to year variation wide. Outcome measures (overall mortality, mortality from individual diseases, etc) are, therefore, reported on a five year cycle, using Guernsey Census denominator data. The most recent five yearly review, '*Healthy Islands revisited*', was published in September 2005. An amount of intermediate data of lesser reliability is published in the Annual MoH Reports and in '*Sustainable Guernsey*'.

### **Financial Services**

Monthly financial reports are produced for the Board, which monitor financial performance against budget. These reports are at directorate level and concentrate on performance against pay and non-pay expenditure budgets, as well as operating income budgets. Variances are highlighted and explained. The Board also receives a more comprehensive quarterly presentation, which considers balance sheet items, such as stock and debtors, as well as income and expenditure performance against budget.

All line managers with budgetary responsibility have access to SAP to monitor and control the budgets on an on-line and real time basis and each directorate is subject to biannual variance analysis at individual service level and is reported to the Board.

The Department's financial services are subject to scrutiny by the States external auditors, as part of the audit process of the annual accounts, and by the Risk and Assurance Section of the T&R.

Aspects of policies and services are monitored on a periodic basis by the Scrutiny Committee and the Public Accounts Committee and, through the latter, the National Audit Office.

As part of the arrangements for purchasing healthcare services in the UK by the consortium of Jersey, Gibraltar and Guernsey, a benchmarking exercise has been undertaken to identify which jurisdictions purchase which services in the UK. The Isle of Man has also become involved in the above exercise for comparative purposes.

## **6. Longer Term Objectives**

The HSSD longer term objectives for the period to 2012 can be summarised as follows:

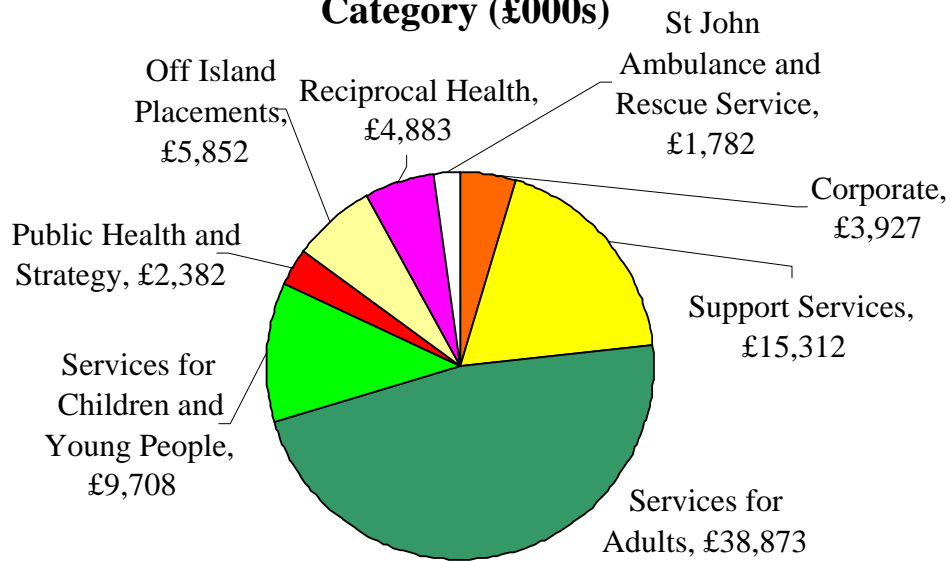
- Reduce the need for institutional care ( hospitals, care homes etc)
- Increase preventative work, eg. obesity, sexual health
- Provide for increasing numbers of older people
- Keep abreast of developments (and costs) in medicine, technology and drugs
- Increase use of e-health, eg. further development of EHSCR and use of technology in service users' own homes
- Integrate all areas of health and social care, including non-States provision
- Complete implementation of the mental health strategy, including upgrading of drug and alcohol services and relocation of acute facilities to the PEH site
- Review and upgrade the environment at the KEVII Hospital to improve patient privacy and dignity, health and safety and control of infection
- Review the provision of health and social services not directly managed by the Department

## **7. How We Spend Public Money**

### **Analysis of 2006 Net Expenditure by Service Category and Cost Category**

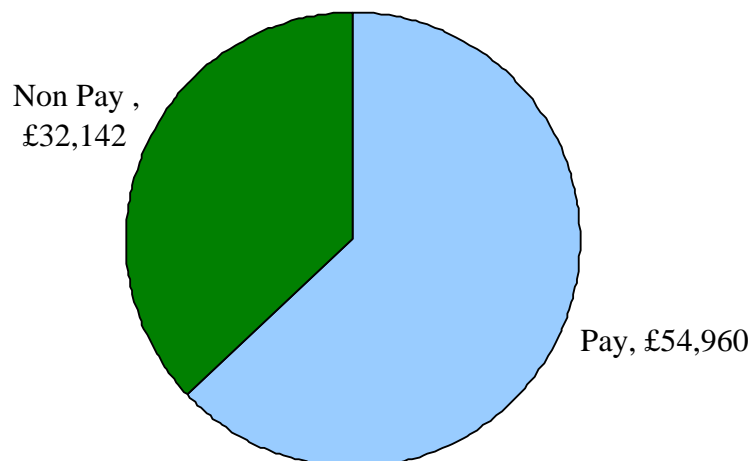
<b><u>Service Category</u></b>	<b><u>£'000</u></b>	<b><u>%</u></b>
Corporate	3,927	5%
Support Services	15,312	19%
Services for Adults	38,873	47%
Services for Children and Young People	9,708	12%
Public Health and Strategy	2,382	3%
Off Island Placements	5,852	7%
Reciprocal Health	4,883	6%
St John Ambulance and Rescue Service	<u>1,782</u>	<u>2%</u>
	<u>82,719</u>	<u>100%</u>

### Analysis of 2006 Net Expenditure by Service Category (£000s)



Cost Category	£'000	%
Pay	£54,960	66%
Non Pay	£32,142	39%
Operating Income	<u>£4,383</u>	<u>-5%</u>
	£82,719	100%

### Analysis of 2006 net Expenditure by Cost Category (£000s)



# Home

## Operational Plan Summary

### 1. What We Do

The Home Department uses all available resources to build and protect a safe, just and tolerant society for all the people of the Bailiwick.

This work is carried out by six services as detailed below:

#### **Central Services**

This Service is involved in providing Information Technology, Human Resources and Finance support across the Home Department. The Service also provides Policy Development support and other specialist functions.

- **Support Services (Information Technology, Human Resources and Finance)**  
Provides a central, Information Technology, Human Resources and Finance function giving support to all Home Department services.
- **Project Management**  
Provides expertise and guidance in the management of projects throughout the Department, particularly in relation to those projects involving more than one service or other States Departments.
- **Emergency Planning**  
Provides a means of ensuring that all agencies work together effectively in times of emergency and that robust plans are drafted and implemented as necessary
- **Parole Review Committee**  
Provides specialist advice, guidance and administrative support to the Committee which has statutory duties to consider applications for all long term prisoners wishing to apply for early release on parole.
- **Panel of Prison Visitors**  
Provides advice and support to the members of the Panel of Prison Visitors on all matters relating to their statutory responsibilities for inspecting and reporting on conditions within the prison.
- **Attendance Centre**  
Provides advice and support to the Attendance Centre staff on all matters relating to their statutory responsibilities for providing a régime for those young offenders sentenced by the Courts to attend the Centre.
- **Electoral Roll**  
Ensures that the Island's electoral roll is maintained, accurate up to date and available for inspection and that all Islanders eligible to be inscribed on the roll have easy access to registration forms.

- **Gambling Control**  
Provides monitoring, advice and investigation services to ensure that the Island's gambling laws are enforced fairly and that the public is protected from unfair and unsafe gambling activities.
- **Broadcasting**  
Provides monitoring, advice and investigation services to ensure that the Island's broadcast media undertake their duties fairly and in accordance with their statutory and contractual obligations and that the public is protected from unlawful broadcasting.
- **Digital Switchover**  
Provides specialist advice and support to ensure that all islanders are informed about and prepared for the switchover from terrestrial to digital broadcasting in 2013.
- **Liquor Licensing**  
Provides monitoring, advice and support the Guernsey, Police, the Royal Court, licensees and other agencies involved in the liquor licensing process to ensure that the Island's licensing laws are operated fairly and that the public is protected from unfair and unsafe licensing activities.
- **Data Protection**  
Provides support to the Data Protection Commissioner for the progressing of policy and legislative changes.

## **Customs & Immigration Service**

The Customs and Immigration Service intends to deliver the best quality service to the people of the Bailiwick by carrying out law enforcement, social, fiscal and economic responsibilities in an effective and efficient manner and to foster public cooperation.

- **Law Enforcement**
  - Protect society from the importation and exportation of prohibited and restricted goods
  - Combat the commercial smuggling of drugs and 'top end' criminals through targeting and intelligence led strategies to identify and prosecute offenders
  - Provide criminal intelligence to Law Enforcement staff in order to obtain quality drug seizures and convictions and to detect other serious Customs offences
  - Investigate other serious Customs offences and the smuggling of the instruments of terrorism and paedophilia
  - Play a full and proactive role, in partnership with the Island Police, to produce effective financial intelligence in order to counter money laundering and the confiscation of assets derived from criminal activity
  - Meet international obligations in Customs enforcement matters and combat global Customs fraud, international drug trafficking and organised people smuggling
  - Meet the needs of the law abiding business community by reducing the burdens on licit trade and facilitating the movement of travellers
- **Customs & Excise**
  - Protect society from the importation and exportation of prohibited and restricted goods in freight
  - Collect and protect the revenue relating to the importation of dutiable goods and seek to minimise revenue fraud

- Administer the import and export licensing regimes, ensuring compliance with all import and export control measures which includes Bailiwick obligations to the European Community regarding the movement of goods arriving in, transiting through and leaving the Customs territory of the European Community
- Provide advice on Customs matters to the public and business and to produce accurate trade information
- **Immigration & Nationality**
  - Issue first generation British biometric e-passports on behalf of the Lieutenant Governor
  - Issue work permits on behalf of the Home Department
  - Naturalisation and registration as British Citizens under British Nationality legislation
  - Carry out immigration border controls (passport controls at ports in the Bailiwick). These duties are undertaken as part of the Bailiwick's responsibility to the Common Travel Area
  - Carry out immigration after-entry controls (variation of leave to enter and remain)
  - Undertake immigration compliance and enforcement work. Detention and removal of illegal entrants, deportation of foreign prisoners and others non-conducive to the public good, administrative removal of overstayers and those working in breach of the immigration rules, investigation and prosecution of those contravening immigration and nationality legislation
  - Raise awareness of identity fraud across both the private and public sector in the Bailiwick

Further details of the work carried out by the Service can be found at <http://www.gov.gg/customs> and in the Customs and Immigration Service Annual Report.

## **Fire & Rescue Service**

The Fire & Rescue Service aims to focus on reducing the risks to make Guernsey and Herm a safer place in which to work, live and visit, by attending and dealing with fires and other emergency incidents when needed and promoting all aspects of fire safety through public information and education.

- **Prevent**
  - Provide Fire Safety education and advice.
  - Provide a Schools Fire Safety Education Programme
  - Supply and fit free smoke alarms to residents over 60 years of age
  - Provide Home Fire Safety Checks
  - Support National Fire Safety Campaigns
  - Carry out fire investigation procedures to determine cause of fire
- **Protect**
  - Administer the Fire Services (Guernsey) Law 1989, as amended
  - Inspect premises designated as 'Controlled Premises' under law
  - Carry out enforcement of any breaches in fire safety provisions

- **Respond**
  - Provide 24 hour response to fires and other emergency incidents including road traffic collisions, chemical incidents, flooding and storm damage.

Further details of the Service's work can be found in the Annual Report published each year. Copies are available on the Government web site at:-

[www.gov.gg/ccm/navigation/home-department/fire-service/annual-reports/](http://www.gov.gg/ccm/navigation/home-department/fire-service/annual-reports/)

## **Guernsey Police**

The purpose of the Guernsey Police Force is to uphold the law fairly and firmly: to prevent crime; to pursue and bring to justice those who break the law; to keep the Peace; to protect, help and reassure the community: and to be seen to do all this with integrity, common sense and sound judgement.

- **Response and Reassurance Policing**  
Provide 24hr response to calls for police assistance and visible reassurance patrols. Control room and public enquiry office, Police Headquarters permanently staffed.
- **Crime Investigation**  
Provide specialist detective and forensic services to investigate all crime including volume crime (e.g. criminal damage) as well as serious and serial crime. *(The introduction of a proactive crime unit is being considered.)*
- **Neighbourhood Policing**  
Community beat officers dedicated to particular areas to establish firm links with residents and local officials.  
*(To be reintroduced as soon as staff numbers permit)*
- **Roads Policing**  
Promote road safety and maintain the free flow of traffic on Bailiwick roads. Tackling excessive speeding of vehicles and dangerous driving are top priorities for the public (Public Survey 2005/6). Administer a 'Vehicle Defect Rectification Scheme' and the 'Fixed Penalty Notice' system
- **Manage Intelligence**  
Develop sources of intelligence, collate and analyse information to inform operational policing.
- **Financial Crime Investigation**  
Provide financial crime investigation services to help maintain and enhance Guernsey's reputation as a financial centre of integrity
- **National Security and Anti-Terrorism**  
Protect Guernsey's security and fulfil international obligations with particular emphasis on monitoring movements of persons of interest to the local and international intelligence community.
- **Manage Offenders through Custody**  
Provide for the reception, processing and adequate care of prisoners in police custody in accordance with the Police Powers and Criminal Evidence Law.
- **Criminal Justice System**  
Provide the criminal justice system and associated agencies with high quality and timely support. Supply prosecution officers for the Magistrates Court. Prepare cases for Court, restorative justice conferences and formal cautions.



- **Professional Standards**  
Investigate public complaints against the police and conduct internal disciplinary investigations as required to ensure the integrity of the Force.
- **Police Training**  
Train new recruits and other local training programmes.
- **Information Systems**  
Maintain the Force's information systems infrastructure, manage data links. Develop, manage and maintain database and application products to store information. Maintain Force website. Provide a service desk function for users.
- **Communications**  
Develop, manage and maintain a police communications infrastructure including telephones, radios and CCTV systems. Provide service desk function for users.
- **Planning & Performance Management**  
Provide business planning, public consultation, collate crime data and coordinate performance management. Maintain a cycle of internal reviews and inspections linked to the policing plan priorities to continually drive improved performance and efficiency.
- **Media & Public Information**  
Respond to daily media enquiries, liaise between operational officers and journalists and arrange the release of information in an open and proactive manner.
- **Forensic Support**  
Provide a range of up-to-date forensic techniques for crime scene examination including DNA, fingerprinting and digital photography while supporting all aspects of law enforcement.
- **Schools Liaison**  
Deliver educational programmes in schools.
- **Facilities**  
Plan and manage building development, maintenance stores and health & safety.
- **Information Security and Compliance**  
Provide criminal records checks, including employment vetting checks on people working with or having access to vulnerable adults and children, and process subject access applications under data protection Law.
- **Rotas**  
Manage computerised rota system to forecast staff availability and plan optimum use of police resources.
- **Human Resources**  
Manage staff welfare, HR policies and employment legislation.
- **Specialist Teams**  
Trained and equipped teams : Firearms – Bomb Disposal – Search – Forensic Computing - Family Liaison – Traffic Accident Investigation – Public Order – CBRN
- **Family Protection**  
Trained team of officers dedicated to child protection and domestic violence matters.
- **Administrative Support and Licensing**  
Finance - Secretarial Support - Vehicle Fleet Management Criminal Records – Firearm Certificates – Liquor Licensing. In respect of liquor licensing this will include the investigation of offences under the legislation and enforcement of obligations and licence conditions.

Further details of the work carried out by the Guernsey Police can be found at <http://www.gov.gg/ccm/navigation/home-department/police-service/> and in the 2007 Policing Plan.

## **Guernsey Prison Service**

The Guernsey Prison Service serves the community by keeping in custody those committed by lawful authority, looking after them with humanity and helping them to lead law abiding and useful lives, in custody and after release.

- **Security**
  - Prevent escapes by providing a secure site.
  - Undertake pro-active intelligence-led security preventing escapes and other community based misdemeanours.
  - Manage the Court Custody area.
- **Decency by providing or ensuring:**
  - Clean, properly equipped and properly maintained facilities,
  - Regimes and treatments that are lawful,
  - Prisoners receive prompt attention to their concerns,
  - Self-harm prisoners are risk managed and intervention is carried out expediently,
  - Healthcare services are provided in line with a Service Level Agreement with HSSD
  - Ensure staff are trained regularly to a high standard.
- **Maintaining Order and Control:**
  - Provide offender management through risk assessments
  - Ensure effective and appropriate relationships between staff and prisoners
  - Ensure retention and recruitment of staff is a high priority.
  - Appropriate use of the Incentive Earned Privileged (IEP) scheme
  - Active use of the Restorative Justice system (RJ)
- **Partnerships**
  - Work jointly with the Probation service, other agencies both public and private to enable offenders to be seamlessly managed
- **Providing Offending behavior and life skill courses**
  - Provide educational facilities
  - Service Level Agreement with the College of Further Education
  - Improving and developing links with the Education Department  
(See Priority 4, redistribution of Wealth, Level 3, Education)
- **Providing Substance Misuse Programmes**
  - Service Level Agreement with Bailiwick Drug & Alcohol Strategy
- **Developing the prisoner resettlement strategy with the Probation Service**
  - Foster links with families and relatives.
  - Links with Social Security and Local employers
  - Links with the Job Centre, careers and NCH.  
(See Priority4, Redistribution of Wealth, Level 3, Housing)
- **Provide links with agencies for misuse of drug and alcohol issues**
  - Service Level Agreement with Bailiwick Drug & Alcohol Strategy

*Further details of the work carried out by Guernsey Prison can be found at <http://www.gov.gg/ccm/navigation/home-department/prison-service/> and in the Guernsey Prison Service Annual Report.*

## **Guernsey Probation Service**

The Probation Service provides the Courts with information and assessment of offenders to assist in sentencing decisions; supervises offenders on court orders to help reduce crime and protect the public; prepares prisoners for release and resettlement into the community and supervises post custodial licences and supervision orders.

- **Provide the Courts with quality information and assessment on offenders to assist in sentencing decisions**

Reports provide offence analysis, background information about the offender, an assessment of the risk of re-offending and the risk of harm, a consideration of the impact of the crime on the victim, an assessment of the offenders suitability for a range of sentences, a judgement about the offenders motivation and advice regarding any public protection measures to be put in place.

- **Supervise offenders on court orders in order to reduce crime and protect the public**

These Court Orders comprise juvenile Supervision Orders, Probation Orders and Suspended Sentence Supervision Orders.

Interventions are provided by supervising Probation Officers including offending behaviour, drug and alcohol abuse, domestic violence, anger management, and specialist sex offender work.

- **Prepare prisoners for release and resettlement into the community**

Work closely with the Prison service to provide effective sentence planning and resettlement strategies including accommodation, employment, maintaining family links, tackling drug and alcohol misuse, financial management, mental and physical health.

- **Supervise post custodial licences and supervision orders as determined by statute**

- Youth Detention Supervision orders on all those sentenced to Youth Custody under the age of 21.
- Adult Custody Supervision Orders on all adults sentenced to 12 months or more custody for any offence.
- Parole for those serving longer sentences at the discretion of the Parole Review Committee.
- Extended Sentence Supervision as ordered by the Court at the time of sentence to provide extended supervision for those who have committed sexual or serious violent offences.

- **Co-ordinate the Multi Agency Public Protection Arrangements**

With the Police and Prison and other relevant statutory and non-statutory agencies (SSD, Housing, Mental Health, Victim Support, Drug and Alcohol Agencies etc) ensure that multi agency planning is undertaken to manage as well as possible the specific risks presented by some offenders including those convicted of sexual or serious violent offences or those with mental health problems causing ongoing concern of risk to others.

- **Be fully involved in strategic interagency initiatives targeted at Crime reduction and public protection**

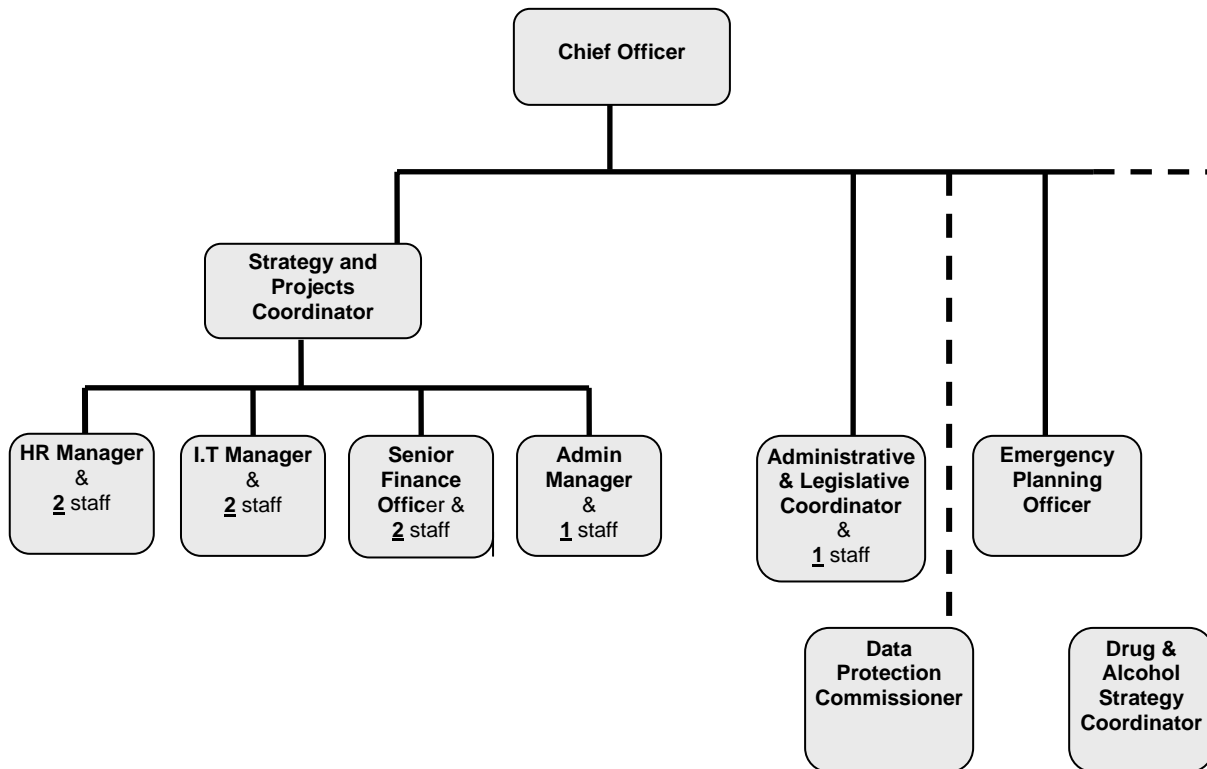
These include:

- Criminal Justice Review
- Community Safety Strategy
- Bailiwick Drug and Alcohol Strategy/ Criminal Justice Drug Service
- Interagency Forum on Domestic Abuse
- Child Care Legislative review / Children's planning
- Child Protection Committee
- Resettlement Strategy

Further details of the work carried out by the Probation Service can be found at <http://www.gov.gg/ccm/navigation/home-department/probation-service/>

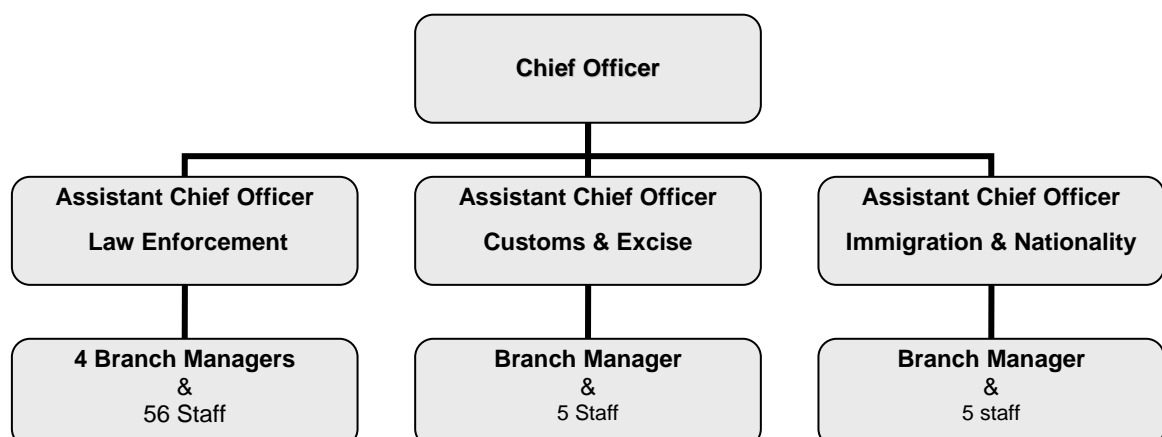
## 2. Who We Are

### Central Services



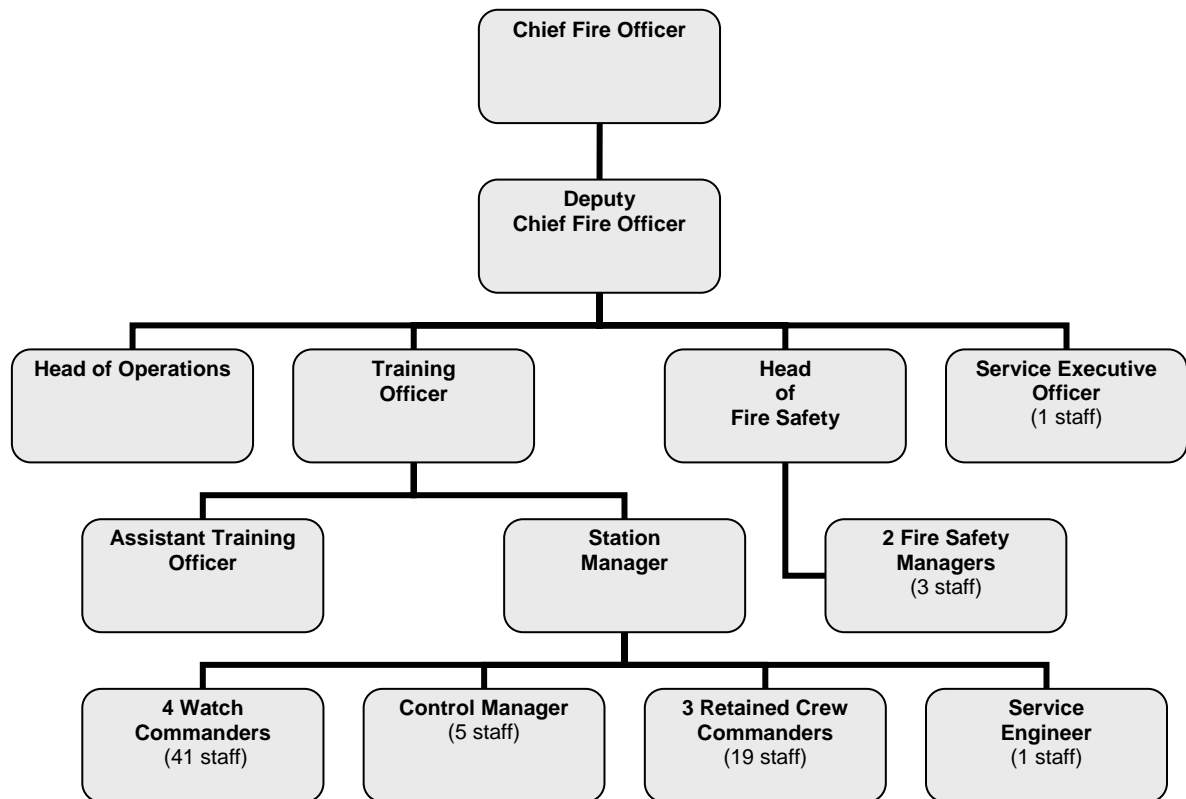
### Customs & Immigration Service

The Customs and Immigration Service currently employs 76 FTE (Full time equivalents)



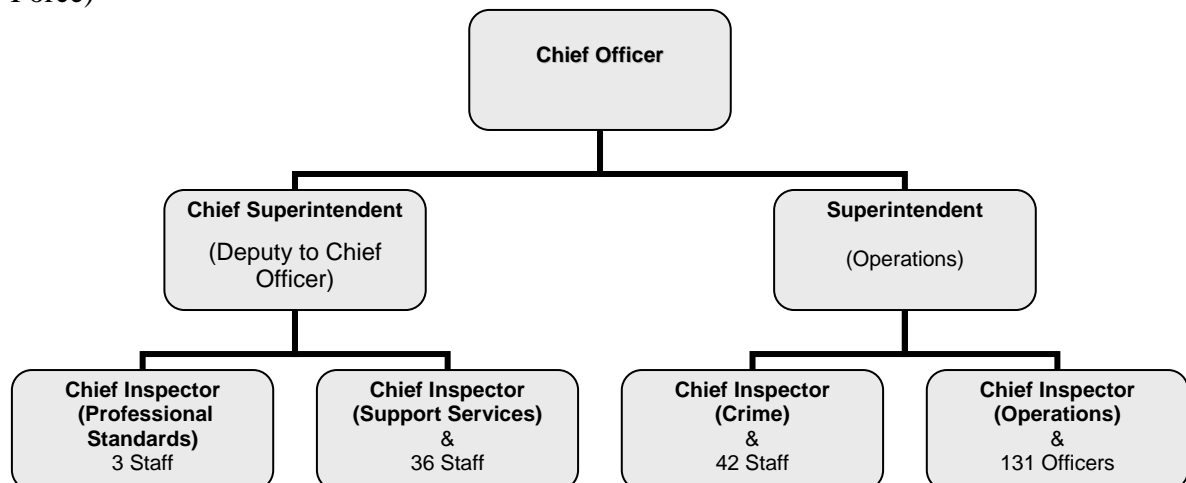
## Fire & Rescue Service

Establishment as of 1 April 2007 consists of 65 full-time and 2 part-time FTE, the majority of which are uniformed operational personnel. In addition the Service has 22 Retained Firefighters who are employed elsewhere but are available by radio pager as backup personnel for serious or protracted incidents. 10 of these Retained crews are based in Herm.



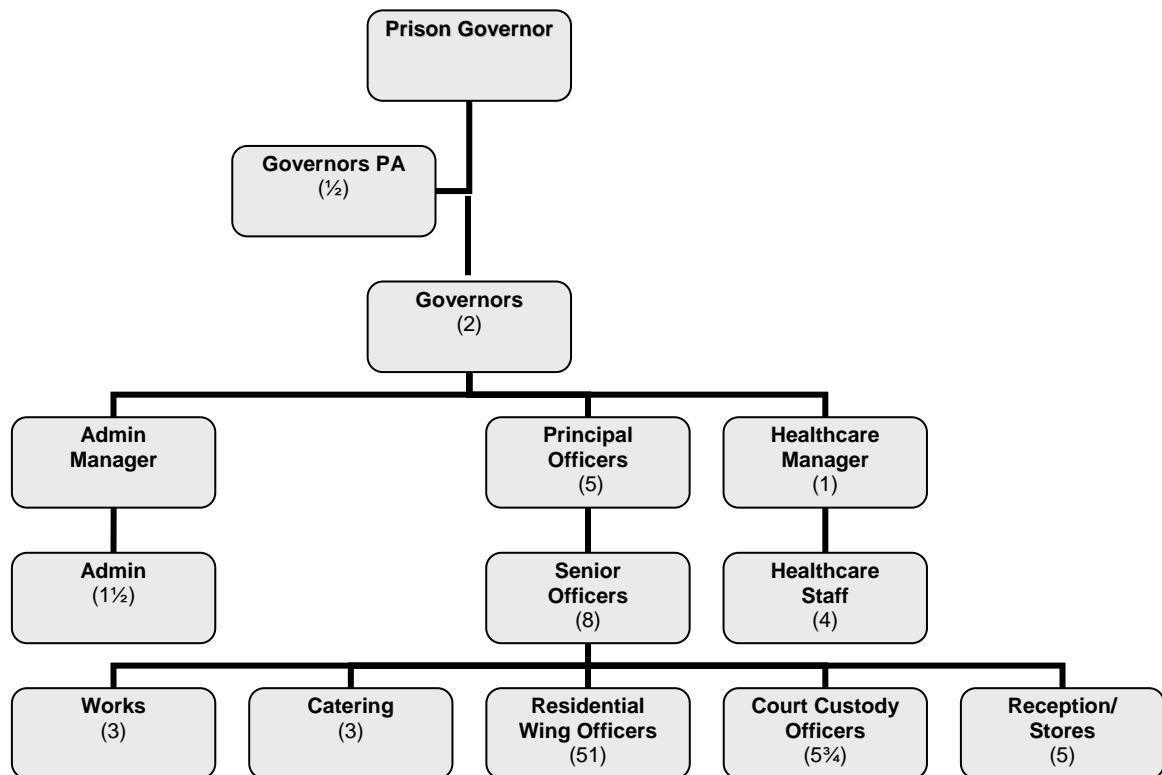
## Guernsey Police

The Island Police has an authorised establishment of 177 police officers.  
[Actual Establishment 168 - 1/4/07] [44 civilian support FTE working within the Force)



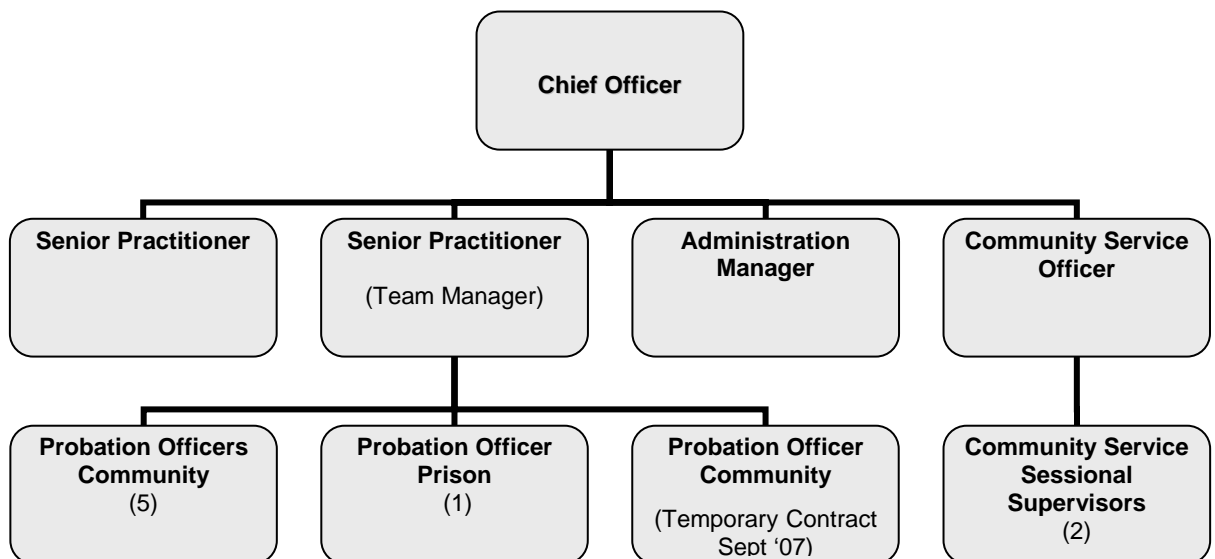
## Guernsey Prison Service

The Prison Service currently employs 91.75 FTE



## Guernsey Probation Service

The Probation Service currently employs 14 FTE



### **3. Our Current Priorities for Change**

#### **Central Services**

- Investigate opportunities for increased inter Service working within the Home Department, including rationalisation of resources where appropriate
- Coordinate the Criminal Justice Working group which is undertaking a review of possible Criminal Justice initiatives for the Bailiwick
- Preparation of States Reports including Criminal Injuries Compensation
- Provide advice and support to members of the new Independent Police Complaints Commission on all matters relating to their statutory responsibilities.
- Undertake a rationalisation of the Liquor Licensing regime
- Review of Prison Legislation

#### **Customs & Immigration Service**

- Implement the e-borders and e-customs programmes in conjunction with the UK Government to protect the Bailiwick's borders and increase the effectiveness in combating smuggling and illegal immigration
- Focus resources to co-ordinate and develop criminal intelligence to combat financial crime and further enhance processes to confiscate the proceeds of crime
- Enhance the resources utilised in covert surveillance activities and the gathering of intelligence
- Develop local legislation to give investigators wide ranging capabilities to attack financial crime and the proceeds of all crimes
- Enhance controls of freight shipments by increasing the access to more detailed and up to date freight movement information that will enable a more incisive and targeted approach to uncover illegal freight shipments
- Develop local export control legislation that matches controls in place in the United Kingdom, enabling the Bailiwick to demonstrate the controls are set and applied at a level that meets international obligations and best practice controlling the movement of sensitive, strategic and dangerous goods
- Introduce the second generation of biometric e-passports containing fingerprint data to more securely establish identity and nationality
- Increase the responsibility on employers to tackle illegal migrant working by requiring employers of migrant workers to check their ongoing entitlement to work in the Bailiwick and introducing sanctions for those who don't
- Introduce requirements to ensure that those foreign nationals seeking to settle in the Bailiwick or become British citizens have a working knowledge of the English language and of life in the UK and Islands, so they are better placed to play a full and active role in society
- Introduce legislation to ensure that foreign national criminals sentenced to 12 months in custody are automatically deported in appropriate cases
- Work with the UK Identity and Passport Service and the Foreign and Commonwealth Office to ensure that British passports issued in the Bailiwick continue to comply with international standards and that Crown Dependencies can continue to issue 'Island variant' British passports for as long as possible



## **Fire & Rescue Service**

- Revise current legislation to allow for a Risk-Based Inspection Regime
- Revise current legislation to include the power of fire investigation under law
- Continue the implementation of the Integrated Personal Development System to provide personnel with the skills for their ongoing development
- Continue to seek initiatives to reduce the level of all emergency calls
- Continue to seek initiatives to reduce the level of unwanted fire alarm signals

## **Guernsey Police**

- Develop effective initiatives to tackle crime and the causes of crime, with particular focus on crimes against people and property. Use effectively crime intelligence, investigation, education and crime reduction initiatives. Together with other agencies deter, prevent and investigate financially-associated crimes, both locally and internationally.
- Reintroduce the community beat system to cover specific areas, to develop 'Problem Orientated Policing' and to increase high-visibility foot patrols.
- Work in partnership with the community to reduce anti-social behaviour, to improve the quality of life and state of public tranquillity that citizens can reasonably expect to enjoy.
- In association with other agencies, work to prevent the abuse of alcohol and drugs, particularly targeting street and middle level dealing.
- In association with other agencies, promote road safety through education and the enforcement of traffic legislation and seek to maintain the free flow of traffic on the roads of the Bailiwick and to reintroduce a designated Road Safety Officer
- In association with staff agencies, continue to enhance the Organisation, including personal and career development for all staff members, ensuring the most appropriate and efficient use of resources, developing recruiting strategies and projecting and promoting the Force to the public. To develop the existing strategies for improving professional standards, information technology and technical support, to ensure their continued relevance to Force needs.

For full details of the aims and objectives for 2007, please see the Guernsey Police Annual Policing Plan (available from Guernsey Police).

## **Guernsey Prison Service**

- Improve and develop an integrated information system for public protection
- Develop long term purposeful sustainable activities and skills
- Provide basic generic skills required by industries in conjunction with employers.
- Build of purpose built small work units within the prison estate.
- Profile work carried out by Administration staff, Prison and Custody Officers to enable an efficient use of personnel in the right areas.
- Address the continued lack of full Mental Health facilities

## **Guernsey Probation Service**

- Establish Community Service as a credible alternative to Prison sentences under 12 months
- Once the Sexual Offences Law is in place which will put Multi Agency Public Protection Arrangements (MAPPA) on a statutory basis – to develop the MAPP arrangements to be the principal management process for reducing risks to the Community from sexual and serious violent offenders.
- Continue to develop Resettlement processes with the Prison to manage the transition from Prison back to the Community as well as possible
- Develop an effective strategy for the treatment of Domestic Violence perpetrators to involve voluntary as well as court referrals (in conjunction with Child Protection Committee (CPC))
- Extend Restorative Justice approaches to work with convicted offenders both in custody and in the community.

### **4. How We Monitor, or Would Like to Monitor, and Review Our Performance**

#### **Central Services**

Central Services provide a function which supports the five main operational services within the Home Department. “Partnership Agreements” (Service Level Agreements) have been put into place with all of the services and performance is measured against these agreements, which are updated annually.

#### **Customs & Immigration Service**

The Customs and Immigration Service achieves this by setting performance measures and top level indicators within each division against which the delivery of the business is measured and reported annually. Following are indications of areas in which targets are set in each division:

- **Law Enforcement**
  - Number of syndicates dismantled or disrupted
  - Local street drug price index
  - Assets confiscated as the proceeds of drug trafficking
  - Number of persons convicted
  - Quantity of controlled drugs seized
- **Customs & Excise**
  - Physical examinations of freight consignments for prohibited and restricted goods and to ensure correct declaration of goods and duty collected
  - Revenue collected by commodity
  - Audit visits to approved warehouses to check compliance with the set conditions of operation
- **Immigration & Nationality**
  - Passport issuance times for standard and premium rate issues
  - Response times for processing visa and other entry clearance applications
  - Number of passengers refused leave to enter
  - Removal of illegal immigrants / deportations

- Detection of fraudulent passport applicants and holders
- Fraud detection of forged or counterfeit job references

## **Fire & Rescue Service**

The Service publishes a Service Performance Plan each year which sets out the Service's vision, strategic aims and objectives for that year. The Plan also incorporates the Best Value Indicators that are applicable to Fire Services nationally, together with Local Performance Indicators, which serve to benchmark the Service's delivery against other Authorities. The indicators are designed to enable comparisons to be made between different Fire Services and for the Service to monitor its own performance year on year.

The Service Performance Plan is available on the Government web site at:-

[www.gov.gg/ccm/navigation/home-department/fire-service/service-performance-plans/](http://www.gov.gg/ccm/navigation/home-department/fire-service/service-performance-plans/)

## **Guernsey Police**

- The Chief Officer's Annual Report is presented to the Board of the Home Department and made available to all States member and to the public/media. It details the activity of the Force during that year and provides a comprehensive statistical digest.
- Her Majesty's Inspector of Constabulary – is invited to inspect the Force on a regular basis. Please see HMIC Baseline Assessment 2005 (available from Guernsey Police).
- The Force (as were all operations within the Home Department) has recently been reviewed by the National Audit Office – 'A review of staffing and operations in the Home Department in Guernsey.'
- The Force is subject to regular audit by 'Audit and Assurance' – The States Treasury & Resource Department (as are all the Services within the Home Department).
- Quarterly performance reports are produced for senior management indicating the Force's progress towards the aims and objective of the Annual Policing Plan. These are made available to the Board of the Home Department.
- Operational police performance is continually monitored following the National Intelligence Model.
- The Force has undertaken a range of public surveys to determine public satisfaction levels of police performance. Island wide postal surveys as well as targeted surveys of victims of crime and those involved in reported road traffic collisions.
- For many years the Police Force has received benefit of feedback from the quarterly meeting of the Police/ Public Consultative Group. This group has members from a wide range of agencies and organisation representing a wide cross section of the community.
- The Force maintains a Professional Standards Department to improve standards of professional behaviour and to prevent and detect unethical, dishonest or corrupt behaviour.
- The Police Force is also subject to close media scrutiny where performance is often judged and commented upon.

## **Guernsey Prison Service**

- The Prison Service has a register of key risks that allows managers to identify and prioritise the key risks to business objectives and to report on how well those risks are being managed.
- Key Performance Targets (KPT) are set annually to enable the key risks, prison objectives and the operational plan to be monitored and performance judged against service delivery.

## **Guernsey Probation Service**

- UK National Standards for the Probation Service are used as a guide to report writing and also to determine the frequency, timing and length of meetings with clients. Adoption of these standards aims to ensure that the work is consistent and credible.
- As agreed with the Court, reports are delivered within 15 working days for those on open remand and 5 working days for those in custody.
- Multi Agency Public Protection criteria are used for the management of potentially dangerous offenders. Guidelines are distributed to all relevant agencies. It is planned for these arrangements to be supplemented by a senior management group providing review and gate keeping functions.
- Victim Contact Guidelines are used to ensure victims are kept in relevant touch with a prisoner's progress through the system.
- A new case management database 'Data Analysis and Input System' (DAISy) has been introduced with the capability to produce accurate and detailed data analysis and workload trends.
- Reconviction data analysis is planned through DAISy and the Home Department criminal justice database.

## **5. Longer Term Objectives**

### **Central Services**

- Investigate opportunities to provide one site for the housing of all Law Enforcement and Home Department support functions
- Review arrangements for the administration and support of all independent panels supported by the Department
- Consider the replacement of the Island-wide early warning siren.
- Investigate requirements for the setting up of a "Population Office" function.

### **Customs & Immigration Service**

- **Law Enforcement**
  - Develop new strategies and methods for tackling serious and organised crime
  - To fully deploy the new Proceeds of Crime legislation through the use of all financial investigation techniques, thereby maximising opportunities to seize criminal assets and reduce serious crime
  - Increase effectiveness of profiling, risk management and covert surveillance techniques by capitalising upon the developments in technology

- **Customs & Excise**

- Progress the community initiative for the Bailiwick's involvement for a community-wide IT system fostering international cooperation between Customs Services on security matters
- Improve access to comprehensive import and export data to provide more effective targeting for prohibited and restricted goods and collection of revenue

- **Immigration & Nationality**

- To reduce the potential for identity fraud across all parts of the Bailiwick by raising awareness and helping to put in place anti-identity fraud and illegal entry measures such as secure biometrically enabled British passports
- To examine the feasibility of introducing an identity card for Guernsey residents and to assess the implications of the UK National Identity Card scheme as far as it affects residents of the Bailiwick
- Develop second and third generation biometric passports for Bailiwick residents

## **Fire & Rescue Service**

- Evaluate the requirement for a high volume pumping unit to combat major flooding risks.
- Seek to relocate the Service's workshop to a joint Home Department workshop facility

## **Guernsey Police**

- Guernsey Police believe that the citizens of the Bailiwick should continue to have an independent quality policing service, free at the point of delivery, which assists in providing a safe and peaceful community, and works in partnership with others to build a safe, just and tolerant society.
- The safety and prosperity of our community are important and the Guernsey Police have a large part to play in achieving stability in which social and economic growth can be positively encouraged.
- Detailed information on the future aims and objectives of the Force can be found in the Guernsey Police - Strategic Plan 2007 / 2010 (available from Guernsey Police).

## **Guernsey Prison Service**

- With the annual growth of prison population at 12% every year for last 5 years enables the service to forecast the possible prisoner numbers for 2012 to be 184
  - The service will need to provide additional accommodation for prisoners in the form of a 60 cell self-contained unit
- To plan for the re-integration back in to the community those being held on longer sentences by providing accommodation facilities such as a halfway house or two blocks of housing units one for ROTL (work release)/ weekend use, one as ordinary use.

## **Guernsey Probation Service**

- Keep abreast of best practice in dealing with persistent and prolific offenders requires ongoing training. Local Probation Officers need to maintain their skills by attending courses and conferences. Also need to establish a route to train locally

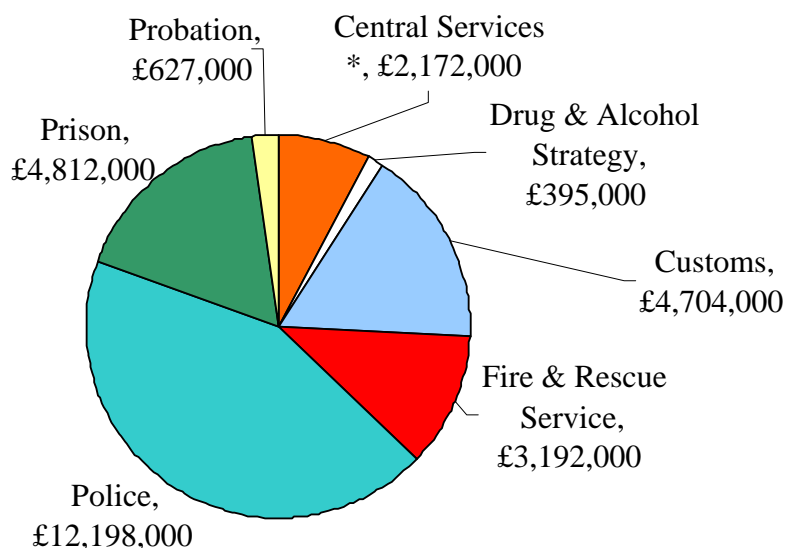
qualified people to be Probation Officers. Discussions with Jersey and Isle of Man continue on this topic.

- Development of proven group work interventions.
- Continue to divert all but the most serious and dangerous offenders from custody by providing credible alternatives.
- Hostel provision for those needing bail accommodation, sheltered post release accommodation and supervised therapeutic input.

## 6. How We Spend Public Money

Home Department	£
Central Services *	2,172,000
Drug & Alcohol Strategy	395,000
Customs	4,704,000
Fire & Rescue Service	3,192,000
Police	12,198,000
Prison	4,812,000
Probation	627,000
	28,100,000

### Home Department 2006 Expenditure



<b>Central Services*</b>		<b>Customs &amp; Immigration Service</b>	
	£		£
Premises	86,000	Premises	239,000
Staff	1,218,000	Staff	3,692,000
Supplies & Services	836,000	Supplies & Services	831,000
Consultants Fees	35,000	Recoveries etc	<u>(58,000)</u>
Grants	83,000		4,704,000
Recoveries etc.	<u>(86,000)</u>		
	2,172,000		
<b>Fire &amp; Rescue Service</b>		<b>Guernsey Police</b>	
	£		£
Premises	81,000	Premises	196,000
Staff	2,862,000	Staff	9,847,000
Supplies & Services	252,000	Supplies & Services	2,207,000
Op Income	<u>(3,000)</u>	Recoveries etc.	<u>(52,000)</u>
	3,192,000		12,198,000
<b>Guernsey Prison Service</b>		<b>Guernsey Probation Service</b>	
	£		£
Premises	384,000	Premises	97,000
Staff	3,067,000	Staff	490,000
Supplies & Services	866,000	Supplies & Services	<u>40,000</u>
Prisoners in the UK	500,000		627,000
Recoveries	<u>(5,000)</u>		
	4,812,000		

\* Includes Broadcasting, Data Protection, Emergency Planning, Gambling Control, Parole Review etc.

# **Housing**

## **Operational Plan Summary**

### **1. What We Do**

The formal mandate of the Department is:

To advise the States on matters relating to:

- The Island's Housing Strategy and Corporate Housing Programme meet the identified housing needs.

And to be responsible for:

- The overall co-ordination and management of the Corporate Housing Programme.
- Specific action areas of the Corporate Housing Programme as lead or joint lead Department.
- The provision and management of social housing administered by the States, including administration of the States Houses Fund. These responsibilities include:
  - Tenancy Management of 2050 properties, including rent setting, arrears management, operation of the Rent and Rebate scheme, tenant consultation and estate management.
  - Property Management (day-to-day repairs, planned and programmed maintenance, refurbishment and modernisation of the housing stock).
  - Maintaining the Housing waiting list and the allocation of tenancies (including nomination to housing associations).
- The rationalisation of the States Housing stock, including carrying out reviews of tenancies.
- Facilitating and supporting the development of non-governmental bodies to provide affordable social housing to meet the needs of the Intermediate Housing Market.
- The regulation and funding of housing associations and other non-governmental bodies providing affordable social housing to meet the needs of the Intermediate Housing Market.
- The administration of the Housing Development and Loans Fund to provide financial assistance for house purchase and repair.
- Establishing initiatives to improve the affordability and quality of the private rental sector without reducing its size, including administration of the Rent Control Law.
- Controls on housing occupation through the administration of the Housing Control and Right to Work Laws
- Managing Maison Maritaine and Longue Rue House residential homes.



## **2. Who We Are**

The Housing Department employs a total of 60 Established Staff which equates to 58.49 full time equivalents. In addition, the Department also employs 5 temporary/contract staff.

There are 102 Public Sector Employees employed at the Department's two Residential Homes, all of whom work on a part time basis. Totalled together, they equate to 46.36 full time equivalents. These posts include care assistants, handymen/gardeners, domestic and catering staff.

Organisation charts at Figs 1 – 3 and the Pie Chart at Fig 4 show how those staff are deployed within the various sections.

## **3. Our Current Priorities for Change**

The Department is committed to maximizing its income and to increase the effectiveness and efficiency of the service it provides across the whole range of its responsibilities.

The following are a summary of the priority work streams that the Department will be taking forward between now and 2009:

- 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.
- Provide grant funding to the Guernsey Housing Association to build approximately 125 new social housing developments at the Bus Garage (in the Bouet) and at Victoria Avenue.
- To work in partnership with the Guernsey Housing Association to increase the supply of Partial Ownership properties.
- To continue negotiations with the GHA in full to reduce the level of States grant required for all new development.
- To prepare and present a States Report setting out a Social Housing Development Plan until 2013 that will meet the needs identified in the 2006 Housing Needs Survey.
- To complete the programme of modernisation of the States housing stock.
- To produce an asset management plan that will ensure the States housing stock continues to be maintained to a satisfactory standard in the future.
- To carry out annual reviews of the Rent and Rebates Scheme, and to set the rents at a level that will fund the long term maintenance of the housing stock, whilst ensuring that the rebate scheme maintains affordability for those on low incomes.
- To continue to proactively manage rent arrears, to ensure the maximisation of income available to the Department.
- Together with the Guernsey Housing Association, incorporate sustainable elements into all future new build social housing schemes.
- To carry out a comprehensive review of the Allocations Policy, particularly in relation to the eligibility criteria for social rented housing.
- To continue implementation of the tenancy review programme to address under-occupation and assist with the rationalisation of the States housing stock.
- To upgrade/replace the computer systems for Housing Management to provide greater functionality and improve operational efficiency.

# STAFF STRUCTURE

1 April 2007

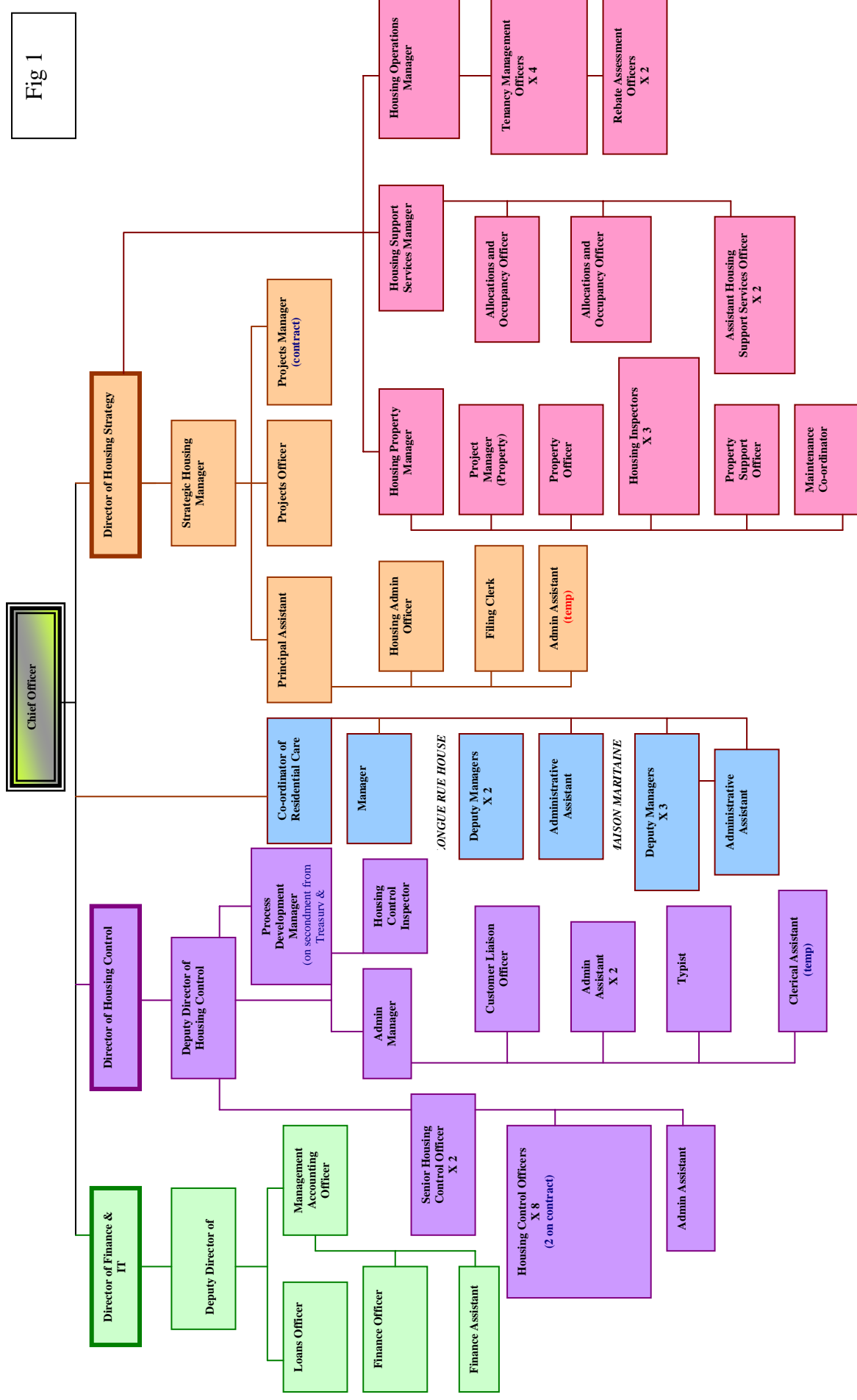


Fig 1

# LONGUE RUE STAFF STRUCTURE

1 April 2007

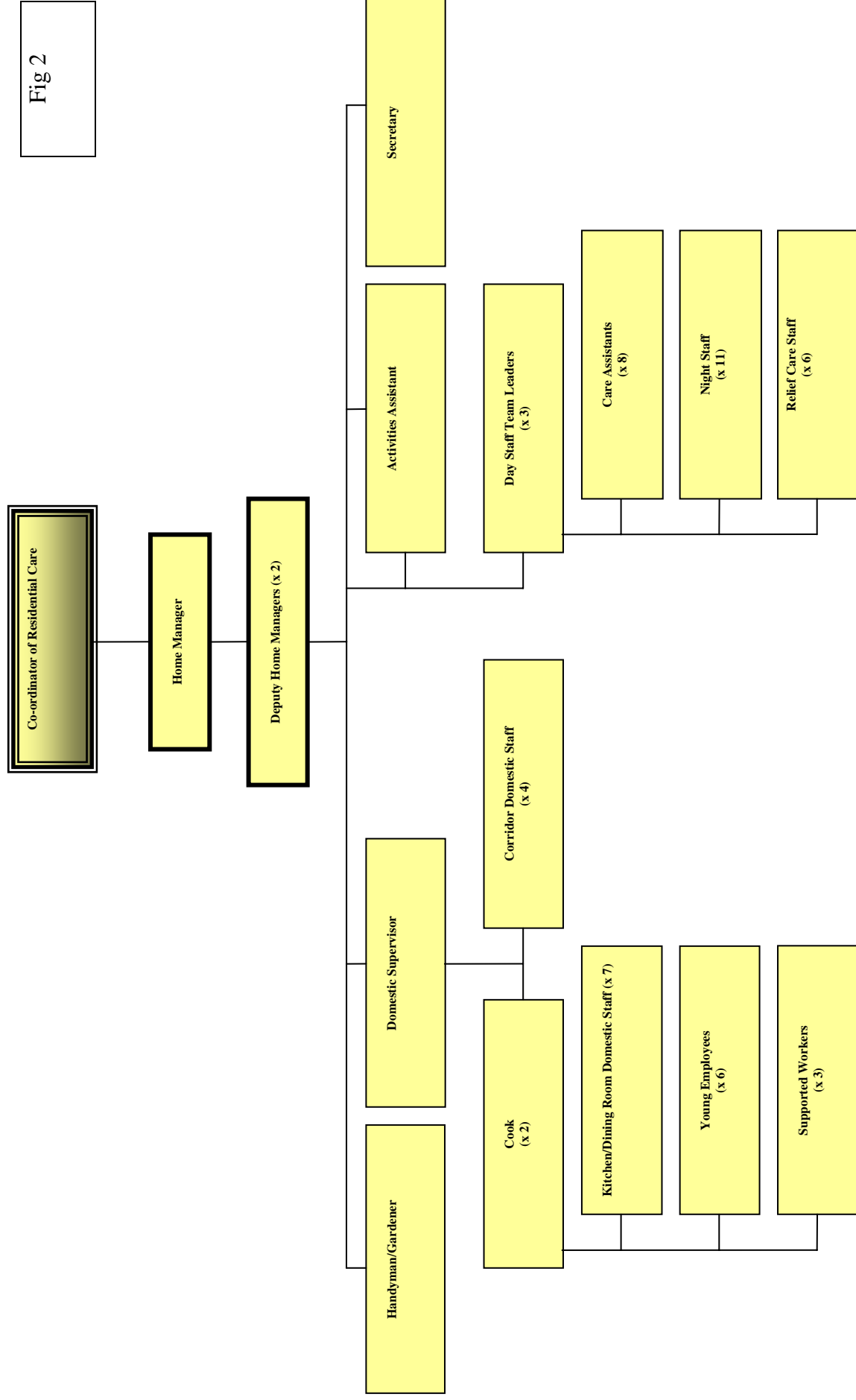


Fig 2

# MAISON MARITAINE STAFF STRUCTURE

1 April 2007

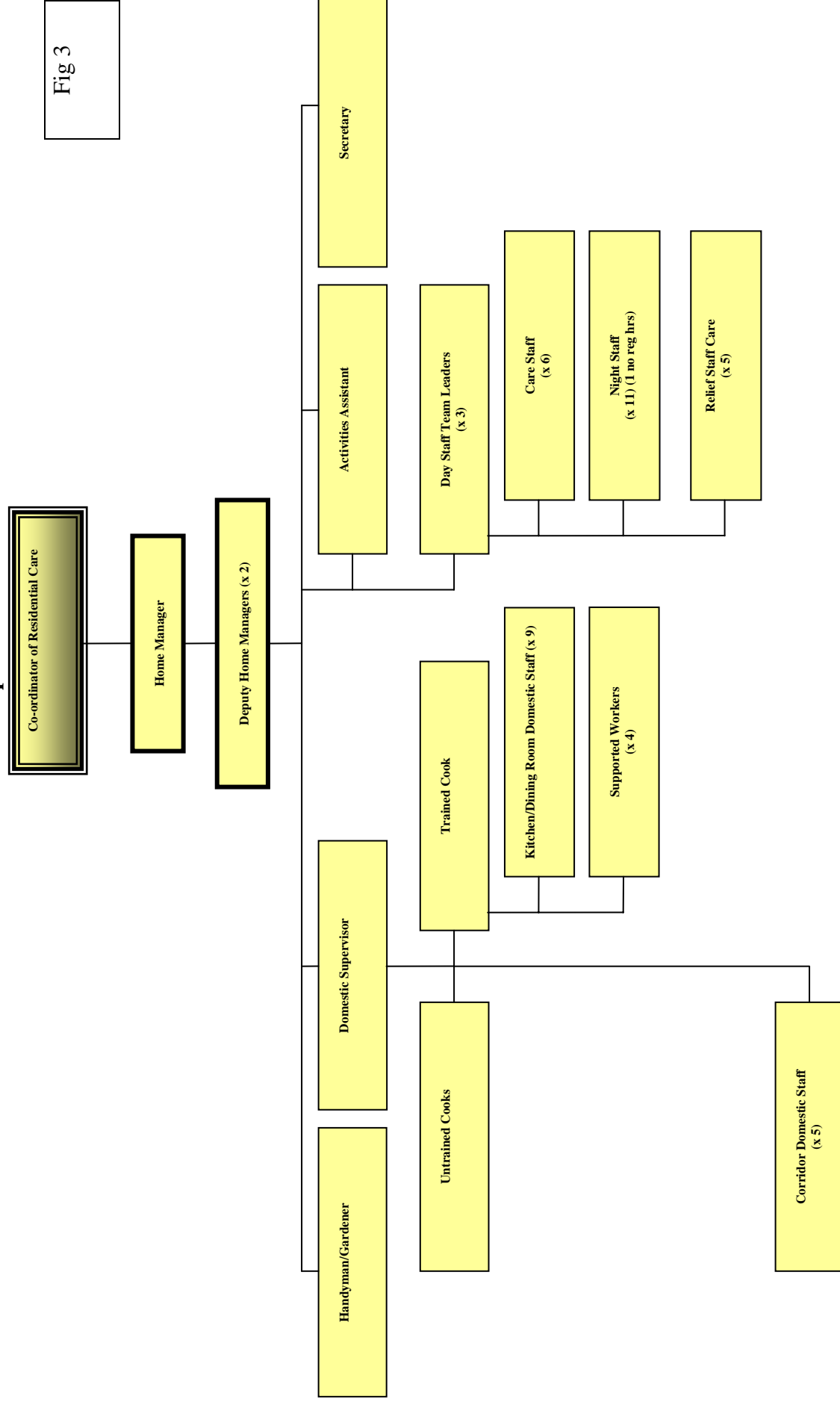
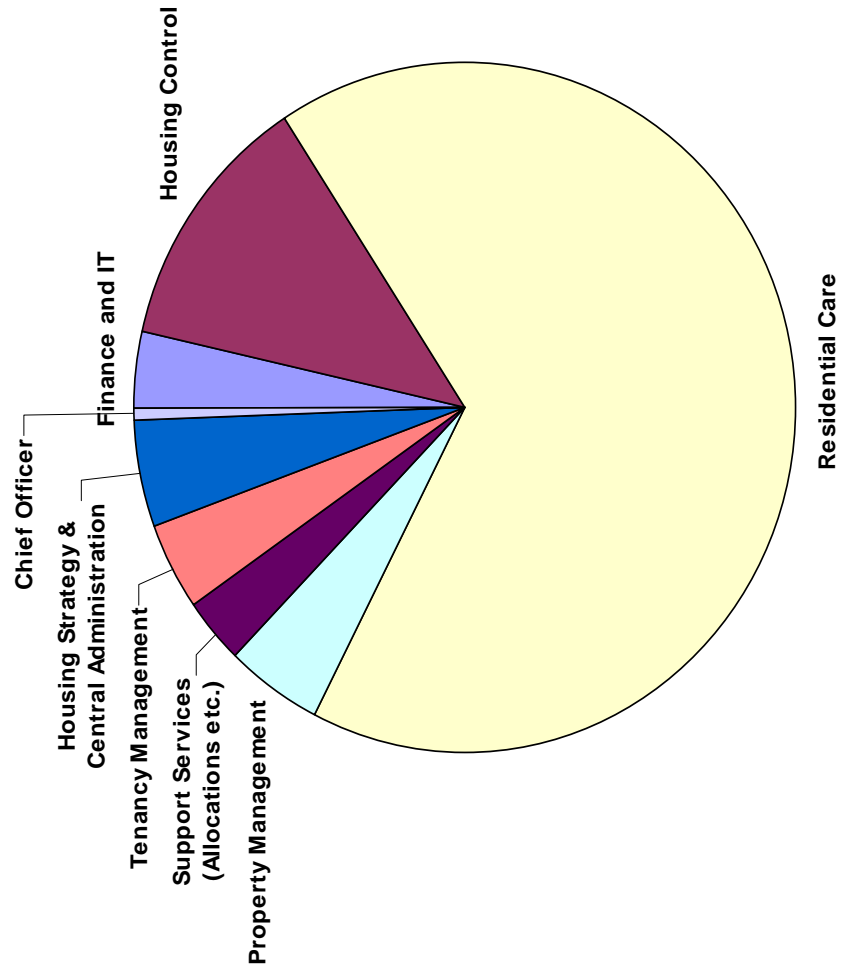


Fig 3

# STAFF STRUCTURE

1 April 2007



- To review the need for wardens across our estates, including their terms of remuneration and training requirements.
- To continue to develop our links with the States Tenants Advisory Group and to encourage a greater level of tenant consultation and participation in the management of their properties.
- To review and update schemes designed to assist first time buyers. This will include reviews of the following:
  - States Home Loans;
  - Assisted Purchase;
  - Equity Loans (for key workers);
  - First-time buyers grant for assistance with Document Duty.
- To work with the Landlords Forum to progress the self-regulation of the Private Rented Sector.
- To continue to investigate the condition of lodging houses and private sector staff accommodation.
- To carry out a review of the Rent Control system and bring a report to the States.
- To coordinate and take forward the Key Worker Housing initiative. (1)
- To analyse and report to the States on the key findings of the 2006 Housing Needs Survey.
- Jointly with Environment Department, prepare and present a report to the States on the feasibility of the introduction of Planning Agreements in Guernsey.
- In conjunction with Housing 21 and the Health and Social Services Department, to complete the commissioning of the Rosaire Court extra care scheme.
- In conjunction with Health and Social Services, Social Security and Treasury and Resources, to develop an integrated housing, 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.
- To develop a strategy and business plan for the Department's residential homes that will ensure they are run as cost-effectively as possible.
- To draw up a detailed plan for the necessary refurbishment and upgrading to the 2 residential homes that accords with the plans and timetable for their future use.
- To establish and implement a plan to ensure adherence to acknowledged residential care standards and health and safety policies, including development of operational policies and procedures, risk assessments and operational plans.
- To continue the review of internal policies and procedures and replacement of all standard letters using 'plain English' principles.
- To continue with the training and development programme for all of the Department's staff.
- To review the Housing Control Law. (2)
- Carry out a review of licensing policies for key workers which links with (1) and (2) above.
- Finalise work with Commerce and Employment Department to produce criteria to apply to applications for essential employment-related licences.
- To work with Commerce and Employment Department to review licencing policies for tourism and horticulture.
- To present for States' approval, a charging policy for Right to Work documents.
- To upgrade/replace the computer system for Housing Control to provide greater functionality and improve operational efficiency.

### **3. How We Monitor, or Would Like to Monitor, and Review Our Performance**

The Department has been successful in achieving considerable improvements in all areas of service in recent years. These improvements include:

- The introduction of a new Tenancy Agreement and information pack for its tenants.
- The introduction and implementation of the Rent and Rebate scheme for States House tenants and tenants nominated by the Department to the Guernsey Housing Association for housing.
- The introduction of a Partial Ownership scheme to the Island.

However, the Department does not intend to be complacent and rest on its laurels. It will strive continuously to improve its operation in all areas of service.

It fully appreciates that performance monitoring and review are the key to ensuring that happens, and to that end the following monitoring and review processes are already in place:-

- A list of key Departmental objectives has been developed and are reviewed annually by the Senior Management Team and are embodied into the staff appraisal scheme to ensure that they are cascaded down the organisation.
- A Department Work plan is prepared annually that clearly sets out the intended work streams of the Department during the year, and includes target dates and milestones that are expected to be achieved. This plan is updated quarterly and reported to the board so that they are aware of the Department's progress.
- A basket of reports on all key areas of the service is presented to our board on a quarterly basis, in order for them to monitor the performance of the Department. These include:
  - Current and former tenant arrears.
  - States Home Loans' arrears.
  - Monthly and annual Housing Control statistics.
  - Budgetary progress reports on both the Revenue account and Corporate Housing Programme Fund.
  - Progress reports on the Modernisation Programme.
  - Allocations and Waiting List statistics.
  - Review of the Department's Complaints Register.

In addition Managers have monthly meetings with their staff where they monitor and review expenditure against budget, progress towards individual targets and progress on all projects within their section.

Satisfaction slips are sent out to all tenants at the time that a repair is issued for their property; this enables us to monitor the performance of our contractors.

Service standards were introduced in the States Houses Section at the time that the new Tenancy Agreement was introduced. These standards were published in the Tenant's Handbook and are monitored regularly by Managers to ensure compliance. The Department intends to introduce service standards to all other sections of the Department in 2008.

#### **4. Longer Term Objectives**

The fact that the Department have been given financial certainty by the decision of the States in December 2007 to give the Department the value of their Rent Rebate allowances for both States' tenants and tenants nominated to the Guernsey Housing Association (from 2008) is significant. It means that the Department can move forward with a Social Housing Development Programme that will address social housing need until at least 2012.

In addition it will enable the Department to complete the modernisation and upgrading of the remainder of the States housing stock. This will mean that by 2012 the majority of our properties will provide modern standards and amenities.

The Department has the following long-term objectives which it realistically expects to achieve during that period:-

- To provide sufficient grant funding to the Guernsey Housing Association to enable them to build sufficient new units of social housing to meet the needs identified in the 2006 Housing Needs Survey.
- To complete the programme of modernisation and upgrading of the States housing stock.
- To develop an asset management plan that will ensure that the States housing stock is maintained in that condition over the longer term.
- To balance the States housing stock and address the high levels of under-occupation of family houses currently occupied by older couples and single older persons.
- To implement an integrated Older Person's Housing, Care and Support Strategy that will address the needs of the older population of Guernsey more effectively.

#### **5. How We Spend Public Money**

The Housing Department has a general revenue account and a separate Corporate Housing Programme Fund: (The latter sits above the States Houses Fund and the States Association Fund).

The Housing Department currently derives its General Revenue income from two sources:

- General revenue allocations to fund the residential homes and Housing Control Section.
- Fees for the occupation of the residential homes.

(The charts at Figs 5 and 6 show revenue income and expenditure in these areas during 2006.)

The Corporate Housing Programme Fund derives its income from:

- A capital allocation to the Corporate Housing Programme Fund (to be replaced by a revenue payment to the value of rent rebate payments from 2008).
- Rent income, net of rent rebates.



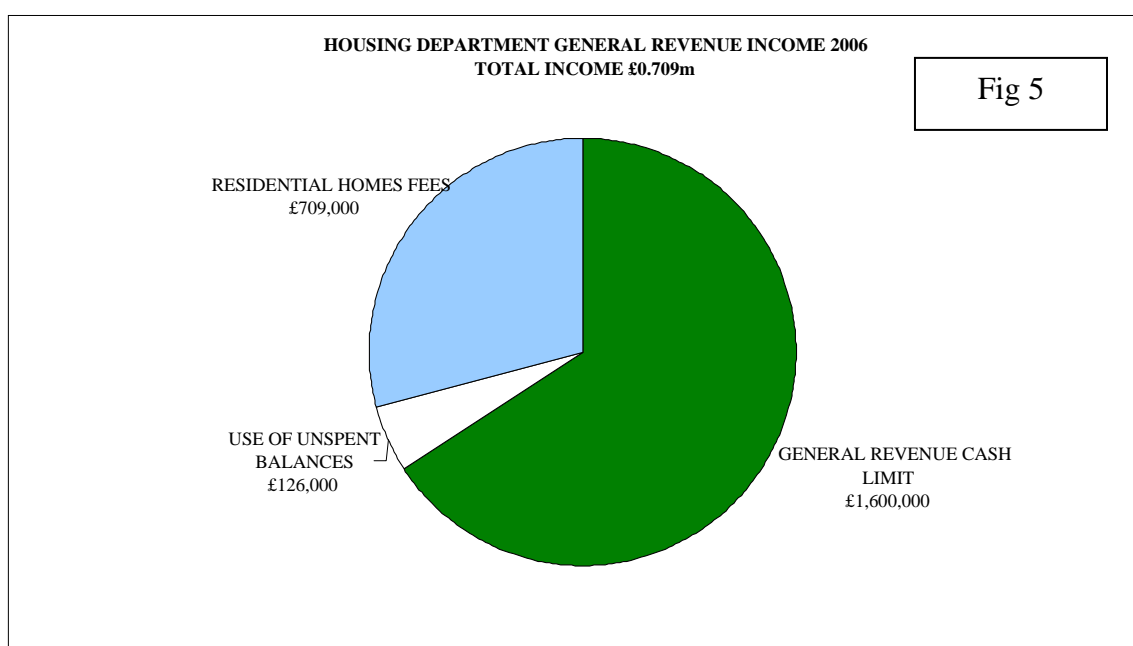
- Sales receipts from the sale of incompatible properties (ring-fenced to be used to fund replacement social housing).
- Interest received on funds.

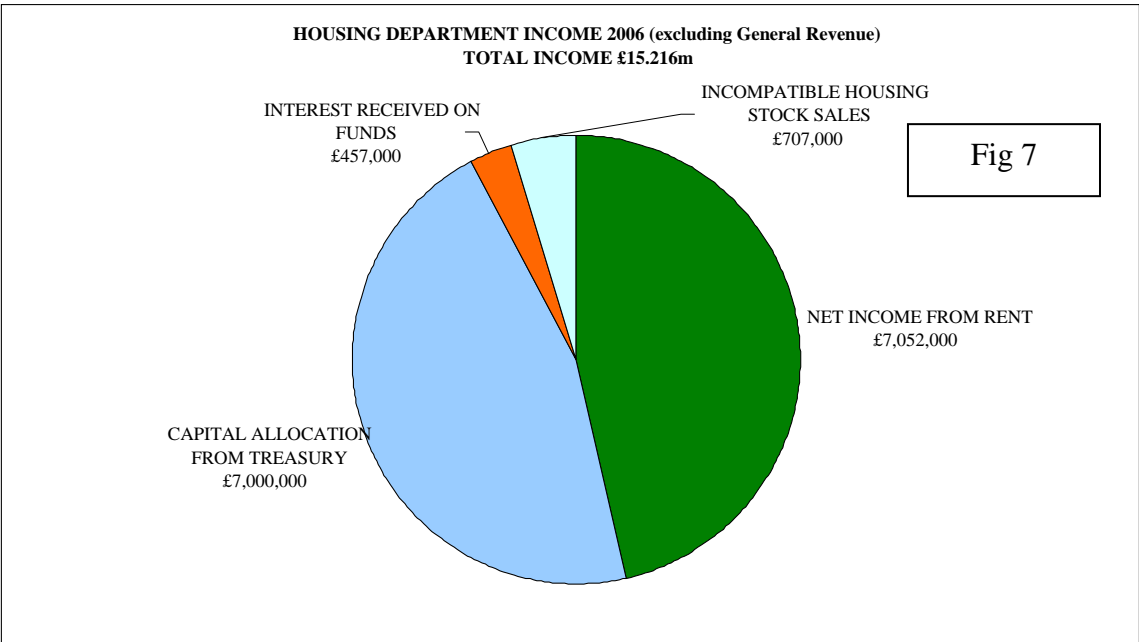
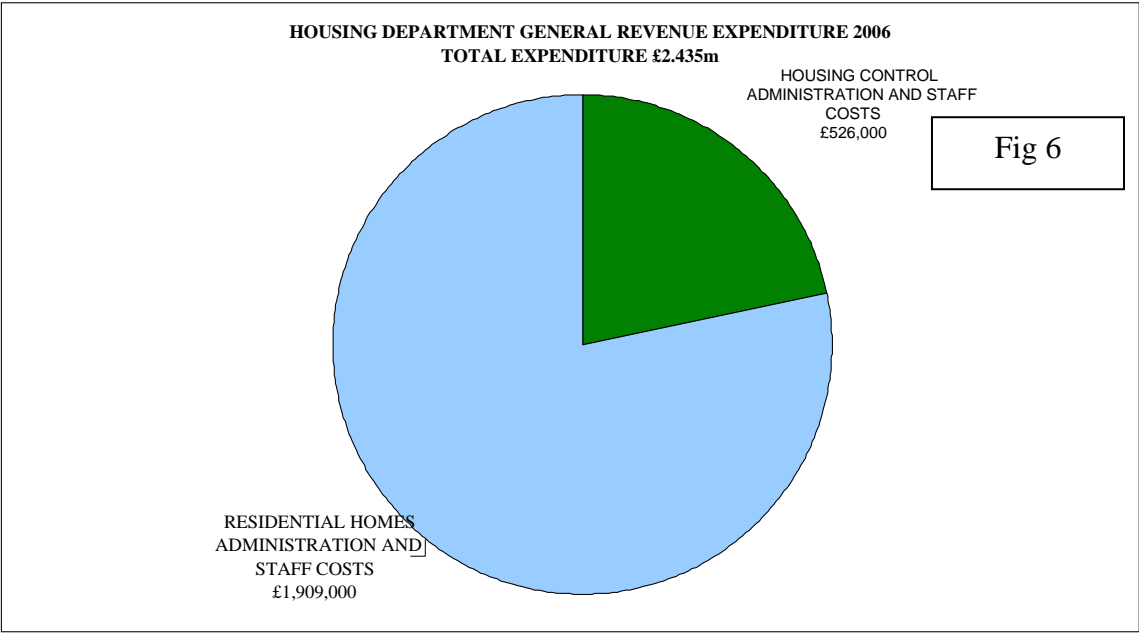
(The charts at Figs 7 and 8 show income and expenditure on Corporate Housing Programme initiatives during 2006)

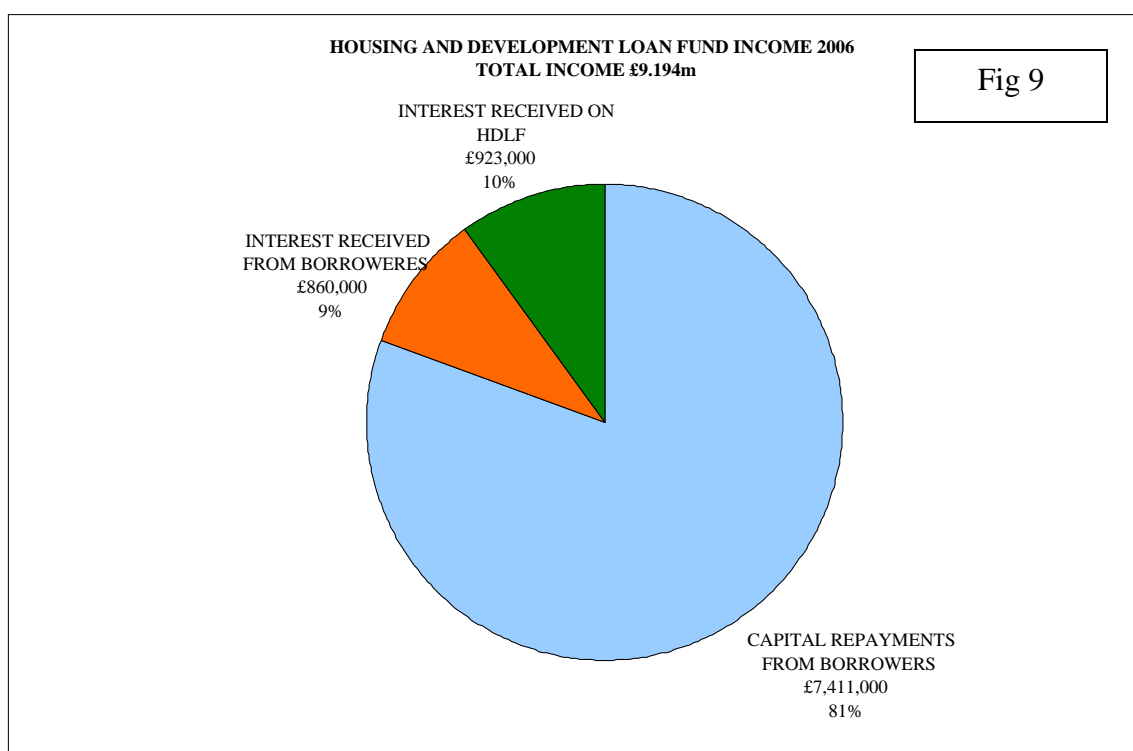
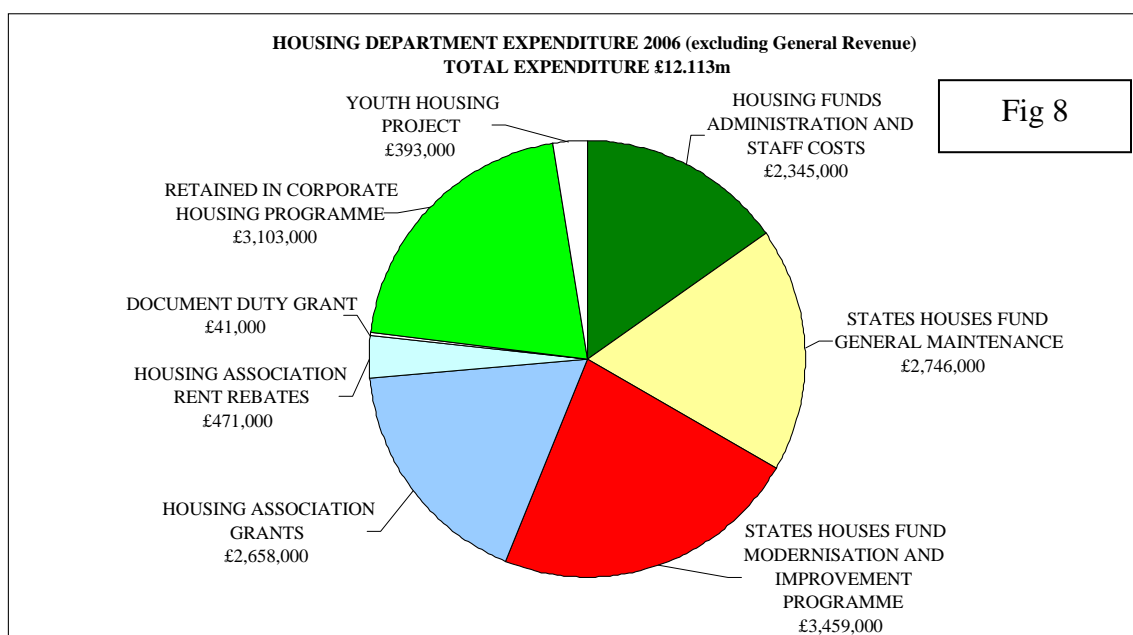
In 2006 the Department spent £3m less than its income. This balance has been retained in the Corporate Housing Programme Fund, where it is ring-fenced to help fund the continuation of the modernisation of the States housing stock and the new build social housing programme being undertaken by the Guernsey Housing Association.

In addition the Department is responsible for administering the Housing Development and Loan Fund that has a borrowing facility set up to assist house purchase and improvement grants to owner-occupiers. At the end of 2005 the States approved the Department using this fund to assist in financing the CHP.

(The charts at Figs 9 and 10 set out income and expenditure on the HDLF during 2006.)







**HOUSING AND DEVELOPMENT LOAN FUND EXPENDITURE 2006**

**TOTAL EXPENDITURE £0.92m**

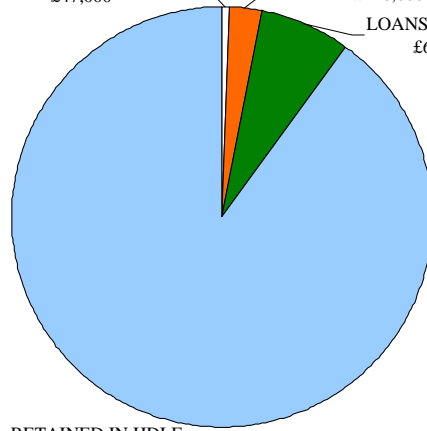
ADMINISTRATION AND  
STAFF COSTS  
£47,000

INTEREST PAID ON  
BORROWING  
£246,000

LOANS ADVANCED  
£629,000

RETAINED IN HDLF  
£8,272,000

**Fig 10**



# **Public Services**

## **Operational Plan Summary**

### **1. What We Do**

The Public Services Department is responsible for the delivery of key services and for the provision of essential island infrastructure which facilitates the movement of people and goods on, to, through and off the Island by the provision, management and maintenance of Harbours, roads and Airports. It also secures the supply of fresh water and removal of foul water whilst at the same time enforcing the States pollution legislation.

These services are provided by five business units which are required to act in a commercial manner: -

- Central Services
- Guernsey Airports
- Guernsey Harbours
- Guernsey Water
- States Works

Each unit employs experienced craftspeople, technicians and professionals in a diverse range of disciplines associated with these services.

Further details can be obtained on the States of Guernsey website at <http://www.gov.gg/ccm/navigation/public-services/> which also contains links to the business units' individual websites.

### **Central Services**

Central Services coordinates the work of the business units from a strategy and policy point of view and ensures that services are provided efficiently and cost effectively. As well as providing support for the political Board, Central Services is responsible for providing the following services: -

- Alderney Breakwater maintenance
- Drainage
- Solid waste disposal including landfill and recycling
- Liquid waste disposal including the extension and maintenance of the sewerage network and development of long-term strategies for sewerage and wastewater treatment on the Island.
- Receiver of Wreck
- Road resurfacing and repair

## **Guernsey Airports**

Guernsey Airport is one of the gateways for visitors to the Bailiwick and along with Alderney Airport provides one of our links for residents to the outside world.

Guernsey Airport's aim is to ensure the safe and expeditious movement of commercial and private aircraft, passengers and cargo to, from and at the Airport on the most cost effective basis. It operates as a commercial business to secure a healthy annual return, invested in the Ports Holding Account, from which future capital projects may be funded. It is responsible for the provision of:

- Infrastructure including runway, taxiways and aprons, technical aids and services for the landing, take off, ground movement and parking of commercial and private aircraft
- Buildings, facilities and support services for the movement of passengers and the handling of airfreight
- Infrastructure for the movement of vehicles, including parking in landside areas
- Air Traffic Control Services including approach, radar, aerodrome and ground movement control as well as a flight briefing service
- A Rescue and Fire Fighting Service to the standards set by the Civil Aviation Authority
- A Meteorological Service essential to aviation (including Alderney Airport)
- Security Services in accordance with the United Kingdom's Department for Transport, Local Government and the Regions' National Aviation Security Programme
- Management, administration and financial support services

The daily operation of Alderney Airport also falls under the remit of Guernsey Airport.

## **Guernsey Water**

Guernsey Water operates as a self-financing body delivering to its customers a reliable supply of high quality drinking water in sufficient quantity that satisfies normal daily demand at lowest cost consistent with meeting a high level of customer service and confidence.

Environmental catchment protection will be monitored, storage will be maintained at maximum possible levels, treatment techniques and delivery systems will be the most appropriate to meet international standards.

## **States Works**

States Works is a trading organisation which provides general contracting, municipal and maintenance services to the States of Guernsey and private clients, utilising the skills and expertise of a predominantly manual, direct labour workforce, as follows: -

- Building projects
- Grounds maintenance
- Horticultural Services

- Road construction and drainage services
- Waste disposal and recycling management
- Refuse collection
- Street cleaning
- Beach cleaning
- Fleet vehicle repair
- Sewage collection
- Electrical and mechanical services

States Works provides the Island with an emergency workforce which aims to provide a quality public service to the people of Guernsey.

### **Guernsey Harbours**

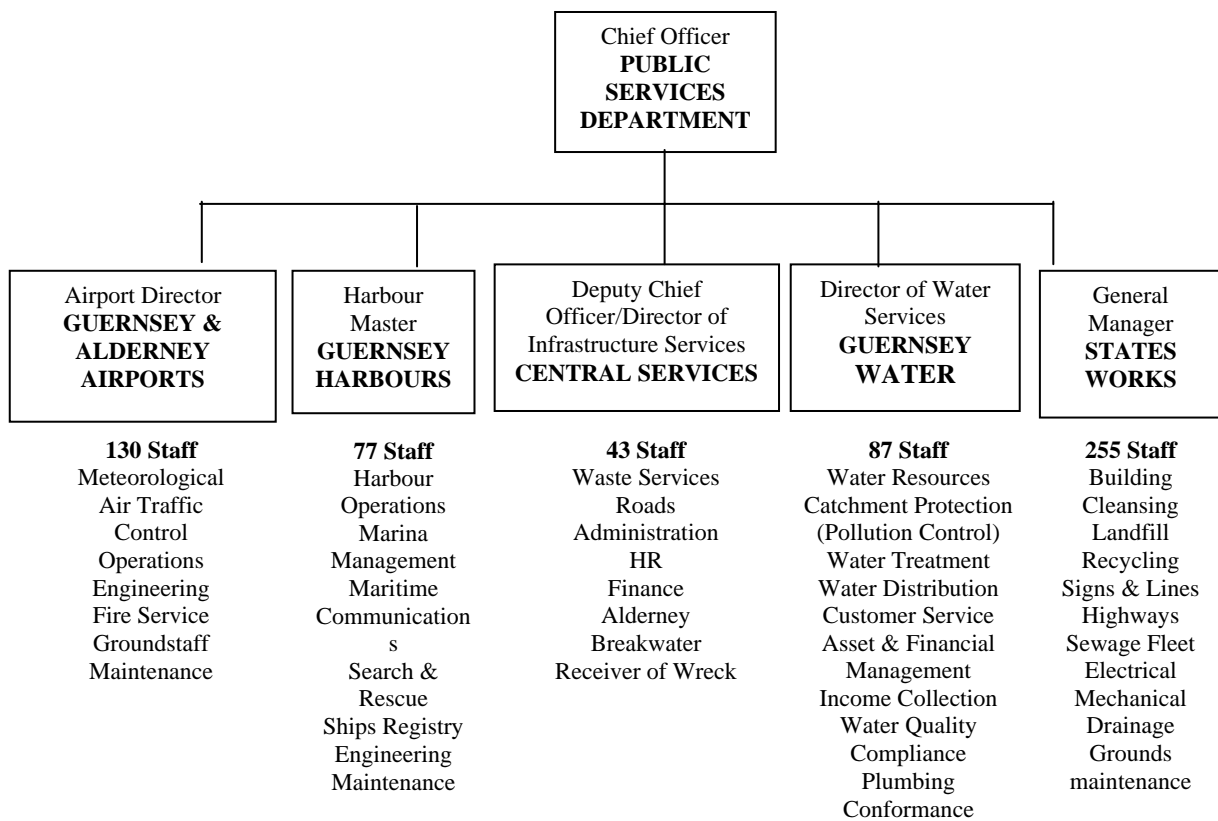
Guernsey Harbours are the principal marine gateway for the Bailiwick and is responsible for the operation and maintenance of the harbours and marinas of St Peter Port and St Sampson. It operates as a commercial business to secure a healthy annual return, invested in the Ports Holding Account, from which future capital projects may be funded.

Guernsey Harbours caters for every element of the island's nautical community and provides the following services and facilities: -

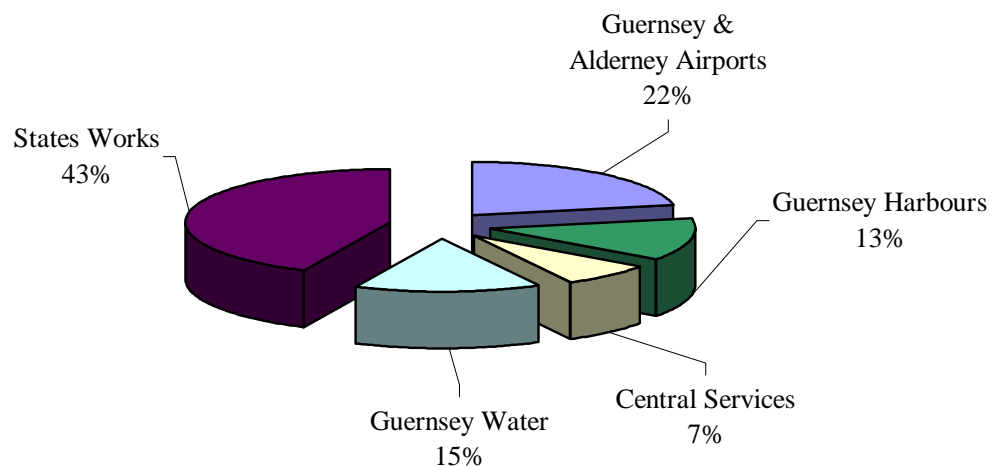
- Search and Rescue co-ordination in Bailiwick waters and beyond
- Operational local management of the RNLI
- Passenger and freight handling facilities for commercial operators
- Moorings for the fishing fleet
- Regulation and licensing of fishing vessels
- Nautical rallies, regattas and events, both national and international
- Co-ordination of cruise ship activity
- The majority of the navigational marks around the island including their maintenance
- Guernsey Registrar of British ships
- Provision of berthing and marina facilities

## **2. Who We Are**

The Public Services Department employs nearly 600 staff split between Established Staff (35%) and Public Service Employees (65%). As at 1 April 2007 this equated to 591.95FTEs



**Public Services Department  
Percentage of Staff by Business Unit**

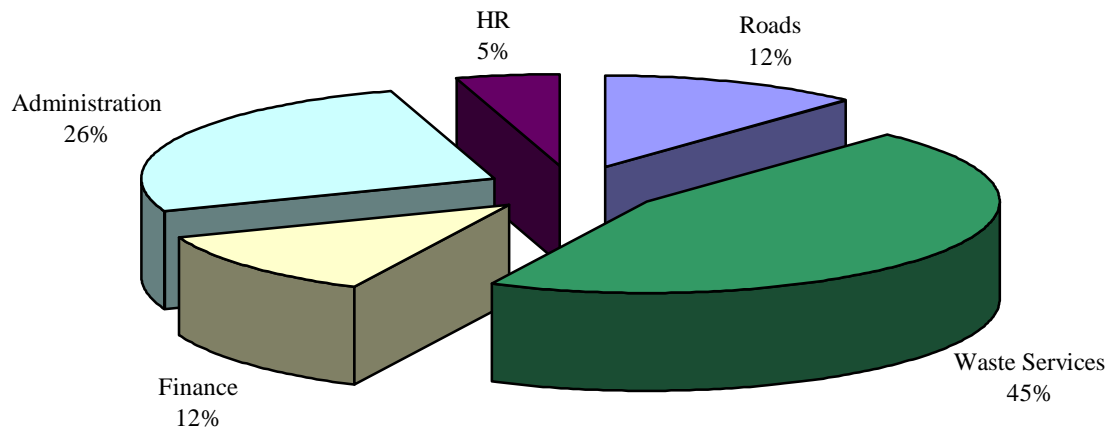


Details of how these staff are deployed within each business unit are provided below.



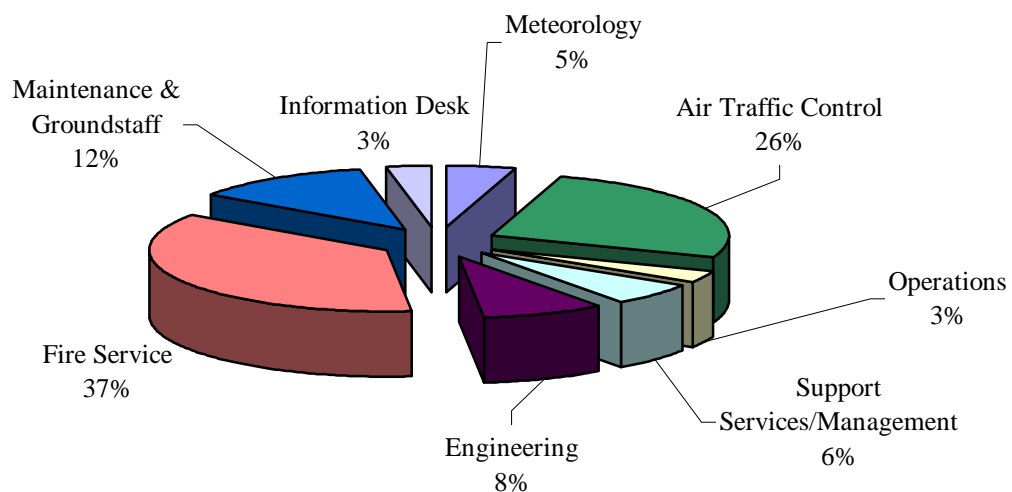
## Central Services

Central Services staff are mainly located at Sir Charles Frossard House and include a range of professional staff from engineers and technicians to accountants and HR professionals.



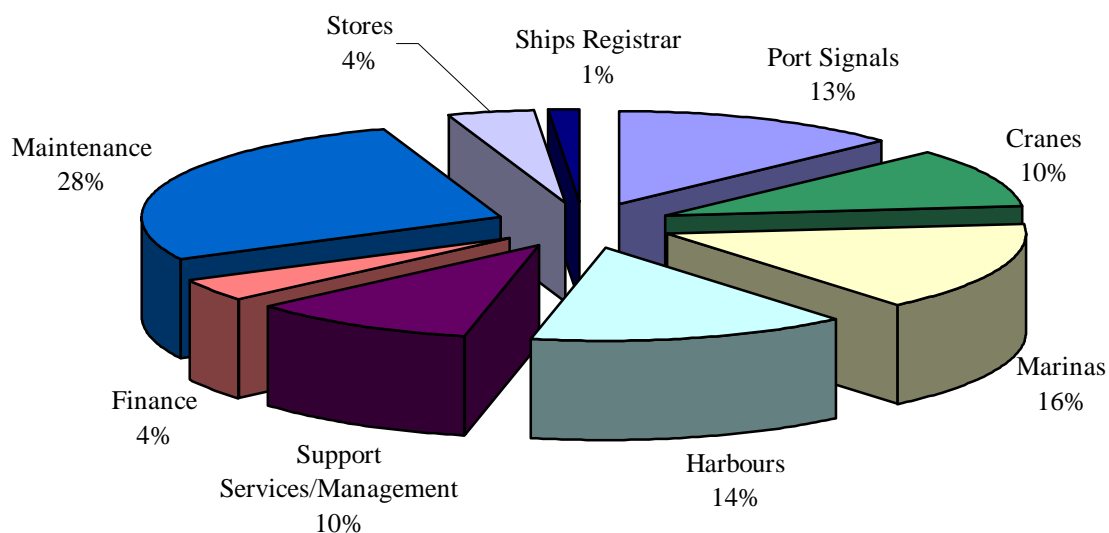
## Guernsey and Alderney Airports

Guernsey Airport employs a total of 114 staff, whilst Alderney Airport employs 16. These staff provide essential services to passengers, pilots and a wide variety of aviation-based third-party business activities. The staff complement includes a wide selection of highly trained and professional staff who provide a range of services including, air traffic control, supervision and control of the terminal building and the airside environment, rescue and fire fighting, weather services (for aviation and the wider community) and maintenance of the buildings and grounds associated with the Airport.



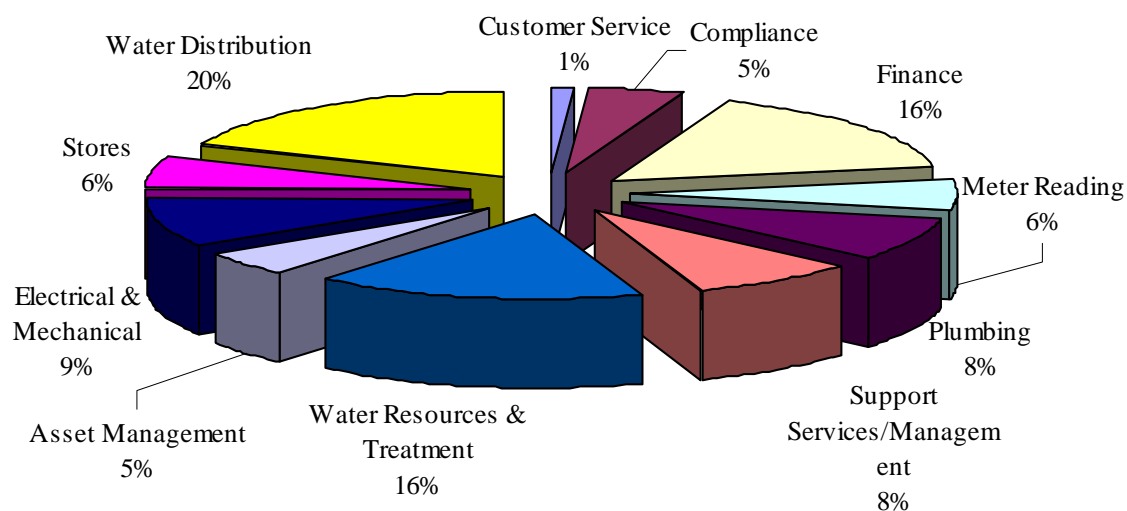
## Guernsey Harbours

Guernsey Harbours staff provide a range of services not only to the marine community but also to the general public. Core competences include harbour operations, marina management, maritime communications, Search and Rescue, ships registry, maritime administration and marine engineering and maintenance.



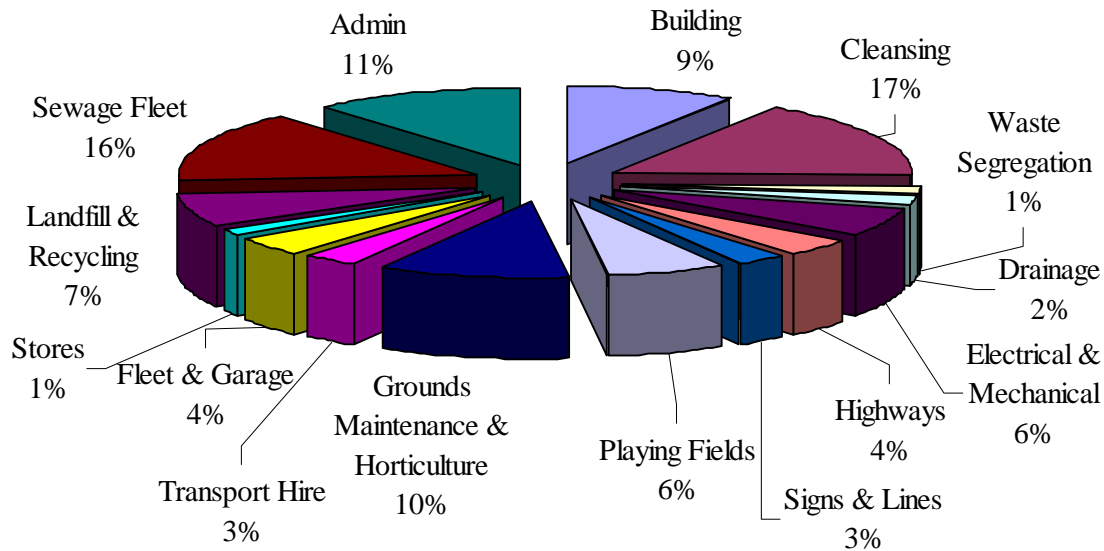
## Guernsey Water

Staff at Guernsey Water include a wide selection of experienced water industry staff such as engineers, scientists, operators and craftspeople who are located on three different sites; St Andrews Reservoir, St Saviours Reservoir and offices at the South Esplanade.



## States Works

States Works staff are located on a number of sites including La Hure Mare, Burnt Lane, Fontaine Vinery, Mont Cuet, Longue Hougue and Griffiths Yard and is a mainly manual workforce. States Works supports the training of trade apprentices and currently employs five such staff.



### **3. Our Current Priorities for Change**

The Public Services Department plans to carry out the following major projects and initiatives by 2009. However, it should be noted that some will be subject to the approval of the Board and the Treasury and Resources Department as and when appropriate.

#### **Central Services**

Following a recent States decision the Public Services Department has become the Waste Disposal Authority and has taken on responsibility for implementing the Waste Disposal Plan and providing various waste services and facilities. One particular challenges it faces is ensuring that sufficient resources are available to meet these demands.

- Development of new and existing recycling and waste minimisation initiatives to meet the requirements of States Resolutions with the aim of extending the life of landfill sites.
- Maintenance of the public roads network in accordance with the Roads Strategy.
- Extension of the foul water network to Creux Mahie by 2008.
- A long-term solution for the island with regard to liquid waste disposal.
- Upgrade the Bellegreve and Vazon pumping stations.
- Investigation of potential sites for landfill as directed by the States at its meeting held in July 2006.
- Introduction of a wastewater charge.

## **Guernsey Airport**

Guernsey Airport plans to carry out the following major projects which will be funded either through airport fees and charges (aviation and non-aviation related revenues) or external sources.

- Major upgrades to Guernsey Airport Runway, Taxiway and Apron Surfaces.
- Renewal of the existing Airport Ground Lighting System.
- Re-cladding of the main Administration / Air Traffic Control Building.
- Replacement of two main fire appliances.

## **Guernsey Harbours**

Guernsey Harbours faces particular challenges as it strives to operate 19<sup>th</sup> century harbours, using 20<sup>th</sup> century work practices and attitudes in a 21<sup>st</sup> century environment. Its focus will be upon the implementation of the following major projects which will be funded from harbour fees and charges or external sources:

- Replacement of and improvements to pontoon layouts in marinas to match trends in boat sizes.
- General maintenance dredging of St Peter Port harbour.
- Implementation of a crane strategy involving expected crane replacement on Numbers 4 and 5 berths.

## **Guernsey Water**

The following major projects will be undertaken and funded directly from water charges:

- Upgrading of the Marais stream pumping station which has been linked to development of Belgrave Vinery.
- The replacement of approximately 8km of water main throughout the Island.
- Sliplining approximately 9km of large diameter treated water main (Northern ring main) which runs from Juas Water Treatment Works to Frie Plaidy water storage reservoir.
- Development of a new water treatment works at Longue Hougue.
- Development of the St Andrews Reservoir site including the centralisation of operational activities.

## **States Works**

- Drive down operating costs, through effective people management, operational efficiency and best use of resources.
- Development of existing business and income streams in order to achieve greater productivity without the need to increase existing overhead support services and facilities.
- Development of new income streams in order to recover overhead costs over a larger income base and thus reduce the recovery per unit of labour.

- Promote the technical and professional expertise of States Works, and the workforce, in order to obtain the best value service for the people of Guernsey.
- Explore and develop opportunities to combine existing States of Guernsey workforces, to realise the benefits of operational efficiency that can be achieved.

#### **4. How We Monitor, or Would Like to Monitor, and Review Our Performance**

Each business unit produces a quarterly Board report which monitors financial performance and details progress with major projects and workload.

#### **Central Services**

- Operational site licenses are issued by the Office of Environmental Health and Pollution for all waste sites. In order to be licensed sites are monitored for compliance with UK best practice.
- Gas emissions are monitored at former and current landfill sites by Environmental Health for compliance with UK Environment Agency Guidelines.
- A regular sampling programme of sewage discharges and seawater is in place which is benchmarked against the Environmental Quality Standard (EQS).
- The performance of the roads programme is measured against the budget and estimated costs.

#### **Guernsey Airport**

Guernsey Airport works towards agreed objectives, which are reviewed and reported against. In addition the various technical and safety-critical elements of the business are subject to regular external audit by outside agencies such as the Civil Aviation Authority and the UK Department for Transport. Regular meetings of various Airport User Groups (comprising the main users of the airfield) are held with Airport Management and provide useful feedback on performance.

#### **Guernsey Harbours**

Guernsey Harbours use the following mechanisms to monitor performance:

- Tight financial performance review through regular monitoring, periodic reports, maintenance and regular review of statistics.
- External measurement and audit against international standards and codes of practice.
- Regular liaison with Commercial Port Users, Sea Fisheries, Superintendents, Marine Traders and other focus groups.
- Health & Safety audits.
- Setting of and reviewing performance against business and operational targets and KPIs.
- Risk Assessment Reviews.
- Benchmarking against peers.

## **Guernsey Water**

Guernsey Water works towards agreed objectives, which are continuously reviewed and reported each year in its annual report, a copy of which can be obtained from the South Esplanade Office on request.

Guernsey Water works with both Jersey and the Isle of Man Water Authority to share best practice and to benchmark one another.

The quality of the island's drinking water is assessed against the EC Drinking Water Directive.

## **States Works**

States Works produces quarterly trading accounts as well as monthly management accounts including profit and loss, balance sheet and up to date cash flows in order to monitor the financial performance of the business.

States Works internal procedures are submitted to annual quality accreditation audits, external financial audits and at least once every 5 years internal procedural and financial audits

### **5. Longer Term Objectives**

The Department aims to carry out the following major projects and initiatives by 2012, however, a number of them will be subject to the approval of the Board and the Treasury and Resources Department as and when appropriate.

## **Central Services**

*Strategic:* Implementation of the long-term liquid and solid waste disposal strategies.  
Establishment of Guernsey Sewerage as a trading entity and consideration as to whether it should be established independently or possibly combined with Guernsey Water.  
Long term strategic proposals for Alderney Breakwater.

## **Guernsey Airport**

*Operational:* New aircraft parking areas.  
Review of a possible runway extension.  
Ongoing implementation of asset replacement programme covering both technical and non-technical equipment.

*Strategic:* Continual review of Airport finances with a view to developing and strengthening its trading position.  
Continual monitoring of changes in requirements for aviation legislation with a view to local adaptation or implementation where appropriate.  
To review the long term funding options for the Airport due to the significant levels of capital expenditure required for its operation.

Future possible threats/problems facing Guernsey Airport include the reliance on too few carriers (leading to potential market dominance), the increasing demands of Guernsey having to play its part in a worldwide aviation field and becoming increasingly subject to the requirements of EC Aviation legislation which fully apply to the airlines operating on Guernsey routes. The ever increasing costs and demands of national aviation security are also of concern.

### **Guernsey Harbours**

*Operational:* Continued replacement and upgrade of marina pontoons.  
Replacement for workboat Sarnia.  
Replacement mobile crane.  
Refurbishment of one Roll on-Roll off linkspan.

*Strategic:* Review of development needs for St Sampson's Marina.  
Crane strategy.  
Long term strategy for St Sampson's Harbour.  
To review the long term funding options for the Harbour due to the significant levels of capital expenditure required for its operation.

### **Guernsey Water**

*Operational:* Raw watermain replacement  
The development of a water treatment works at St Andrews Reservoir

Future possible threats/problems facing Guernsey Water include revisions to charging structures, modernising legislation, global warming, pollution and security.

### **States Works**

*Operational:* Encourage and develop wider use of States Works Fleet Management system and expertise.  
Support the training of trade apprentices in order to ensure the availability of locally qualified trades people for the future of the island.  
Seek an alternative location for the Sewage Tanker Fleet.

*Strategic:* Encourage other States Departments to consider consolidating their existing workforces with those of States Works in order to achieve greater efficiency of operation and a reduction in duplication.  
Identify and investigate complimentary business activities which could be carried out with little disruption to existing services, whilst utilising existing expertise, skills and resources.  
In anticipation of further client budget cuts and externally imposed operating cost increases, to ensure the Division remains a viable profit making organisation with sufficient operating surpluses to finance its vital capital replacement programme.

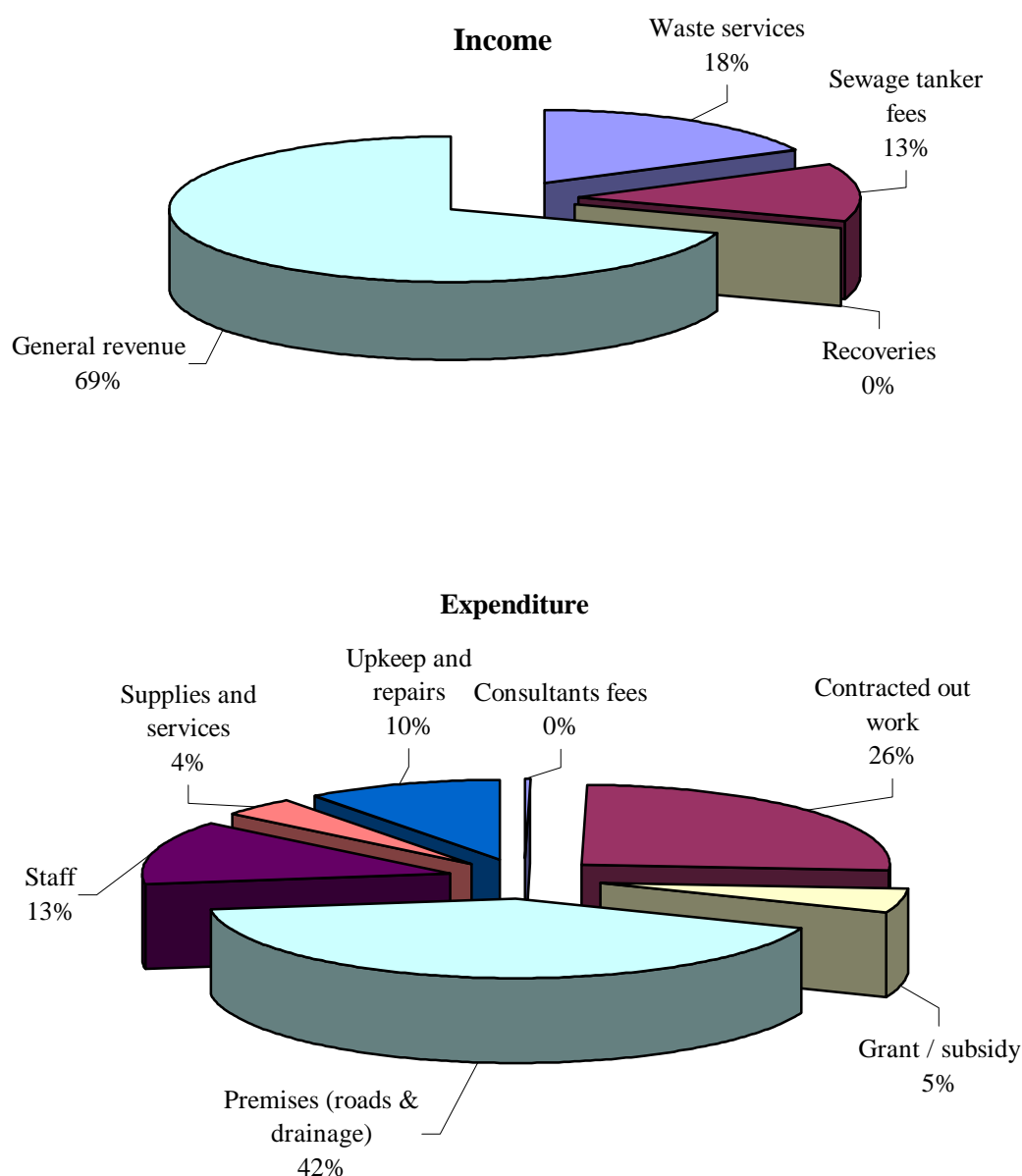
## 6. How We Spend Public Money

The Department has a turnover of approximately £40million per annum and in the region of £0.8billion of assets under its management.

Four of the Department's business units (Guernsey Airport, Guernsey Harbours, Guernsey Water and States Works) operate as commercial, trading entities and receive no general revenue income. They are entirely funded from their own income generation for example, port charges, water charges and contracts.

The following charts show **2006 actual Income and Revenue Expenditure** (excluding depreciation) for each business unit.

### Central Services



**Total Revenue Expenditure = £11m**

**In addition total Capital Expenditure = £3.6m**

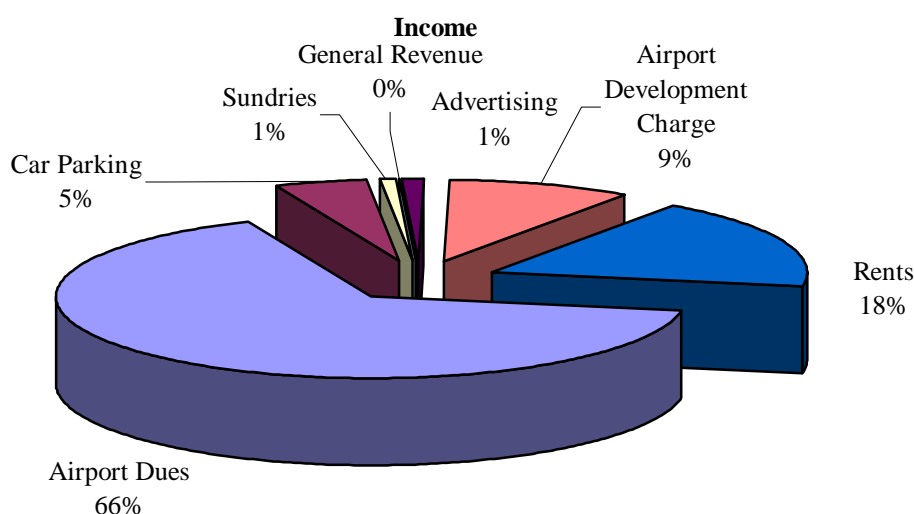


## Guernsey Airport and Guernsey Harbours

The operation of the island's ports is funded from the ports' own income. The Ports Holding account, from which large projects are funded, is ring fenced from the States of Guernsey general revenue.

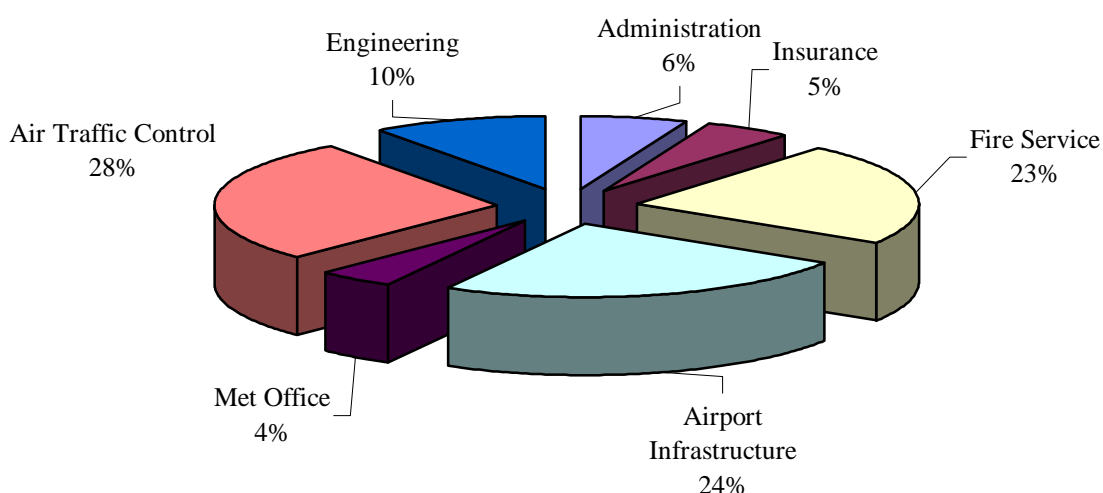
Guernsey Airport is entirely funded from charges levied against Airport users. The majority of the income is derived from aircraft and passenger charges, although increased emphasis over recent years has seen a larger switch to non-aeronautical sources of revenue, including retail, advertising and car parking.

### Guernsey Airport



**Total Turnover = £8.3m**

### Expenditure

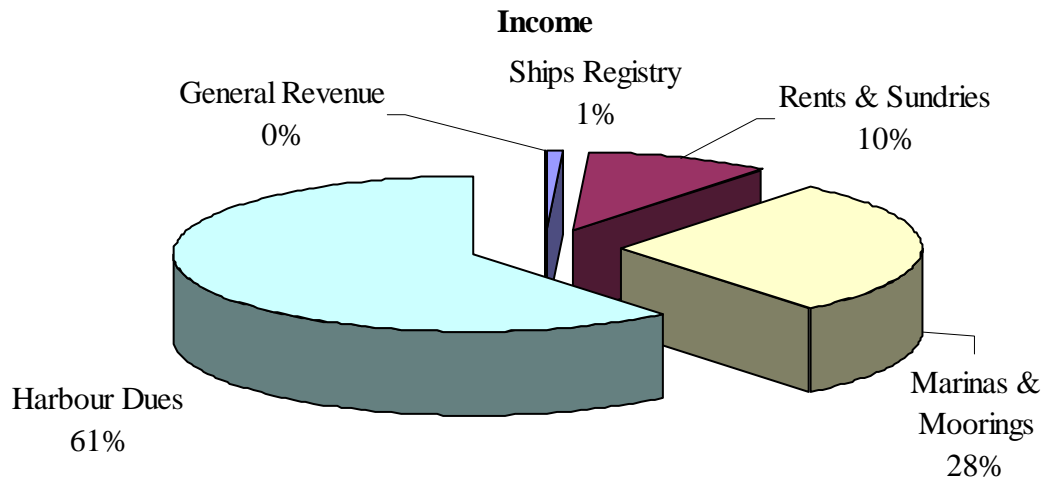


**Total Revenue Expenditure = £6.5m**

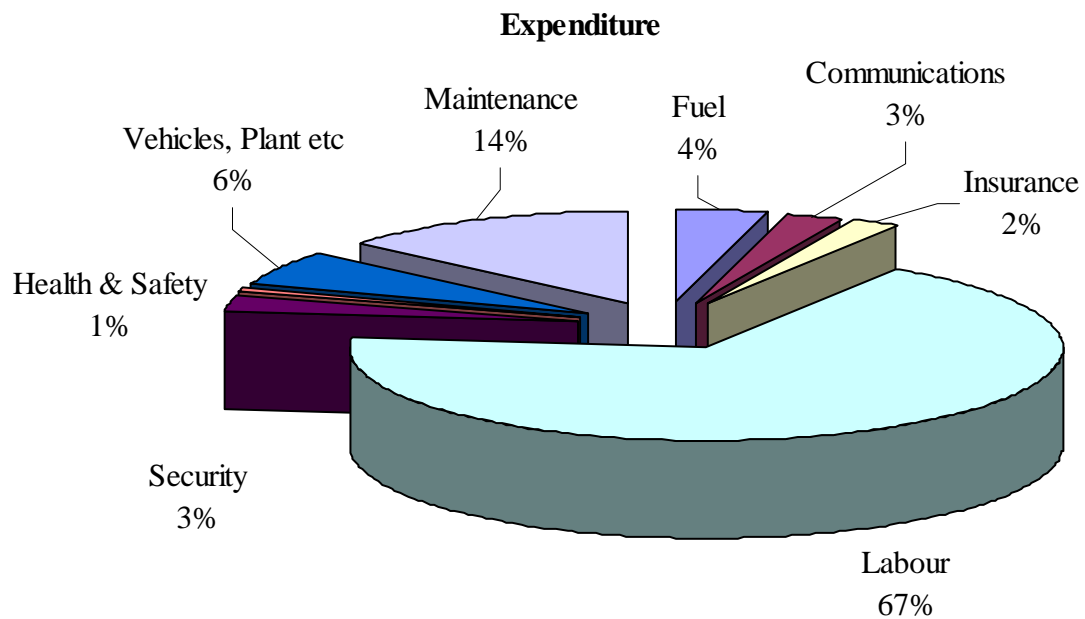
**In addition total Capital Expenditure = £3.1m**

## Guernsey Harbours

Harbour charges are kept at a modest, realistic level and income opportunities assessed as and when appropriate.



**Total Turnover = £6.9m**

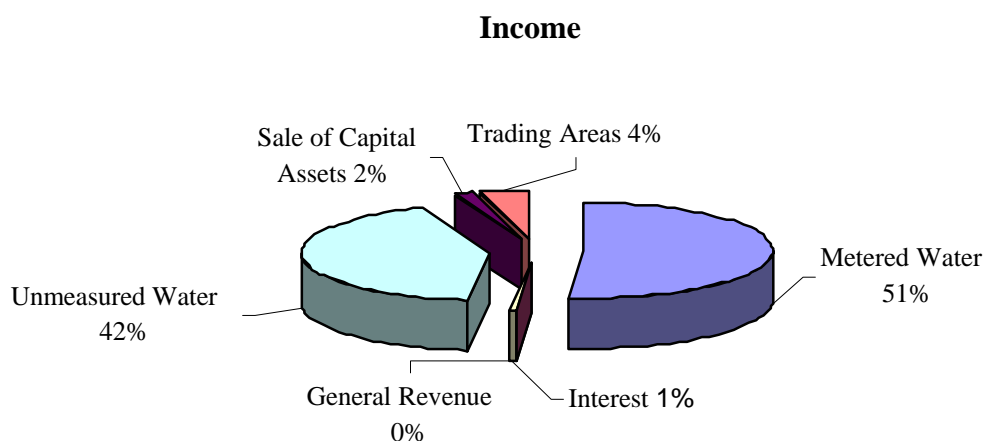


**Total Revenue Expenditure = £4.1m**

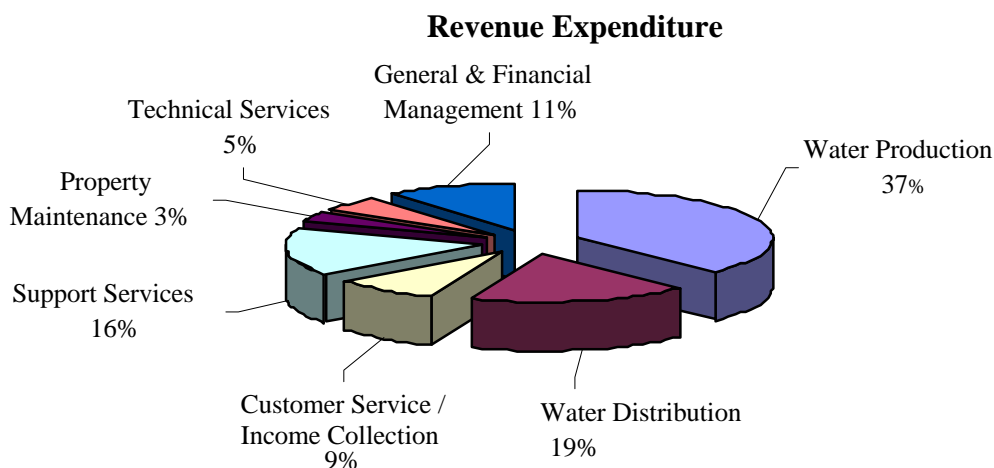
**In addition total Capital Expenditure = £596,093**

## Guernsey Water

Guernsey Water is funded entirely from its own income generation, mainly charges for supplying water. This funding is used to finance both its day-to-day revenue expenditure and also its capital development programme as detailed in its Business Plan presented to the States of Deliberation in 2003, which identifies the need for £33m of investment in a 10-year period.



**Total Turnover = £8.6m**



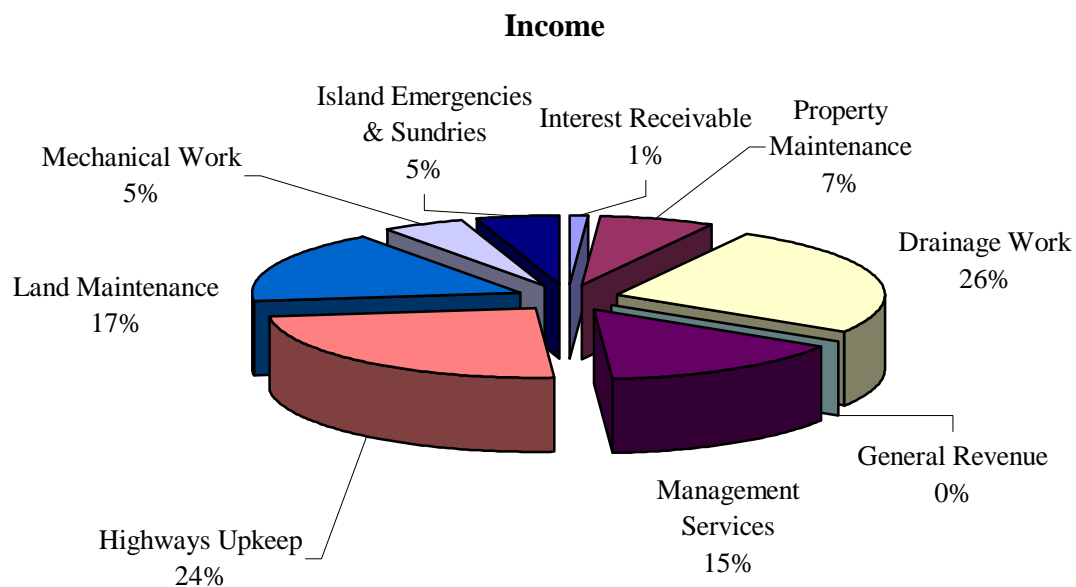
**Total Revenue Expenditure = £3.8m**

**In addition total Capital Expenditure = £1.7m**

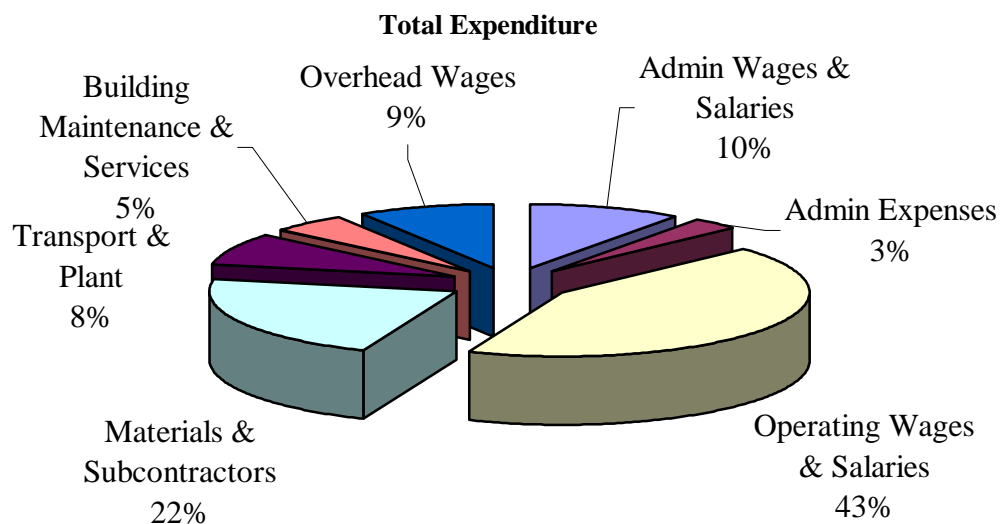
## States Works

States Works is a trading Division and all operational costs are covered through income achieved from contracts, service level agreements, fixed price work and day work jobs. The majority of this work is carried out for States clients although 13% is carried out directly for the private sector.

All surpluses generated by States Works are reinvested back into the business, mostly through capital purchases. States Works runs a specialist fleet of over 150 vehicles, many of which are essential to the maintenance of the islands infrastructure, ranging in value from £6,000 to £160,000.



**Total Income/Turnover = £9.7m**



**Total Expenditure (Capital & Revenue) = £9.3m**

# Social Security

## Operational Plan Summary

### 1. What We Do

#### Main Purpose

The Social Security Department's main purpose is to provide social security coverage for the wellbeing of Guernsey and Alderney residents, and for migrant workers and their families. The Department does so by maintaining and developing:

- a **contributory Social Insurance Scheme** to provide financial assistance during old age, bereavement, incapacity, unemployment, maternity and death;
- a **contributory Health Insurance Scheme** to provide prescription drugs, specialist medical care and GP consultation subsidies;
- a **contributory Long-term Care Insurance Scheme** to assist with the cost of care in nursing and residential homes;
- **non-contributory schemes** to:
  - support the wellbeing of children, people in need of domiciliary care and their carers;
  - provide financial and medical assistance to people unable to safeguard their own welfare or having insufficient resources for an adequate quality of life;
- **reciprocal agreements** with other countries to preserve social insurance entitlements for local residents working in the international community and vice versa.

#### Section Objectives

##### Contributions Section

- To classify employed, self-employed and non-employed persons, to compute their earnings/income related contributions and to issue cards/accounts for these persons;
- To receive and reconcile Social Security Contributions from employers, employees, self-employed and non-employed persons.
- To create and maintain employer contribution details, to issue and monitor the return of schedules/diskettes/electronic files from employers and to transfer schedule details onto individuals' contribution records;
- To provide contributors with pension estimates and historical records as requested and to provide the Benefits and Health Benefits Sections with relevant details in order to assess eligibility for contributory benefits under the Social Insurance Scheme, the Health Insurance Scheme and the Long-term Care Insurance Scheme.
- To carry out inspections, site visits, case visits, etc to ensure compliance with Contributions legislation.

- To negotiate instalment payments with debtors and to pursue civil debts through the Petty Debts Court, the Royal Court and the Alderney Court, as appropriate.
- To pursue Summary Proceedings through the Magistrates Court and the Alderney Court, as appropriate, where a contributor is in breach of legislation.

## **Benefits Section**

- To receive claims, decide entitlements, arrange payments and handle all enquiries for the following benefits:

### **Old Age Benefits**

- **Old Age Pension** - Insurance based weekly financial assistance in old age.
- **Long-term Care Benefit** - A flat-rate, non-means tested cash benefit to residents of private nursing and residential homes to assist with the cost of their long-term care.

### **Survivor's Benefits**

- **Bereavement Payment** - An insurance based single payment to all widows and widowers to provide additional financial assistance immediately following the death of a spouse.
- **Bereavement Allowance** - Insurance based weekly financial assistance for one year to widows and widowers, who are not in receipt of Widowed Parent's Allowance, but who are aged between 45 and 64.
- **Widowed Parent's Allowance** - Insurance based weekly financial assistance to men and women who are widowed and have dependant children.
- **Death Grant** - An insurance based single payment to assist with funeral expenses.

### **Maternity Benefits**

- **Maternity Grant** - Insurance based single payment to assist with maternity expenses.
- **Maternity Allowance** - Insurance based weekly financial assistance, for up to 18 weeks, to employed and self-employed women who stop work for maternity.

### **Family Benefits**

- **Family Allowance** - A flat-rate, non-means tested cash benefit to assist with the cost of bringing up a child. The allowance is paid in respect of each child of a family with no limit on the size of the family.

### **Employment Injury Benefits**

- **Industrial Medical Benefit** - Insurance based cover for medical and paramedical expenses resulting from an industrial injury or prescribed industrial disease.
- **Industrial Injury Benefit** - Insurance based weekly financial assistance, usually available for up to 26 weeks before being transferred to the higher rate invalidity benefit, to employed and self-employed workers who are incapable of work through industrial injury or prescribed industrial disease.
- **Industrial Disablement Benefit** - Insurance based weekly financial assistance to compensate for loss of faculty resulting from an industrial injury or prescribed industrial disease.

### **Sickness Benefits**

- **Sickness Benefit** - Insurance based weekly financial assistance, for up to 26 weeks, to employed and self-employed workers who are incapable of work through sickness or disability.

- **Invalidity Benefit** - Insurance based weekly financial assistance, at a higher rate than sickness benefit or industrial injury benefit, to employed and self-employed workers who are incapable of work for more than 26 weeks.

#### **Invalidity Benefits**

- **Attendance Allowance** - A flat-rate cash benefit available to adults and children who, owing to a physical or mental disability, need frequent or prolonged attention or supervision from another person. The allowance is intended to improve the general welfare of the disabled person. The allowance can be used to contribute towards the cost of a carer.
- **Invalid Care Allowance** - A flat-rate cash benefit available to adults who provide at least 35 hours of care per week to disabled persons in receipt of attendance allowance. The allowance is also intended to provide a degree of incentive to care for disabled persons in the community.

#### **Unemployment Benefits**

- **Unemployment Benefit** - Insurance based weekly financial assistance, for up to 30 weeks, available to unemployed persons seeking work who normally work for an employer.

#### **Back to Work Benefits**

- **Back to Work Benefits** – A range of benefits available to persons in receipt of sickness benefit, invalidity benefit, industrial injury benefit, industrial disablement benefit or unemployment benefit intended to facilitate their return to work. Such benefits include basic skills training, short-term job-specific training, arranging participation in voluntary work and therapeutic work while in receipt of benefit, arranging work trials and gradual returns to work while in receipt of benefit, paying job start expenses and paying a back-to-work bonus for people managing sustained re-entry to the workforce after significant periods of sickness or unemployment.
- To liaise with the social security authorities of countries with which Guernsey has reciprocal agreements to decide entitlements and make payments of certain benefits to local residents working in the international community and vice versa.
- To provide a Job Centre to receive claims for unemployment benefit, to register unemployed persons on a weekly basis, to assist employers to advertise for staff and to assist with the placement of unemployed persons in suitable positions.
- To manage the Community and Environmental Projects Scheme, administered on behalf of the Department by the States Works Department, to provide short-term employment and paid training opportunities for people who are not working due to unemployment or long-term illness. The work carried out is of benefit to the community and the environment

#### **Health Benefits Section**

- To devise policy and procedures, negotiate with contractors, receive claims, decide entitlements, arrange payments and handle all enquiries for the following medical benefits:
  - **Medical Benefit Grant** - Insurance based part payments towards the cost of consultations with doctors and medical practice nurses.
  - **Pharmaceutical Benefit** – Insurance based cover to fund the cost of prescription drugs, apart from a nominal prescription charge.
  - **Medical Appliances** – Insurance based cover to fund the cost of medical appliances as prescribed by a doctor.

- **Specialist Medical Benefit** – Insurance based cover to fund the cost of specialist medical treatment through a contract with the Medical Specialist Group.
- **Physiotherapy Benefit** – Insurance based cover to fund the cost of physiotherapy associated with secondary care through a contract with the Guernsey Physiotherapy Group.
- **Alderney Hospital Benefit** – Insurance based cover to fund the cost of acute inpatient treatment at the Mignot Memorial Hospital.
- **Travelling Allowance Grant** - Insurance based cover to fund the travel expenses of patients needing to travel off island for medical treatment.
- **Travelling Expenses Assistance Scheme (TEAS)** - Financial assistance with travel and accommodation costs for patients and non-medical escorts in connection with medical treatment in the UK, when such costs are not met under the insurance based Travel Allowance Grant and would otherwise cause financial hardship.
- To negotiate fees for Supplementary Benefit and Industrial Medical Benefit medical and para-medical accounts.

### **Supplementary Benefit Section**

- To provide pensioners, jobseekers, lone parent families, the sick and the handicapped with an income sufficient to meet their needs, within the parameters approved annually by the States.
- To cover the medical and paramedical costs of beneficiaries and their dependants, within certain parameters.
- To promote the welfare of handicapped persons and enhance their quality of life through the provision of specialist equipment and appliances.
- To offer, via the Medical Expenses Assistance Scheme (MEAS), financial assistance to Guernsey residents who are not in receipt of supplementary benefit, but for whom the cost of medical or paramedical treatment may cause financial hardship.
- To assist jobseekers who are claiming supplementary benefit with their search for employment.
- To deter, detect and investigate benefit fraud, and prosecute where appropriate.
- To determine income-related Home Help fees in accordance with policies developed by the Health and Social Services Department.
- To assess and monitor residents' entitlement to a free or subsidized television licence.

### **Human Resources Section**

- To ensure that the Social Security Department remains adequately staffed with people of the right calibre in order to meet business needs.
- To provide expertise, advice and support to senior management and staff on all human resource and training matters.
- To deliver a comprehensive training and development programme to meet the Social Security Department's business needs.
- To continuously review and improve practices within the Department in order to maintain Investors in People standards for three-yearly re-accreditation



## **Finance Section**

- To keep proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Guernsey Insurance Fund, the Guernsey Health Service Fund, the Long-term Care Insurance Fund and Non-Contributory Services. The Guernsey Insurance Fund, the Guernsey Health Service Fund and the Long-term Care Insurance Fund are, by Law, under the control and management of the Social Security Department.
- To produce such management, statistical and financial reporting as is considered necessary to monitor the performance of each Fund.
- To maintain cash flows for each Fund to ensure that there are sufficient financial resources to meet current liabilities. To decide whether any surplus funds can be sent to the Investment Managers for long-term investment.
- To monitor the performance of the Common Investment Fund which holds the long-term investments of the Guernsey Insurance Fund, the Guernsey Health Service Fund and the Long-term Care Insurance Fund.
- To identify, install and operate an appropriate system of internal controls, including financial controls.
- To safeguard the assets of the Department and take reasonable steps for the prevention of fraud and other irregularities.
- To arrange the provision of annual grants to a number of local charities to support their provision of social welfare. The charities to which the Department may make a grant are specified by resolution of the States. The charities to which the Department may make a grant are as follows:
  - Guernsey Citizens Advice Bureau
  - Guernsey Women's Refuge Limited
  - Guernsey Welfare Service Limited
  - Relate
  - The Methodist Church (Wesley)
  - The Salvation Army (Clifton Community Centre)
  - The Samaritans
  - Women's Royal Voluntary Service

## **Computer Service Section**

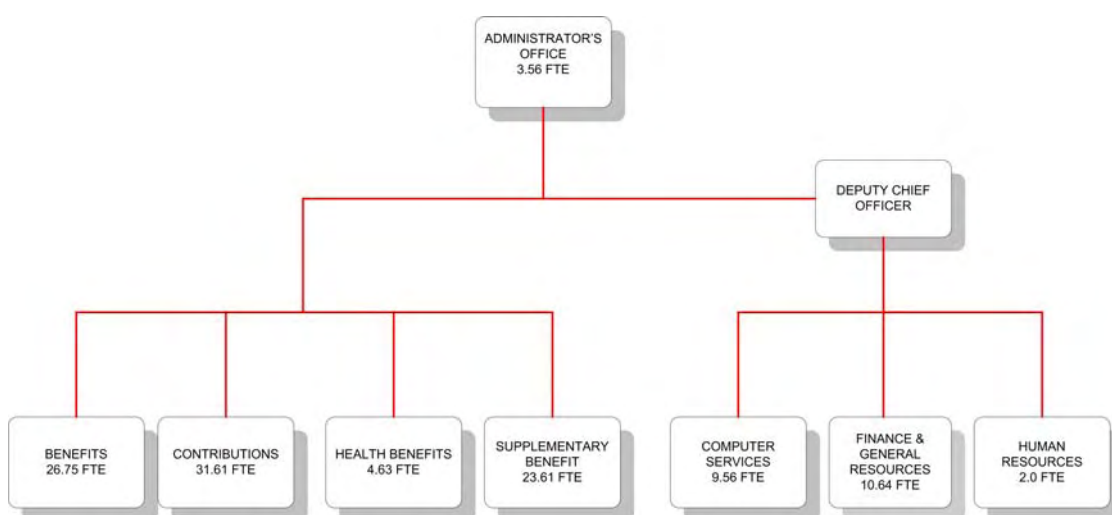
- To operate, maintain and upgrade the IT equipment and software necessary to support approximately 120 staff working on the Department's business.
- To provide daytime access to customer databases, business processes and office automation tools.
- To schedule overnight batch processing and distribute resultant output.
- To organise and test business continuity plans in respect of IT services.
- To assist with selection and installation of new technology.
- To respond to ad hoc requests for assistance on problems of an IT nature.
- To deliver a sustainable software development capability.

## General Services Section

- To manage Edward T Wheadon House including manning the switchboard and reception during normal office hours, maintaining security and health and safety, ensuring general cleanliness of the building, disposing of waste, etc.
- To receive and distribute all internal and external mail and to dispatch letters, parcels and documents.
- To receipt all cash, cheques and other valuables except for those receipted by the Contributions section and to bank all monies received from the Finance Section.
- To purchase all office stationery, furniture and publications.

## 2. Who We Are

As at 31 December 2006, the Department's total allowed establishment was 113.17 full time equivalents. This was made up of 99 full-time posts and 21 part-time posts (including vacancies).



## 3. Our Current Priorities for Change

The Department has identified the following current priorities for change:

### *Priorities Identified in Priority Action Plan 4*

Priority Action Plan 4 of the Government Business Plan concerns the redistribution of wealth. The Social Security Department has been identified as the lead department in relation to the tax and benefits objective. The following workstreams in this section of the Plan have been identified by the Department as short term priorities for completion by 2009:

### **Income Related Family Allowance**

At present, family allowance is a weekly tax-free allowance payable to all people who are bringing up children, regardless of their means. The Social Security Department has been tasked to research and develop proposals for the introduction of an income related

family allowance scheme to provide additional financial assistance to families on low incomes.

**Target date: December 2007**

### **Supplementary Benefit Requirement Rates and Benefit Limitation**

A supplementary benefit claimant's weekly requirements are determined with reference to a set of benefit rates that are approved annually by the States. A claimant's overall 'requirement rate' is dictated by the size of his family, the nature of his accommodation and so on, so a person with a wife and three children living in rented accommodation will have a much higher requirement rate than a single person living with his parents.

At present, the maximum amount of supplementary benefit payable to a person living in the community is £297.00 per week, regardless of that person's requirement rate. This 'benefit limitation' applies to all family profiles, from a single person to a large family. As a large family is likely to have a greater requirement rate than a single person, the system tends to unfairly benefit single people to a greater extent than families.

Priority Action Plan 4 tasks the Social Security Department to review both the adequacy of the requirement rates and the rationale behind a single benefit limitation, to ensure that benefit rates are sufficient to meet the minimum requirements of people on low incomes across all family profiles.

**Target date: Interim proposals - September 2007**

**Final proposals - September 2008**

### **Tax on Real Property**

In July 2005 and March 2006, the States resolved to endorse the Treasury and Resources Department's intention to conduct a review of the system of Tax on Rateable Values (TRV). It is envisaged that TRV will be replaced by a simplified system of Tax on Real Property (TRP). At present, the Treasury and Resources Department is in the process of carrying out further consultation on revising the existing TRV system.

As part of the Future Economic and Taxation Strategy, the Policy Council recommended that "an extra £6m to £10m should be raised from property taxes". The Social Security Department has been tasked under Priority Action Plan 4 to investigate, in consultation with the Treasury and Resources Department, the feasibility of introducing a system to protect low income households who may struggle to afford TRP.

The Department will consider the merits of a non-contributory means-tested allowance on TRP versus a rebate system whereby the Treasury and Resources Department would exempt or reduce the level of payment of TRP according to household income. As part of these investigations, the Department will investigate the feasibility of integrating the proposed system of TRP relief with existing means-tested benefits with a view to providing a 'gateway' to a variety of allowances, benefits, rebates, subsidies, etc which may be introduced in the future in order to protect people on low incomes from the impact of fiscal changes.

**Target date: Timetable and nature of system of assistance dependant on T&R timetable and the level and rate of increase of the tax**

### **Personal Allowance for Non-employed Persons**

Non-employed persons with annual income above the Lower Income Limit (currently £13,000 per annum), are required to pay contributions of 9.9% on all income. Employed and self-employed persons have their rate of contribution assessed upon their gross earnings only. The Department has been tasked to consider introducing a personal allowance for non-employed persons as a deduction from total income before applying contribution liability to reflect the fact that their rate of contribution is assessed upon their total income.

**Target date: September 2007**

### ***Priorities Identified in Priority Action Plan 5***

In April 2007, the States determined a revised Population and Migration Policy for the Island. The key aspects of the Policy have been incorporated in Priority Action Plan 5 regarding controlling and monitoring population growth. Although the Department will play a role, often in conjunction with other departments, in relation to the delivery of a number of the workstreams identified in the Plan, the following has been identified by the Department as a key short term priority:

### **Review of the State Pension Age**

Based on the Government Actuary's Department's population projections for the next 60 years, it has been calculated that the Dependency Ratio<sup>1</sup> will deteriorate with an increasing number of pensioners being supported by a decreasing number of economically active individuals. Therefore, it is necessary for the Department to consider the social and economic implications of increasing the state pension age as a means of improving the dependency ratio in the long term.

**Target date: December 2008**

### ***Other Departmental Priorities***

#### **Integrated Job Centre**

During 2007, the Department will create a 'one-stop shop' for the short-term unemployed by merging the Job Centre and the Supplementary Benefit Employment Section. The integrated Job Centre will cater for people in receipt of unemployment benefit and supplementary benefit (where the latter is linked to job seeking).

**Target date: July 2007**

#### **Upper Earnings/Income Limit**

The Upper Earnings/Income Limit is the highest level of earnings/income on which contributions are payable. Following consideration of a report from the Policy Council on the Future Economic and Taxation Strategy, the States resolved, among other things, that from 2008 the States grant from general revenue to the contributory schemes should be reduced by increasing the Upper Earnings/Income Limit from its 2006 level of £36,036 per year for all contributors to the equivalent of £100,000 for employers and to the equivalent of £60,000 for employees, self-employed and non-employed. The Department understands this to mean that both the £100,000 and £60,000 will be increased by two years' RPI before coming into effect from 2008. Legislation and systems will need to be amended to split the upper earnings limit.

**Target date: December 2007**

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<sup>1</sup> The dependency ratio is the number of people aged 65 and over, together with those under age 15, divided by the number of people of working age (i.e. 15 – 64).

### **Counter Avoidance Measures**

The States directed the Social Security Department to take account of the foregoing when bringing forward proposals for contribution and benefit rates for 2007. Accordingly, the States approved the Department's proposals to increase the Upper Earnings/Income Limit to £53,664 per year for employers, employees, self-employed and non-employed, with effect from 1 January 2007. As a result of this increase and the further planned increase in 2008, it was anticipated that increased effort would be made to avoid, reduce or defer liability to pay contributions. Strengthened anti-avoidance legislation was approved by the States in December 2006 and is now awaiting approval by the Privy Council.

The Department is taking measures to counter the avoidance of contributions. For example, subject to the approval of the Treasury and Resources Department, the existing annual return will be replaced with a weekly or monthly value for benefits in kind which would be included as part of gross earnings on ETI and Social Security contribution schedules.

**Target date: Benefits in Kind in Definition of Earnings - December 2007**

### **Include Liability on Income from Investment Companies**

Until 31 December 2006, non-employed contributions have been calculated by using an individual's personal income only. From 1 January 2007, where a person has a beneficial interest in an investment company, the appropriate income of that company will also be included and contributions charged on the total value.

**Target Date: December 2007**

### **Alderney Hospital Contract**

The contract with the two General Practitioners in Alderney to provide acute inpatient treatment at the Mignot Memorial Hospital expires at the end of 2007. The Department has already served notice that it will not renew the contract on the present terms and conditions. This contract will be renegotiated during 2007.

**Target date: 1 January 2008**

### **Travel Agent Contract**

The Department provides Travel Allowance Grants to fund the travel expenses of patients needing to travel off island for medical treatment. The Department has a three year contract with a local travel agent to make the necessary arrangements for patients. The contract expires on 31 March 2008 and will be retendered.

**Target date: 1 April 2008**

### **Air Ambulance Contract**

The current arrangements with the preferred air ambulance supplier are due to expire at the end of 2008. It is intended that the Department will go out to tender during 2008 for the provision of this service.

**Target Date: 1 January 2009**

### **Medical Specialist Group Fee Review**

The Department has a 15 year contract with the Medical Specialist Group to provide specialist medical treatment to patients in Guernsey and Alderney. The first five year fee review point will be reached at the end of 2007. Renegotiations of the fee per specialist will therefore be undertaken during 2007.

**Target date: 1 January 2008**

### **Guernsey Physiotherapy Group Fee Review**

The Department has a 15 year contract with the Guernsey Physiotherapy Group to provide physiotherapy to patients in Guernsey and Alderney. The first five year fee review point will be reached at the end of 2007. Renegotiation of the fees will therefore be undertaken during 2007.

**Target date: 1 January 2008**

### **Service Level Agreement with the Health and Social Services Department**

The Health and Social Services Department monitors, on behalf of the Social Security Department, the activity under the contract with the Medical Specialist Group for the provision of Specialist Medical Benefit. This agreement needs to be formalised through the negotiation of a Service Level Agreement.

**Target date: 1 January 2009**

### **Medicines Use Reviews**

Regulations will be made to allow approved pharmacists to conduct 'Medicines Use Reviews' – an approved system of review of the medicines prescribed to a patient in order to improve his knowledge and use of drugs.

**Target date: 1 May 2007**

### **Scriptswitch**

Following the successful implementation at one surgery of 'Scriptswitch', a prescribing decision support package, it is intended to roll the package out to other primary care practices during 2007.

**Target date: 1 January 2008**

### **Dump Campaign**

A 'dump campaign' will take place during 2007 to encourage the disposal of unwanted, potentially dangerous medicines and discourage wastage.

**Target date: 1 July 2007**

### **Payment of Sickness Benefit to Employers**

At the request of employers, in particular the Health and Social Services Department, the Department has committed to make arrangements to enable sickness benefit to be paid directly to employers.

**Target date: Pilot involving selected employers - June 2007**

**All large employers - September 2007**

### **Review of Attendance Allowance and Invalid Care Allowance**

The aim of this project is to review the adequacy and effectiveness of Attendance Allowance and Invalid Care Allowance and, in particular, the rules concerning the amount of paid work that a carer can do before losing Invalid Care Allowance.

**Target date: September 2008**

### **Upgrade of Curam**

During 2007, the Department will need to decide whether to upgrade Curam (the server based benefits computer system) from version 3 to version 4.5.

**Target date: March 2008**

#### **4. How We Monitor, or Would Like to Monitor, and Review Our Performance**

At a strategic level, the Government Actuary's Department undertakes reviews every five years of the operation of the three insurance funds administered by the Department. The prime purpose of such reviews is to determine the financial condition of the funds and the expected adequacy in future years of the present contribution rates.

At an operational level, the Department employs a Management Information System (MIS) to monitor business processes and operational performance. This information is used for evidence based decision making and to monitor compliance with agreed service standards.

#### **5. Longer Term Objectives**

##### ***Priorities Identified in Priority Action Plan 4***

##### **Investigate a More Integrated Tax and Benefit System**

Priority 4 of the Government Business Plan is to redistribute wealth wisely in the community. The Social Security Department has been identified as the lead Department to:

*“Investigate a more integrated tax and benefit system that 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.”*

In the UK, the tax and benefits systems have been partially integrated through the introduction of tax credits to provide additional assistance to families and working people on low incomes. The Department has been tasked, along with the Treasury and Resources Department, to undertake the following joint reviews to assess opportunities for closer integration between the tax and benefit systems:

- 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.
- Joint review to assess the feasibility and potential resource and cost savings of merging and consolidating income tax and social security contribution collection, payment and treasury systems.

##### ***Priorities Identified in Priority Action Plan 5***

##### **Increase Participation**

Priority 5 of the Government Business Plan is to control and monitor population growth. The Social Security Department will play a key role in delivering the following objective of the Plan:

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

Specifically, the Department will be involved in delivering some of the level 4 actions identified under the following level 3 workstreams:

- Investigate and develop ‘family friendly’ policies designed to encourage locally qualified parents to enter or re-enter the workforce.
- Research and develop policies to remove those barriers that prevent locally qualified people remaining economically active through age alone.
- Provide advice, guidance and information, as required, to those that are or wish to be economically active that details opportunities that exist to increase participation and increase effectiveness.

### ***Other Departmental Priorities***

#### **Technological Migration of Contributions System**

In September 2006, the benefits computer system moved from a mainframe to a client server platform. This was a major undertaking which required a complete rewrite of the software for the Department’s benefit systems, much of which was written over 20 years ago. During 2007, a proposal will be prepared for the migration of the Contributions system to the same platform. If approved, it is anticipated that this major project will take approximately five years to complete.

#### **Consider the Future of the Health Benefit Grant**

The Department provides an insurance based grant of £12 towards the cost of consultations with doctors and £6 for consultations with medical practice nurses. Due to the increasing costs of medical consultations, the relative value of the grant is decreasing year on year. The Department will need to give consideration to bringing forward proposals to the States to abolish the grant and introduce a more targeted, income-related scheme of support.

#### **Consider a Reciprocal Agreement with Latvia**

Respond to an anticipated approach from Latvia for a reciprocal agreement on Social Security.

## **6. How We Spend Public Money**

### **Income**

The Department receives income from three main sources:

#### **Contributions**

Contributions are payable by individuals and employers. Rates are based on earnings/income between upper and lower earnings/income limits, which, together with the States Grant, produces sufficient income to meet the cost of the benefits to which the various categories of employed, self-employed and non-employed persons are separately entitled.

#### **Investments**

The Department manages, maintains and controls three investment funds, jointly referred to as the Common Investment Fund. The Common Investment Fund is managed to achieve the maximum total return in terms of capital growth and income



over the long-term without taking undue risks. In respect of the Social Insurance Scheme, the returns are used for partial funding of the scheme - in other words to moderate increases in contribution rates that will increasingly become necessary as a consequence of the worsening dependency ratio of pensioners to contributors. In respect of the Health Insurance Scheme, the returns are used to maintain a buffer fund to cope with medium-term downturns in contribution income. In respect of the Long-term Care Insurance Scheme, the returns will be used for partial funding of the Scheme in the future - in other words, to moderate increases in contribution rates that will become necessary in the scenario of increasing numbers of very elderly people and, consequently, increased demand for long-term care.

## General Revenue

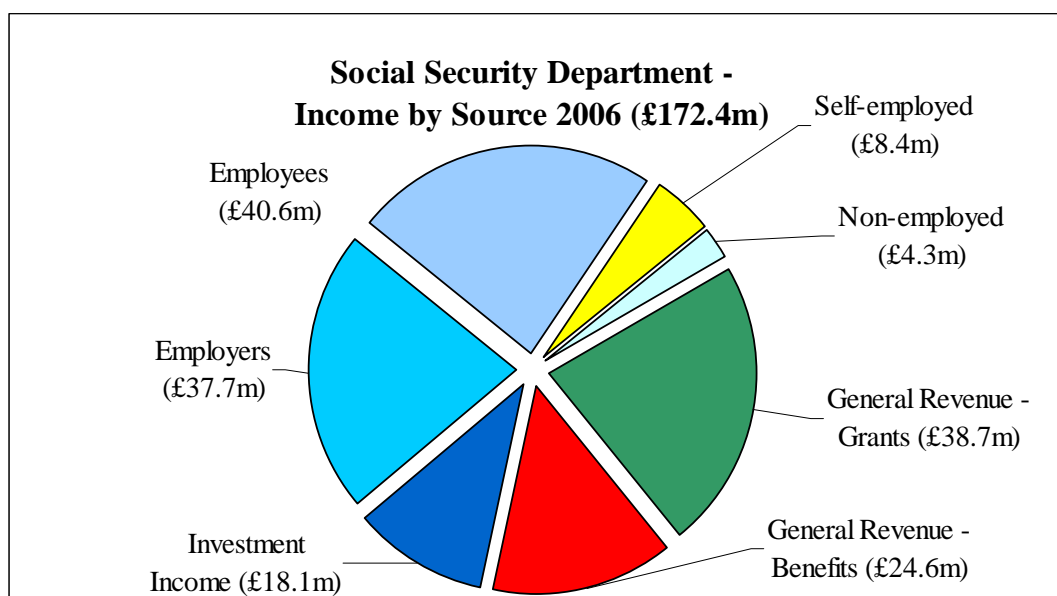
- **States Grants**

The States pays an Annual Grant from General Revenue into the Social Insurance Fund, the Health Service Fund and the Long-term Care Insurance Fund<sup>2</sup> to supplement the earnings and income-related contributions paid in respect of persons who do not themselves contribute at a level which meets the full actuarial cost of the benefits.

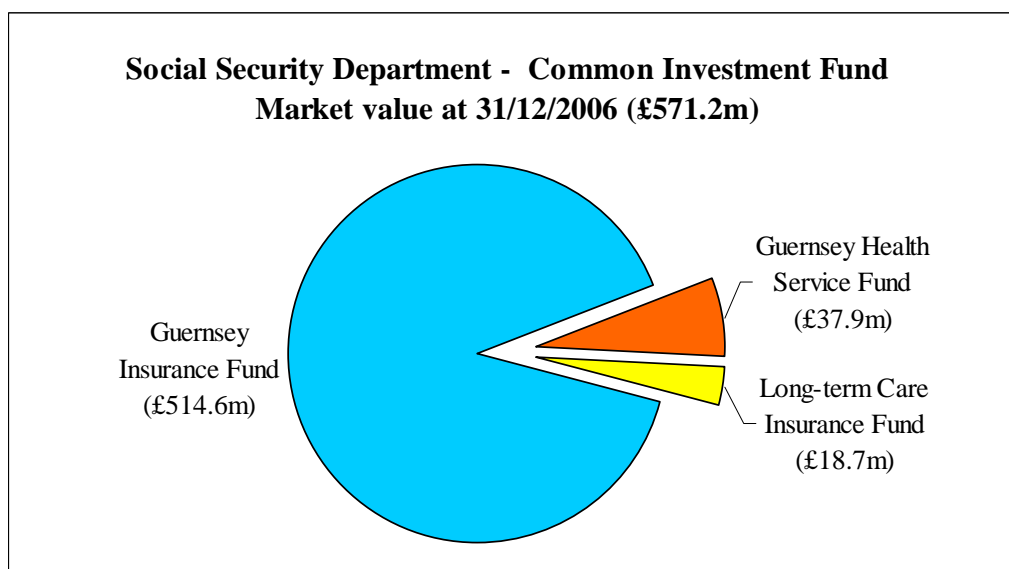
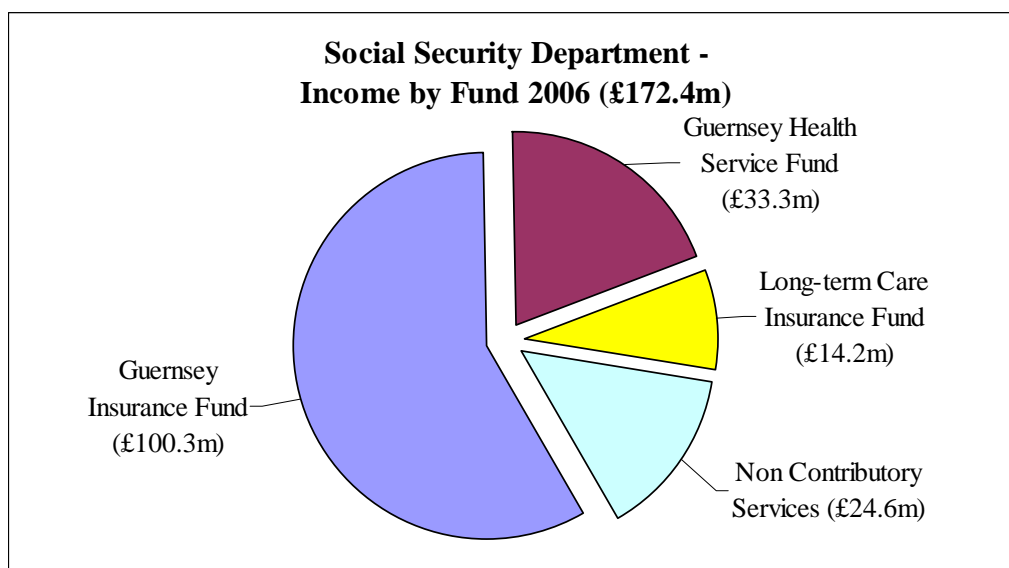
- **Benefits**

The States wholly funds, from general revenue, non-contributory schemes to support the wellbeing of children, people in need of domiciliary care and their carers and to provide financial and medical assistance to people unable to safeguard their own welfare or having insufficient resources for an adequate quality of life.

The following pie charts depict the Department's income by source and Fund during 2006 and the market value of the Common Investment Fund as at 31 December 2006:

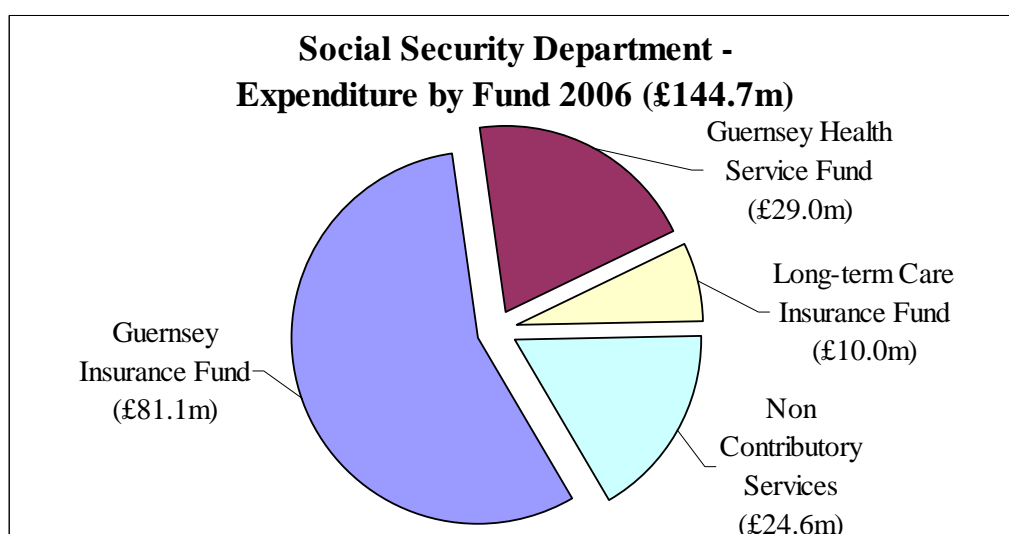


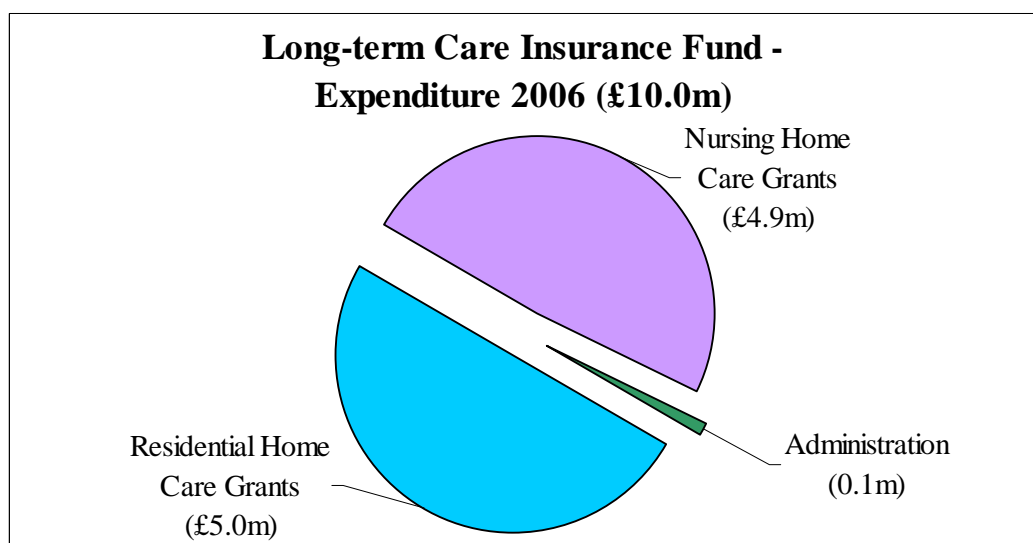
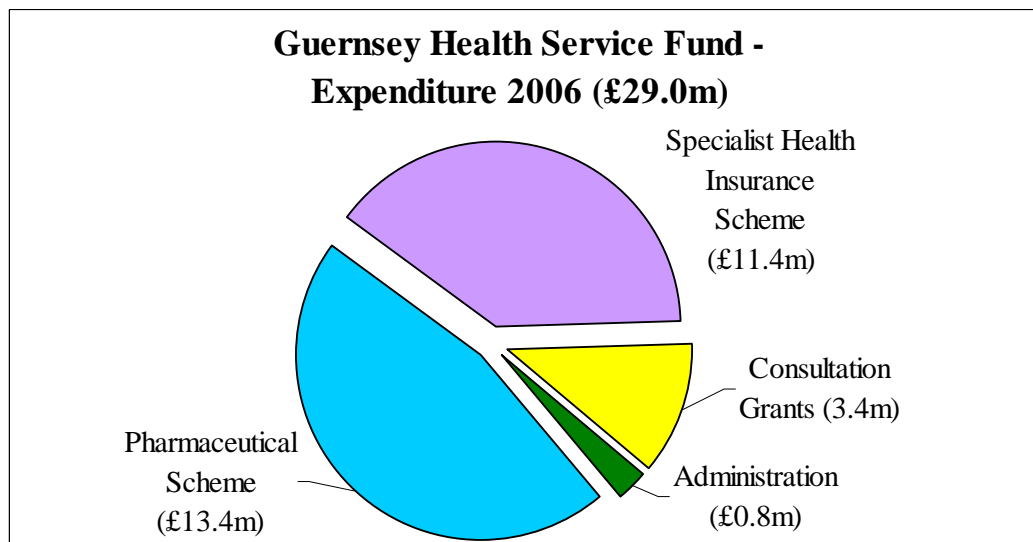
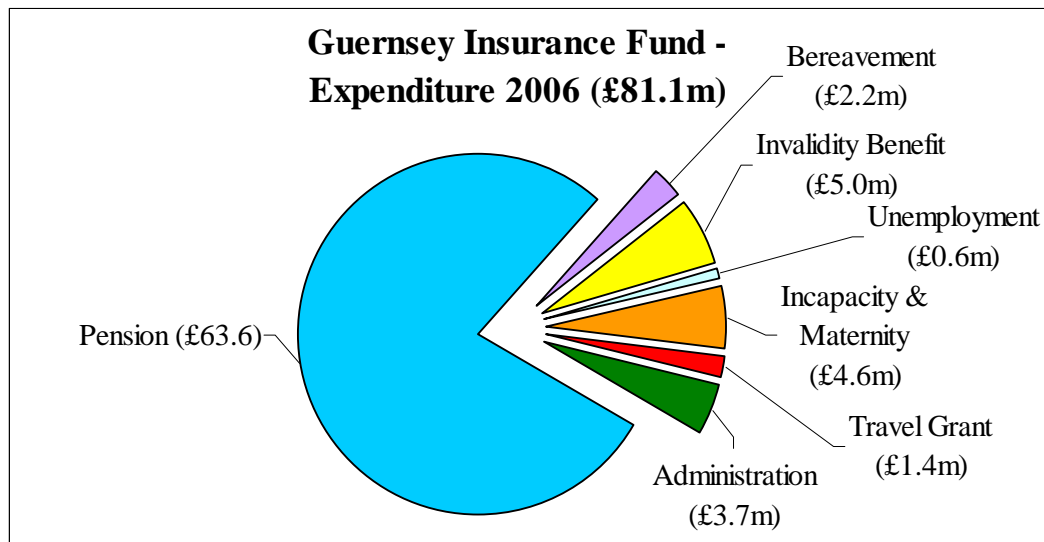
<sup>2</sup> The Annual Grant to the Long-term Care Insurance Fund was reduced to 0% of all contribution income collected with effect from 1 January 2007.



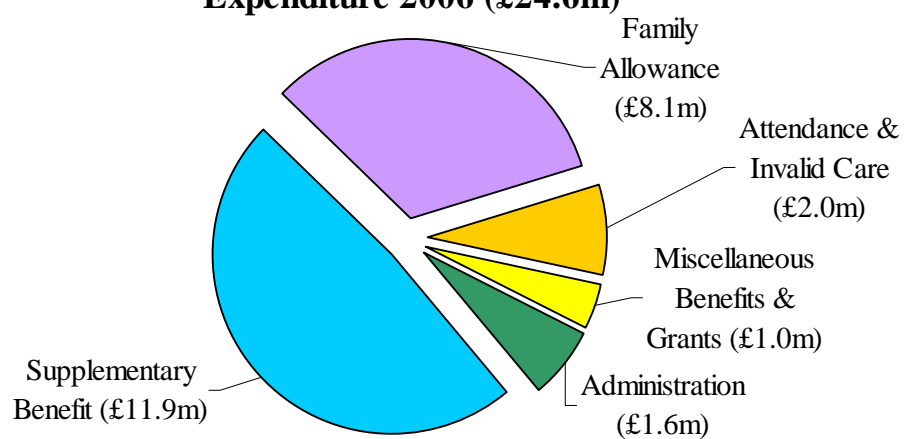
## Expenditure

The below pie charts depict the Department's expenditure by Fund in 2006:





**Non Contributory Services -  
Expenditure 2006 (£24.6m)**



# **Treasury and Resources**

## **Operational Plan Summary**

### **1. Introduction**

This Plan explains how the Department is structured, what its principal responsibilities are, how they are carried out, what our priorities currently are for the period 2007 to 2009 and the resources we have available to achieve those priorities.

The Plan is not intended to detail all of the day-to-day responsibilities that we carry out and many of the more routine matters that we deal with will be set out in the Work Plans of each of the Department's six Sections.

### **2. What We Do**

The Department has a broad range of responsibilities and at the highest level these can be categorised as advising the States on matters relating to: -

- The allocation and administration of all States resources.
- The regulation and control of States financial affairs.
- The raising of States income.
- The systems for the assessment and collection of income tax, dwellings profit tax and tax on rateable value.

### **Principal Responsibilities**

The high-level responsibilities set out in the Department's mandate can be broadly broken down into the following areas: -

#### **General**

- Assessing and commenting on the resource implications associated with Departments' and Committees' proposals which are to be placed before the States.
- Administering the Staff Number Limitation Policy and its successor.
- Providing resources for the offices of Crown appointees and for the function of the Royal Court.

#### **Client Services**

- Developing and supporting corporate initiatives, including the management of the States corporate finance, purchasing and asset management system (SAP), the central Payroll and Pensions Payment System, the Corporate Loans Systems and the Corporate Accounts Receivable System (Spectrum).
- Managing the States bank accounts, collection of States income and the payment of States accounts.

- Managing payroll (including pensions payment services).
- Managing the Guernsey currency notes and coins and commemorative notes and coins issues.
- Providing Change Management and training services to client Departments.
- Providing project, accounting and administrative support to client Departments
- Developing the States approach to Risk Management.
- Establishing and meeting the States insurance requirements.
- The maintenance of a register of property ownership for the purpose of assessing and collecting taxes (currently based on rateable value).
- The development and maintenance of the States Digital Map.

### **Corporate Procurement**

- Ensuring that States purchasing is as efficient, effective and equitable as possible.
- Providing corporate procurement services and advice to Departments and Committees.
- Providing training and support to all staff involved in purchasing.
- Undertaking research on suppliers, product information and prices and distributing to Departments.

### **ICT**

- Establishing an ICT Strategy and developing and implementing corporate policies and standards in support of the Government Business Plan
- Provision and maintenance of an ICT infrastructure that is flexible and resilient enough to cope with the States of Guernsey business requirements both now and in the future.
- The provision, administration and security of the States ICT network that is in line with good computer practice and regulatory guidelines.
- Providing expert ICT advice and support to Departments and Committees on an operational and project basis.

### **Income Tax**

- Developing and implementing policies on the assessment and collection of income tax.
- Administering the requirements of the Income Tax and Dwellings Profits Tax Laws.
- Administering the requirements of the Retention Tax System arising under the agreements associated with the EU Savings Tax Directive.
- Maintaining systems for the assessment and collection of income tax and dwellings profit tax.

### **States Property Services**

- Providing corporate property services and advice to Departments and Committees.
- Initiating, developing and promoting good practice to achieve value for money and project delivery in construction matters.
- Achieving 'best fit' for the land and property assets within the States objectives.

- Improving the condition, maintenance and efficiency of States land and property assets and their management and utilisation.

## **Treasury**

- Providing corporate Treasury services and advice to Departments and Committees.
- Preparing the States' budget estimates of income and expenditure on capital and revenue accounts and making recommendations on how such expenditure should be financed.
- Preparing the annual Interim Financial Report and States Annual Accounts.
- Undertaking financial functions such as the management of Internal Audit services, financial assets including cash and other investments and associated financial activities.
- Authorising Departments and Committees to borrow temporarily by way of overdraft from the banks or from the States Treasury or in any other manner approved by the Treasury and Resources Department.
- Undertaking the shareholders' functions and duties in respect of the States Trading Companies and other States owned entities.

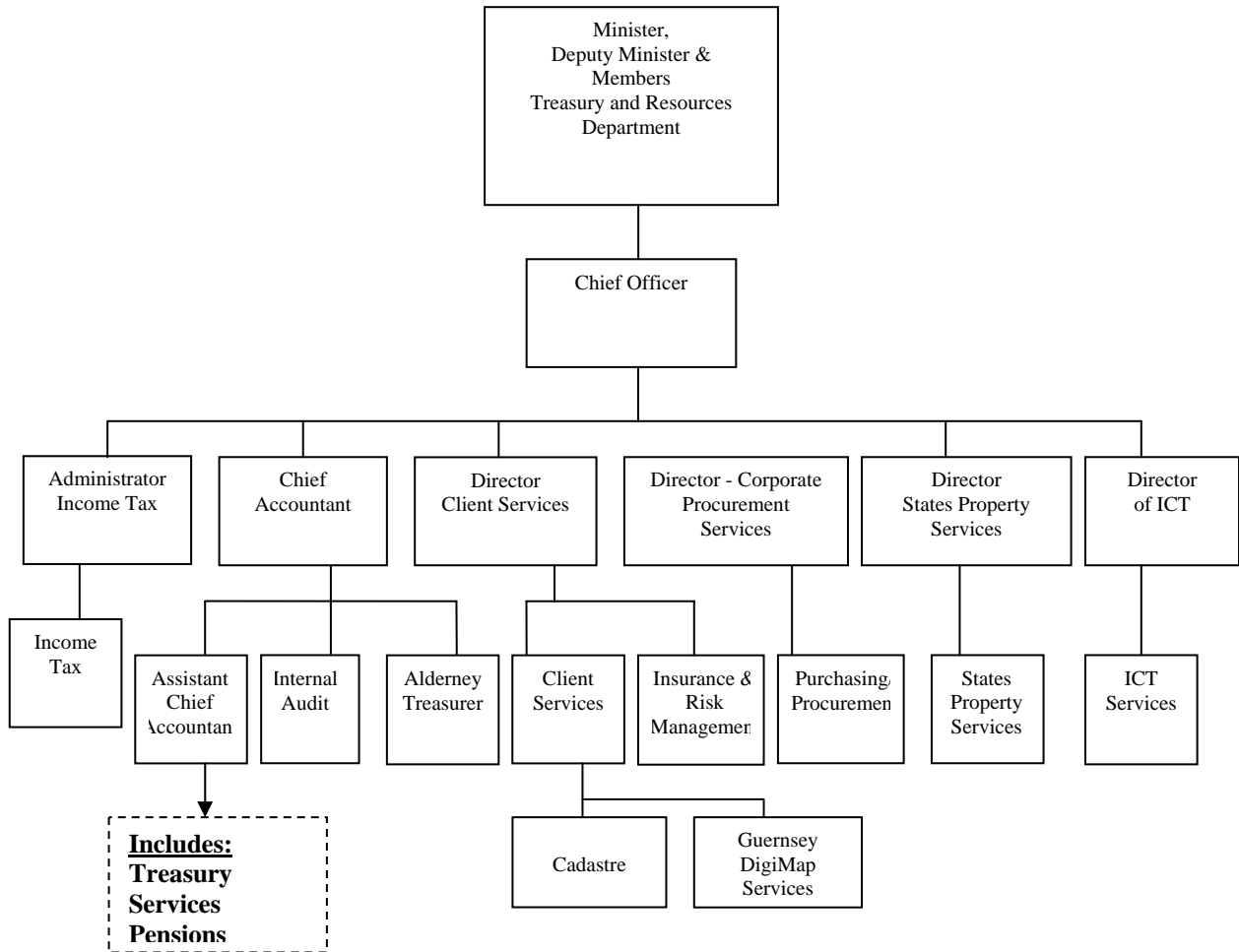
### **3. Who We Are**

There are six Sections which together comprise the Treasury & Resources Department and are responsible for the delivery of the policy priorities established by the Board of the Treasury and Resources Department. Those Sections are: -

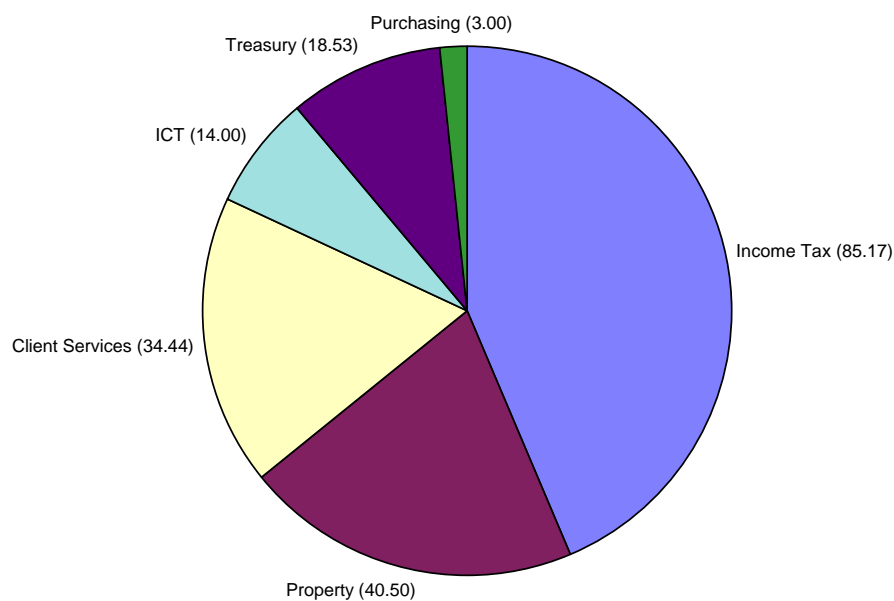
The Department's six operational 'Sections' are staffed as follows: -

- |   |            |
|---|------------|
| • Client Services (including Cadastre and GDS)    | - 34 Staff |
| • Corporate Procurement Services                  | - 3 Staff  |
| • Income Tax                                      | - 85 Staff |
| • Information and Communications Technology (ICT) | - 14 Staff |
| • States Property Services                        | - 41 Staff |
| • Treasury  | - 19 Staff |

In total there are 195.64 (full time equivalent) staff working for the Department which has budgeted expenditure of £15,800,000 in 2007.



**TREASURY AND RESOURCES DEPARTMENT ESTABLISHMENT (TOTAL 195.64FTE)**





#### **4. Our Current Priorities for Change**

##### **Key Priorities**

This section commences with an outline of 4 important key priorities for the Department which are intended to be addressed before the end of 2007.

##### **General**

- Develop and implement policies in support of the States Economic and Taxation Strategy.
- Address those recommendations referred to the Department which flow from the report of the Wales Audit Office on the PEH Clinical Block report.
- Review and update the States Administrative and Accounting Guidelines (linked with General priority 2 above).
- Address the recommendations arising from the Scrutiny Committee's review of the Staff Number Limitation Policy (SNLP) including the development of an alternative policy.

More detailed information on the Department's policy priorities for 2007 is given below: -

##### **Major States Reports**

##### **Likely States Meeting**

- |  |           |
|--|-----------|
| • Tax on Real Property (detailed proposals)    | June      |
| • Interim Financial Report & Year-End accounts | June      |
| • Property Rationalisation (next stage)        | September |
| • Replacement policy for SNLP                  | September |
| • Amendments to the Compulsory Purchase Law    | October   |
| • Annual Budget                                | November  |

##### **Other States Reports**

- |  |             |
|--|-------------|
| • Guernsey Post – replacement of non-executive Directors | May         |
| • Replacement of Alderney's sewers                       | May         |
| • Abolition of Motor Tax – Implications for Marine Fuel  | June        |
| • Electronic Submission of Tax Deduction Forms           | July        |
| • Alderney Commercial Quay (re-submission)               | October     |
| • Maintenance and improvements to the Fire Station       | November    |
| • Goods & Services Tax                                   | Autumn 2008 |

##### **Legislation to be presented to the States**

- |  |          |
|--|----------|
| • Enabling legislation for Economic & Tax Strategy | July     |
| • Enabling legislation for Tax on Real Property    | November |

## **5. How We Monitor, or Would Like to Monitor, and Review Our Performance**

At the present time the Department is continuing to assess the potential for introducing relevant and meaningful methods for monitoring its performance. To an extent, this can be assessed in relation to particular projects by the timely nature in which these are achieved. A significant proportion of the Department's high-level work falls into this category.

Nevertheless, it is the Department's intention to develop and introduce appropriate performance management criteria within each of its Sections to ensure that work is prioritised and implemented efficiently and effectively.

## **6. Longer Term Objectives**

Set out below are the specific priorities for each Section for the period 2007 – 2009.

### **Client Services**

- Address the recommendations arising from the report from the National Audit Office report on 'Risk Management and Insurance in the States' (published in January 2007) including the preparation of a Strategic Risk Management Plan for the States and a Departmental Risk Management Plan.
- Complete work on the new system of Tax on Real Property (TRP) including the introduction of new legislation.
- Introduce a centralised (shared) debt recovery function to manage recoveries on behalf of the States on a more efficient and cost effective basis and to explore the option of shared services for other functions (for example HR).
- Investigate the possible development of a Land Registry.
- Review the current approach within the States to Business Continuity.
- Manage and support the rollout of the corporate business systems and provide project management, change management, application and training support as required.
- Support PSRC with the procurement and implementation of a replacement corporate pensions system

### **Corporate Procurement Services**

- Develop and roll out a States Procurement Strategy to include a cross departmental procurement function.
- Assist in reviewing and revising the States Administration and Accounting Guidelines to provide a coherent structure which will include additional procurement Codes of Practice.
- Review, monitor, improve and enforce existing corporate contracts and procurement arrangements to include the States fuel oil agreements, telecommunication landlines and mobile agreement.
- Research new opportunities for additional corporate arrangements and for involvement in one off projects involving procurement.

- Instigate a new Tender and Contracts Register to improve cross departmental collaboration on procurement.
- Raise the profile of the Service and increase the understanding of procurement and its importance through staff training.

### **Information and Communications Technology Services**

- Roll out a States-wide ICT Strategy.
- Review the States Network and common infrastructure to maximise performance, reliability and reduce costs.
- Investigate the requirement and feasibility of a corporate system for handling information/document management.
- Identify opportunities for further consolidation of ICT services across the States in order to improve business processes, remove duplication and reduce costs.
- Raise the profile of the Section and increase its influence across the States including in the area of staff training and development.

### **Income Tax**

- Contribute to the development and implementation of the States Economic and Taxation Strategy.
- Consider changes to Income Tax Information Powers.
- Develop proposals in respect of the electronic submission of Tax Deduction forms.

### **States Property Services**

- Contribute to addressing those recommendations referred to the Department which flow from the report of the Wales Audit Office on the PEH Clinical Block report.
- Continue with the implementation of stage 1 of the States Property Rationalisation Strategy including completing Condition Surveys of all States' properties.
- Prepare a States Report setting out proposals for the next stage of implementing the States Property Rationalisation Strategy.
- Prepare a States Report on changes to the Compulsory Purchase Law.
- Consolidate the changes in structures and working practices arising from the States decision to centralise Property Services within the Treasury & Resources Department including undertaking a full review of property workload and skills currently available within the States.
- Implement project assurance through Prince 2 methodology for construction project management.
- Develop and implement common Policies, Codes of Practice, Guidance and Procedures for all aspects of construction and property work throughout the States.
- Explore the opportunities to introduce a corporate asset management and maintenance system (with support from Client Services).

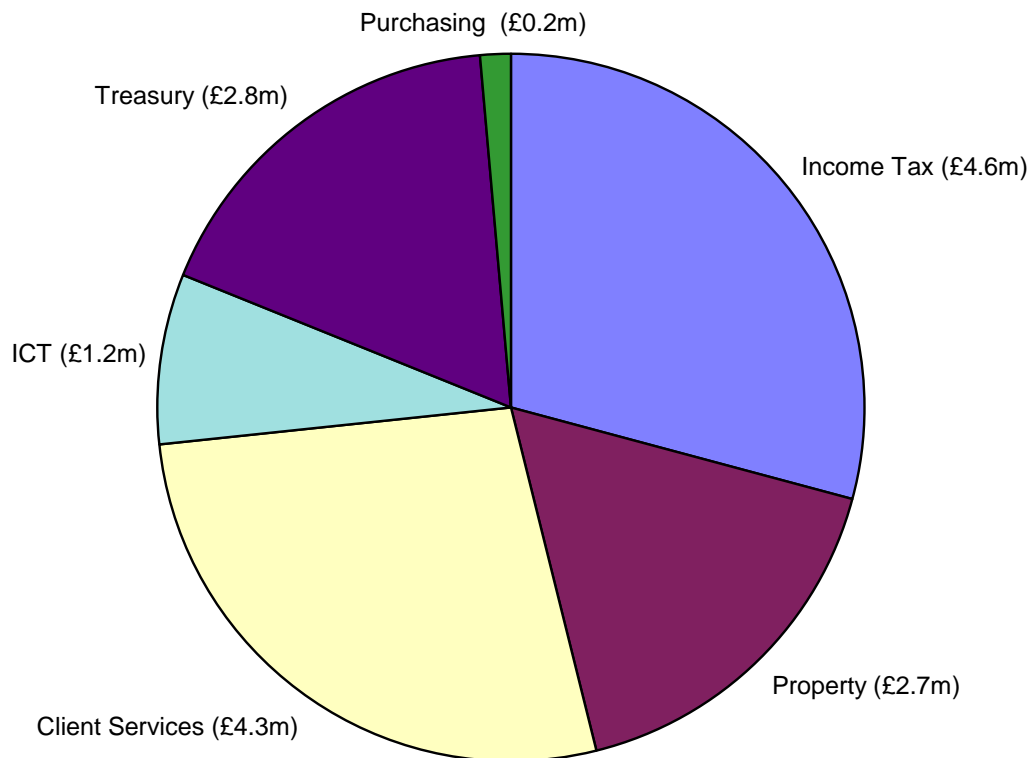
### **Treasury**

- Contribute to the development and implementation of the States Economic and Taxation Strategy.

- Investigate the potential costs and benefits to the States of using a Captive Insurance model to provide for its future insurance requirements.
- Oversee the professional management of States investments.
- Prepare the annual States Accounts.
- Prepare the annual States Interim Financial Reports.
- Prepare the annual States Budgets.
- Review the arrangements for ensuring adequate Internal Audit oversight of States and Departmental controls.
- Implement revised arrangements for capital accounting.

## 7. How We Spend Public Money

### TREASURY AND RESOURCES DEPARTMENT BUDGET (TOTAL £15.8million)



# **House Committee**

## **Operational Plan Summary**

### **1. What We Do**

The House Committee is mandated to advise the States on:

- The constitutions of the States of Deliberation and the States of Election;
- The Rules of Procedure of the States of Deliberation;
- The constitution and operation of States departments and committees;
- The system of election of ministers and members of States departments and States committees;
- Matters relating to the practical functioning of the States of Deliberation and the States of Election including facilities provided for Members of the States;
- Elections to the office of People's deputy
- Matters relating to the propriety and conduct of States Members;
- Induction training and on-going support for States Members;
- The general procedures for the timely and efficient management of public business in the States of Deliberation.

The House Committee also exercises certain powers and duties conferred on it by extant legislation which includes:

- The Reform (Guernsey) Law, 1948, as amended
- The States Committees (Constitution and Amendment) (Guernsey) Law, 1991.

### **2. Who We Are**

- The House Committee is constituted by a Chairman and four other members, all of whom must be sitting Members of the States.
- It has no staff of its own. The Head of Constitutional Affairs is the Committee's Chief Officer and the Government Business Officer is its Secretary. Staff resources available to the Committee are estimated at no more than FTE 0.25.

### **3. Our Current Priorities for Change**

- Continuing to monitor, and when appropriate recommend changes to, the Rules of Procedure, Rules for States Departments and Committees and the Code of Conduct for States Members;
- Reviewing and reporting to the States on political activities of States employees;
- Reviewing and reporting to the States the constitution of the Public Sector Remuneration Committee;
- Reviewing and if necessary reporting to the States on election procedures;
- Reviewing and reporting to the States on the possibility of consolidating and extending the Reform (Guernsey) Law, 1948, as amended'
- Reviewing and reporting to the States on the constitution of the States of Election;

- Reviewing and reporting to the States on the feasibility of establishing an island-wide voting system.

#### **4. How We Monitor, or Would Like to Monitor, and Review Our Performance**

- Much of the Committee's work is prescribing rules under which the business of the States of Deliberation and States Departments and Committees is conducted and also prescribing a code regarding the propriety and conducts of States Members. The Committee therefore monitors the application of the rules on an on-going basis;
- The Code of Conduct only came into force on the 20<sup>th</sup> February 2007. The effectiveness of the Code will be reviewed after it has been in operation for 12 months and its application will be monitored in the intervening period.

#### **5. Longer Term Objectives**

- The investigation of an island-wide voting system will extend into the longer term as the relevant States resolution provides that if such a system is to be introduced it should take effect at the 2012 General Election.

#### **6. How We Spend Public Money**

- The House Committee has no budget of its own.
- Expenditure regarding elections is met from the budget of the Policy Council.
- Expenditure regarding the electoral roll is met from the budget of the Home Department.

# **Legislation Committee**

## **Operational Plan Summary**

### **1. What We Do**

The Legislation Select Committee scrutinizes Draft Projets de Loi and Draft Ordinances that are drafted pursuant to States resolutions, after consultation with the sponsoring department and in accordance with the priorities set by the Policy Council, to ensure that the legislation gives effect to the resolutions. The final drafts are then submitted to the States for their consideration.

The Committee has subsumed the mandate of the old Ecclesiastical Committee. The Committee is also mandated to suggest to the Policy Council items that might require changes to Island legislation.

The Committee also has the power to order that any draft Ordinance shall come into force if it is of the opinion that the immediate or early enactment of it is necessary, expedient or in the public interest.

### **2. Who We Are**

HM Greffier

HM Deputy Greffier

All the legislation considered by the Committee is prepared by the legislative draftsmen at HM Procureur's Office and all meetings of the Committee are attended either by a Law Officer of the Crown or a Crown Advocate

### **3. Our Current Priorities for Change**

The resources of the Committee are fully taken up with its primary role of scrutinising legislation.

### **4. How We Monitor, or Would Like to Monitor, and Review Our Performance**

The Committee meets once a month in advance of the States Meeting. It discharges the function it is required to do and has no issues to consider regarding the monitoring of its performance.

### **5. Longer Term Objectives**

The Committee aims to continue its scrutiny of legislation to be laid before the States as set out in its mandate.

### **6. How We Spend Public Money**

No expense is incurred by the Committee other than a portion of staff time at the offices of HM Greffier and HM Procureur.

# Public Accounts Committee

## Operational Plan Summary

### 1. What We Do

As part of the 2004 Machinery of Government changes, the Public Accounts Committee (the Committee) was established as a committee of the States of Guernsey subsuming the work of the former Audit Commission.

The main function of the Committee is to ensure a proper scrutiny of the financial affairs of the States and that States' bodies operate to the highest standards in financial matters. It also examines whether public funds have been applied for the purposes intended by the States and that extravagance and waste are eradicated.

In fulfilling its mandate, the Committee carries out:

- **Value for money reviews.** These ascertain whether States' departments and States funded non-States bodies are providing best use of public money. Committee inquiries are based on earlier research either performed directly or through third parties (e.g. the National Audit Office or Wales Audit Office) that have been commissioned by the Committee. The findings are produced in an Initial Report. After the relevant Department or organisation concerned has commented on and agreed with the Initial Report, a private hearing is held, at which senior staff are questioned on the content of the Report.

Last year (2006) the Committee brought two 'value for money' reviews to the States - 'Industry Support Schemes in Guernsey' and 'Managing Sickness Absence in the States of Guernsey'. To date this year (2007), a Report entitled 'Risk Management and Insurance in the States of Guernsey' has been produced and was considered by the States in April.

- **Investigations into Overspends and Other Matters.** The public perception of the work of the Committee is more focused on its work in relation to reviewing overspends and investigations. Whilst this has had impact on the work of the Committee during the last three years, this type of review will hopefully start to reduce as recommendations are implemented.  
There are other reviews which have yet to be completed (the new Airport Terminal and the New Jetty).
- **Hearings.** This is a key element of public accountability from which important lessons can be learnt and a plan of action and commitment to change can be achieved. A Hearing enables the Committee to examine how and over what time scale the department/organisation will effect the recommendations detailed in its initial report on a subject. It is the last element in the information gathering process and forms the basis of a subsequent States' report. In addition, it allows the Committee to gain the opinion of Departments on the findings of the review.



- **Reports.** This is the final stage of the process, presenting the evidence and findings from the hearings in a States Report for consideration by the States.
- **Appointment of external auditors.** This will include the tendering for the provision of auditors and then monitoring their annual performance.
- **Liaison with Scrutiny and Internal Audit.** Liaison with the Scrutiny Committee and Audit and Assurance Unit is carried out on a regular basis.

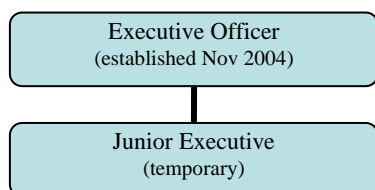
The Committee meets twice a month (apart from August) and will convene more often should the need arise. Members take an active part in the operations of the Committee due to the lack of resources. The Committee has four working parties (Audit, Contract Review, Public Trading Operations, and Procedures) comprising three members each. These working parties meet as frequently as necessary, normally once or twice a quarter.

The work of the Procedure Working Party has concentrated on the setting up of internal procedures and policies for the Committee and the promulgation of the role of the Public Accounts Committee.

## 2. Who We Are

The Committee has one permanent member of staff. Support is provided by a Junior Executive who is seconded for a period of a year. However such a placement is not guaranteed. The Committee has also received other support from short term temporary staff.

The staffing structure can be seen below



There is also limited support from the Policy Council's Government Business Unit.

## 3. Our Current Priorities for Change

### Administratively

- To clearly set out in a States' Resolution the work of the Committee and the rights of access needed to carry out its duties.
- To consider legislation should a States' Resolution not prove effective.
- To strengthen the perception and understanding of the Committee's work.
- To increase resources available to the Committee – both human and financial.

## **Corporately**

- To continue to improve liaison with Chief Officers.
- To consider its role within the Government Business Plan process.
- To encourage the need for greater accountability.
- To promulgate the endorsement of corporate governance principles.

## **Financial Scrutiny**

- To consider proposals for the appointment of an Auditor General
- To appoint external auditors and set criteria and streamline procedures for their appointment
- To develop the relationship with Internal Audit and other scrutiny bodies
- To encourage change in the way the States Accounts are produced.
- To set up a framework agreement for the provision of value for money reviews by third party providers.

### **4. How We Monitor, or Would Like to Monitor, and Review Our Performance**

- Completion of four reviews a year
- Achieve savings of up to eight times its annual costs through the implementation of value for money reviews.
- Achieve the Committee's Business Plan
- Increased public perception of the role of the Committee.

### **5. Longer Term Objectives**

- By continuing to work with Departments to secure best value for money from public funds.
- Sharing ideas and best practices across States Departments, and by consolidating the role of the Public Accounts Committee within the States of Guernsey.
- To take an active part in influencing the way in which the States of Guernsey manages its financial affairs.
- To consolidate financial scrutiny as accepted practice.

### **6. How We Spend Public Money**

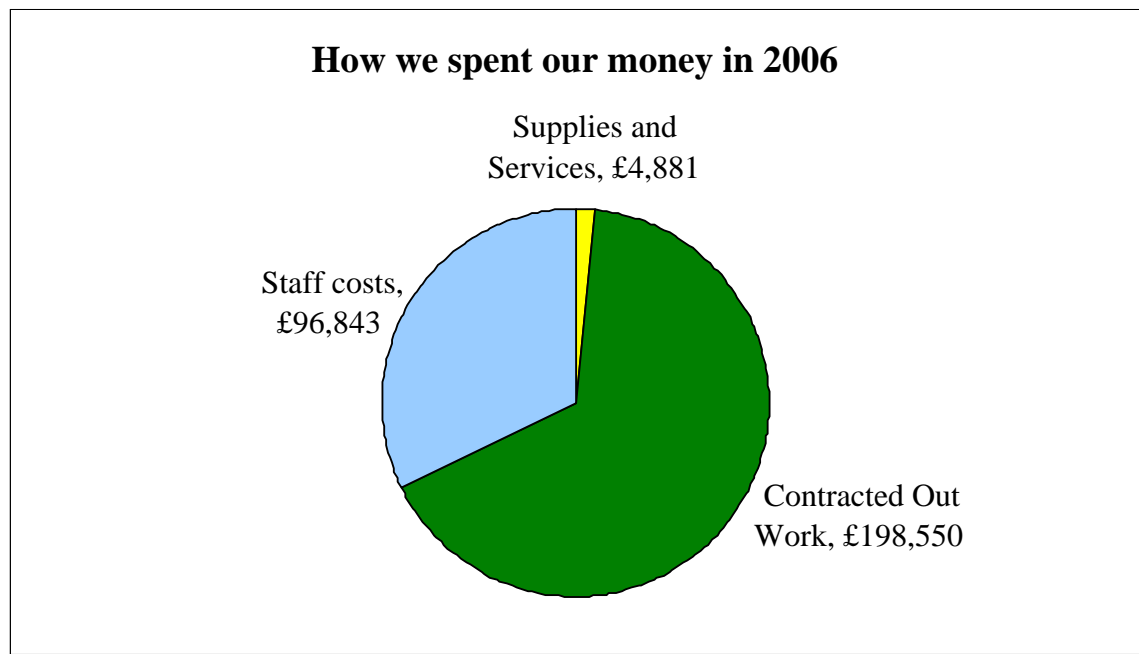
The Committee is allocated funds from within the Treasury and Resources Department. Since inception budgeting and spending have been as follows:

<b>Year</b>	<b>Budget</b>	<b>Use of Accumulated Savings</b>	<b>Spent</b>
2004	240,000	-	211,949
2005	300,000	-	174,024
2006	270,000	35,000	300,274
2007	270,000	20,000	-

Accumulated savings at the end of 2006 stood at £119,027.

Two thirds of the Committee’s spending for 2006 related to contracted out work whereby third parties carry out value for money reviews – the main objective of the Committee. Other expenditure related to staff costs and supplies and services.

The following pie chart shows how the Committee’s budget was spent in 2006.



# **Public Sector Remuneration Committee**

## **Operational Plan Summary**

### **1. What We Do**

The Committee is responsible for:

- taking the employer's role in all matters relating to the determination of pay, pension benefits and conditions of service for approximately 4,500 States employees;
- advising on the pay and conditions of service of staff who, although not direct employees of the States, are involved in other areas of public administration where States finances are involved.

### **2. Who We Are**

The Committee has no staff of its own. Secretarial support is provided by officers from the Policy Council's Human Resources Unit.

### **3. Our Current Priorities for Change**

The Committee's responsibilities are on-going. Each year it is required to reach new pay and conditions agreements with a dozen or so different public sector pay groups and this task will always be the major priority.

Additionally various ad hoc pay, pension or conditions of service matters will be referred to the Committee by employing Departments, staffing bodies or individual employees.

The Committee is also currently working:

- with the Chief Executive on specific aspects of his modernisation agenda for the civil service;
- on a review of the pension schemes applicable to States employees in the light of changes to comparator schemes in the UK.

### **4. How We Monitor, or Would Like to Monitor, and Review Our Performance**

Performance is monitored by analysis of:

- recruitment and retention data;
- the number of matters referred to the disputes resolution service (and the outcome of any binding awards);

- pay and conditions agreements elsewhere (in Guernsey and the UK public sector);
- discussion with/feedback from employing Departments.

## **5. How We Spend Public Money**

The Committee has no budget of its own. However, its judgements on pay and conditions matters do have a direct impact on States payroll costs.

Currently the States payroll stands at over £150m per annum.

# **Scrutiny Committee**

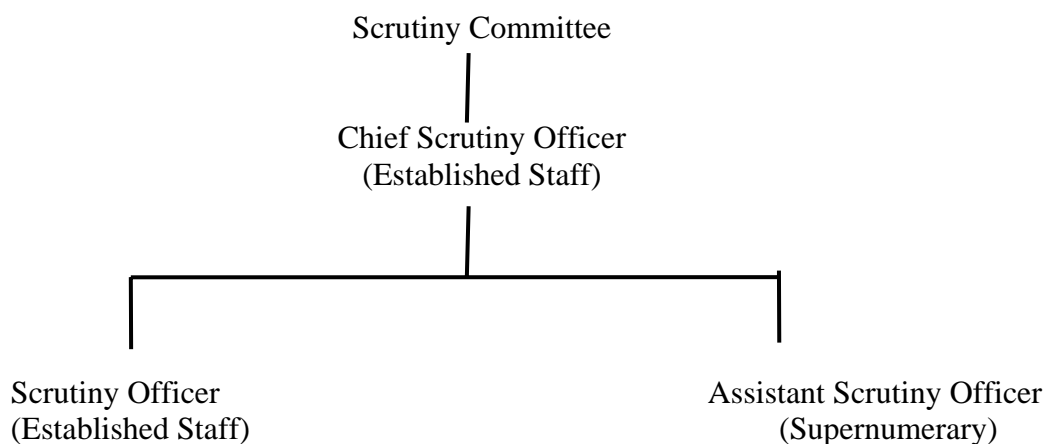
## **Operational Plan Summary**

### **1. What We Do**

Through a process of political scrutiny, to subject Departments, Committees and the Guernsey Business Plan to continual review with particular emphasis on:-

- Determining the effectiveness of the policies of, and services provided by, Departments and Committees
- Assessing the performance of Departments and Committees in implementing policies and services
- Identifying areas of policy or service delivery that might be inadequately or inappropriately addressed
- Identifying new areas of policy or service delivery that may require implementation
- Determining how well a new policy or service or project has been implemented including the development processes and whether the desired outcomes were achieved
- Promoting changes in policies and services where evidence persuades the Committee that these require amendment
- Holding reviews into such issues and matters of public importance that the Committee may determine from time to time.

### **2. Who We Are**



### **3. Our Current Priorities for Change**

#### **High Level Objectives**

- Make a positive impact on service delivery
- Provide an effective challenge to government decision-makers
- Encourage accessibility to and public participation in scrutiny
- Reflect the concerns of the public and its communities
- Work effectively with Departments and Committees; politicians and their senior management
- Develop Committee Members' involvement and ownership of the scrutiny process

#### **Work Programme and Corporate Direction**

The scrutiny function takes a lead from the decision-makers' forward policy planning process in determining its subjects for scrutiny and its proposed timetable. The formulation of the Government Business Plan will provide a clearer strategic direction for government against which policy and service delivery performance can be measured which, in turn, will guide the Scrutiny Committee in determining its priority issues and agenda.

Scrutiny has been allocated an important role in the Government Business Plan and the Committee has appointed a sub-group to liaise with the Government Business Plan Project Team to develop its role. Once agreed, the scrutiny function within the business planning cycle will be the Committee's most important work stream. The Committee will be commenting on the Business Plan when it is submitted to the States in July 2007 and as it evolves thereafter.

#### **Scrutiny Subjects**

The following are the priority subjects for Scrutiny as identified at February 2007:

- The Government Business Plan and issues relating to corporate prioritisation
- Aspects of Social Policy, possibly with emphasis on the balance between facilitating self reliance and the provision of services to those in need
- Key Worker Strategy and Policies and their interrelationship and effects on other policies, States priorities and service delivery
- Population and Migration Policies and their implication for the States Priority Action Plans
- Fiscal Policy and its implication for the Government Business Plan
- Consultation Processes particularly with regard to engaging effectively with stakeholders
- Development of the Committee's monitoring programme.

## Work Plan

Work streams from June 2007	Timetable
Monitor the implementation of the Committee's recommendations in its <i>Staff Number Limitation Policy</i> Review Report.	Ongoing
Monitor Departmental Operation Plans as part of the Government Business Plan process.	By July 2007
Publish a Monitoring Report on the progress made as a result of the Complaints Policies and Appeals Procedures Review.	Summer 2007
Develop the Committee's monitoring role to be more proactive and continued monitoring of the Road Transport Strategy, Waste strategies, the Drug and Alcohol Strategy and Economic and Taxation Strategies.	Ongoing
Continued research and investigation into issues relating to aspects of Social Policy, Corporate Prioritisation, Key Worker Policies, Population and Migration Policies, Fiscal Policy and Consultation Processes.	Ongoing. By end 2007
Complete one Review. Topic to be selected on the basis of the Criteria for Scrutiny Subjects, attached as Appendix 1, and carried out in accordance with the Scrutiny Committee's Guidelines.	By end 2007
Complete two Scrutiny Studies. Topic to be selected on the basis of the Criteria for Scrutiny Subjects, attached as Appendix 1 and carried out in accordance with the Scrutiny Committee's Guidelines.	By end 2007
Develop a self-evaluation model and system for monitoring scrutiny outcomes and performance indicators for inclusion in the 2007 Performance Report to be submitted to the March 2008 States meeting.	By end 2007
Identify Scrutiny core skills and a suitable training programme.	By end 2007
Hold a seminar presentation of the role and work of scrutiny for States Members and the public.	By mid 2008
Publish Scrutiny's 2007 performance report.	March 2008
Liaise with Policy Council and House Committee on issues regarding the roles of PAC and Scrutiny and the Committee Membership.	Ongoing. By May 2008.
Monitor the progress of the Government Business Plan with a view to developing a model for Scrutiny's role in the policy planning process by end of 2008.	Ongoing. By end 2008
Improve and develop the Committee's website.	Ongoing

The Committee stresses that all of the above is subject to revision as circumstances change and the Government Business Plan evolves.



#### **4. How We Monitor, or Would Like to Monitor, and Review Our Performance**

The following are the Committee's early thoughts on measuring its performance. The Committee wishes to stress that further detailed consideration of this important issue will be undertaken.

- Impact on policy and service delivery:
  - Number of recommendations made
  - Percentage of recommendations accepted
  - Number of recommendations successfully implemented
- Challenge to government decision-makers:
  - Number of Reviews/Studies/Investigations
  - Number of scrutiny questions
  - Number of gaps in policy identified
- Accessibility to and public participation in scrutiny:
  - Attendance at public hearings
  - Submissions of suggestions for Review
  - Number of printed Reports issued
  - Number of hits to website
  - Number of correspondents
- Reflecting the concerns of the public and its communities:
  - Number and quality of actions taken in response to public concern
- Work effectively and constructively with Departments and Committees:
  - Number and quality of 2-way discussions and constructive feedback
  - Number of 'early sight'/consultations on States Reports or publications
- Develop Committee Members' involvement and ownership of the scrutiny process:
  - Members' feedback on scrutiny role
  - Members' attendance at meetings
  - Members' participation in sub-groups and Reviews
  - Number of investigations generated from Members' suggestions

#### **5. Longer Term Objectives**

For the longer term the Committee intends to work towards the high level objectives set out above by continually developing Scrutiny's role and improving its own performance. The largest obstacle is the level of staff resources available.

## 6. How We Spend Public Money

### Scrutiny Committee Expenditure Analysis 2006

