



COMMERCE AND EMPLOYMENT

A STATES OF GUERNSEY GOVERNMENT DEPARTMENT

Business Plan 2014

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Part 1

MANDATE AND SUMMARIES

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MANDATE AND SUMMARIES

1. Introduction from Commerce and Employment Board

The 2014 Business Plan sets out what the Department (Commerce and Employment) intends to achieve over the year and provides information for both internal and external audiences to assess the Department's priorities and performance.

Commerce and Employment (CE) is committed to delivering the set objectives in the States Strategic Plan and endorsed by the States in relation to the department mandate. The Commerce and Employment Board (CE Board) recognises the need to act corporately with other States Departments and work to achieve the aims and objectives of the Financial Transformation Programme. The CE Board is also committed to engaging with key stakeholders and delivering services in a cost effective and timely manner.

*The second part of the Business Plan details on-going and **intended** priorities and work streams for the Department. It should, however, be noted that they may be subject to change due to the impact from new unforeseen internal or external priorities that may arise during the year.*

During 2014 the Department will remain committed to delivering a range of business and community related regulatory and advisory services but at the same time progressing work streams within the broader Economic Development Strategy. The more specific Finance Sector and ICT strategies (many issues are inter-connected) will be the highest priority in order to ensure, within the context of appropriate levels of regulation, that Guernsey remains competitive and successful within a challenging global economic environment. Ensuring adequate and relevant promotional messaging and strategies, together with collaboration with private sector stakeholders, will be key for on-going prosperity.

As the CE Board move into the second year of the four year term, the intention is to build on on-going work and new initiatives commenced in the first 16 months as well as embark on new proactive work streams.

The CE Board very much hopes that you find the business plan both of interest and useful across the wide range of Commerce and Employment roles and responsibilities.

The CE Board comprises:

- Deputy Kevin Stewart (Minister)
- Deputy Al Brouard (Deputy Minister)
- Deputy David De Lisle
- Deputy Laurie B Queripel
- Deputy Heidi Soulsby
- Advocate Tom Carey (non-States Member)

2. The Mandate of the Commerce and Employment Department

- (a) To advise the States on matters relating to the creation of 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 environmental policies of the States.
The Commerce and Employment Department is responsible for:-
- (i) Promoting the interests of all sectors of the economy including:
 - Exporters of manufactured goods, non-financial services and e-business;
 - Financial services sector;
 - Visitor economy;
 - Construction industry;
 - Retail industry;
 - Horticultural industry;
 - Agricultural industry; and
 - Sea fisheries industry.
 - (ii) Creating an awareness and fostering the image of the Island as a centre of excellence for business, commerce and tourism;
 - (iii) The promotion, provision and regulation of air and sea links to and from the Bailiwick including liaison with other jurisdictions;
 - (iv) Helping to create a sustainable food and farming supply chain serving the market and the environment;
 - (v) Safeguarding the living marine resources within the Bailiwick waters and managing, where appropriate, their exploitation in a sustainable manner;
 - (vi) The strategic approach to, and the regulation of utilities;
 - (vii) Promoting good employment practices and policies, good industrial relations and Health and Safety at work;
 - (viii) Consumer advice and protection and trading standards;
 - (ix) The States interest in the Training Agency, Enterprise Agency, Guernsey Finance and the Guernsey Film Commission or their successor bodies;
 - (x) The States Dairy.
- (b) To contribute to the achievement of strategic and corporate objectives, both departmentally and as part of the wider States organisation, by:
- (i) Developing and implementing policies and legislation, as approved by the States for the provision of services in accordance with this mandate; and
 - (ii) Actively supporting and participating in cross-departmental working as part of the Government Business Plan and ensuring that public resources are used to best advantage, through co-operative and flexible working practices.
- (c) To exercise the powers and duties conferred on it by extant legislation.
- (d) 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 Commerce and Employment Department and which conferred functions upon the former:
- Advisory and Finance Committee;
 - Agriculture and Countryside Board;
 - Board of Industry;
 - Committee for Horticulture;
 - Sea Fisheries Committee;
 - Tourist Board;
 - Transport Board.
- (e) To be accountable to the States for the management and safeguarding of public funds and other resources entrusted to the Department.

3. Commerce and Employment Policy Principles

In order to achieve the Department's mandate and contribute towards delivering the States' Strategic Objectives the CE Board is committed to the following:

- Having a vibrant and diversified economy is key to Guernsey's success to ensure we have an excellent infrastructure and high quality welfare services for Guernsey's citizens;
- Adopting policies with respect to land, labour and legislation (including regulation) to create the right environment to encourage and give businesses the freedom to flourish;
- Belief that Guernsey's unique selling point (USP) for businesses is not simply financial but a combination of lifestyle, accessibility to London, time zone, excellent health and education provision, stable government and safe and secure society;
- An acknowledgement that Guernsey's economy is not sustainable from local demand and needs outward facing businesses generating inward competitive income streams;
- Recognition that Guernsey is a unique and special place and that it is important to encourage the development of local businesses to support the community and infrastructure of the island;
- Cognisant of the changing demands of the modern world and that we need to adapt to meet the Islands' wants but remain vigilant of the uniqueness and charms of Guernsey;
- Ensuring that Guernsey has a well-trained local workforce as this is key to success of local businesses; and
- Appreciation of the value of communication and listening to its stakeholders. CE Board is committed to consultation both internal and external to government to ensure evidence based decisions are made.

4. The relationship between the States Strategic Plan and the Commerce and Employment Business Plan

The Commerce and Employment Business Plan for 2014 implements policies and work streams which contribute to the aims and objectives of the States Strategic Plan 2011 - 2016 (SSP) and the Environmental, Fiscal & Economic, Social and Resource plans within it.

For the Department the most relevant is the Fiscal and Economic Plan which comments:

The Fiscal and Economic Plan ('FEP') is based on the view that sustainable economic growth is desirable and is to be pursued as a means of increasing the standard of living of Guernsey's residents and providing tax revenues to fund ever increasing demands for public services, in particular education, health and law and order.

Underlying the FEP is the principle that the private sector is the engine of economic growth and that the public sector's role is to provide the necessary competitive fiscal and macroeconomic environment to enable the private sector to flourish. The primary objective of fiscal policy is therefore to promote long term economic growth.

The main macroeconomic and fiscal objectives are summarised as:

- Long run fiscal balance: spending within constraints of the Fiscal Framework.
- Continuing OECD Tier One Status.
- Average economic growth of 2% or more per annum.
- Stable and low inflation: RPIX 3.0%.
- Continuing full employment.
- Skilled, flexible labour market.
- Diversified, broadly balanced economy.
- Well regulated, competitive domestic markets.
- Modern key strategic infrastructure, with public capital investment averaging 3% of GOP.
- Maintenance of an internationally competitive fiscal regime.
- Maintenance of an internationally respected financial services regulatory regime: adopting and applying international standards.



5. Commerce and Employment Priorities

Economic Development Unit (EDU)

Economic Development Strategy

This has been the Unit's number one priority during 2013.

The States Strategic Plan, via its Fiscal and Economic Plan, tasks Commerce and Employment with producing an Economic Development Strategy for Guernsey to maintain and enhance a business friendly environment recognising that the private sector is the engine of economic growth. In September 2011 the Department sought tenders to carry out '*... a review of Guernsey's current economic profile and an assessment of potential future economic direction and opportunities...*' Oxford Economics (independent economic consultants) were appointed to undertake the analysis phase and delivered its final report in March 2012.

An Economic Development Strategy document has been developed in conjunction with the Policy Council's Fiscal and Economic Policy Group (FEPG). The Department and FEPG, entered into a period of consultation and held a series of workshops to deliberate on initial views and findings and to explore further new ideas (October 2012). The workshops were attended by more than 70 business leaders and other key stakeholders. In excess of 300 consultation responses were submitted and, following analysis, contributed to the development of a strategy.

The Economic Development Strategy was produced over the summer of 2013 and in the autumn it was considered and endorsed by the CE Board and FEPG. The Strategy was presented to the Policy Council and following this, there will be a final stage of engagement with relevant Departments and stakeholders. The document, once finalised will be released to the public in January 2014, the release will be underpinned by briefings for States Members and key business representatives. During 2014 the Unit will work with key stakeholders towards developing the 27 Strategic Aims contained within the Strategy document.

EDU Priorities

ICT Strategy: This is a high priority and includes several inter-related work streams under the overarching Economic Development Strategy. During 2013, a considerable amount of work has been undertaken to progress a number of digital work streams and these will be continuing into 2014 (for further details see 'Communication and Connectivity' in Section 9.1):

An action plan for the continued sustainable development of high speed fixed broadband connectivity for businesses and households is being developed, in consultation with the telecommunications operators, CICRA and all stakeholders. As part of this work, the specific needs of the Island's small and medium businesses are being given careful consideration.

An independent report on 4G in the Channel Islands by Analysis Mason was delivered to the Commerce and Employment Department and Jersey's Economic Development Department in 2013. The two Departments subsequently asked CICRA to resume the 4G spectrum consultation with the benefits of the report's findings, and the new 4G spectrum will be allocated by CICRA to successful applicants in 2014.

The Board has announced the introduction of a charge on the mobile network operators' activities which utilise radio spectrum, calculated on the basis of 2% of relevant revenue, in order to take account of the utilisation of this Island resource for mobile telecommunications purposes. The activities covered by the charge include 4G mobile services, as well as 2G and 3G. In 2014 work will continue to introduce a charging mechanism based on operators' revenue from 2015 onwards. The development of a digital literacy strategy is on-going, in conjunction with representatives from the Education Department, Skills Guernsey, the GTA University Centre, the Chamber of Commerce ICT Subgroup, and the CGI.

A demand scoping exercise was commenced in 2013 and continues into 2014, to support the potential creation of a start-up incubator for the digital and creative sectors using States-owned premises.

The Guernsey Skills Strategy: This is being developed to meet the needs of all sectors recognised as key economic drivers. The Department is represented at political and staff level at 'Skills Guernsey' and has an on-going commitment to working with public and private stakeholders to achieve the provision of skills to support the economy and increasing workforce participation.

Sustainable Sea Link Services: Having established, in conjunction with Jersey's Economic Development Department, an agreement for service provision to 31 December 2018, the EDU was charged with working on a pan-Island basis and with the incumbent operator towards formulating proposals for a long term agreement. The EDU has worked intensively on this matter with Jersey during 2013 and will continue to do so in 2014. It is expected that proposals for a sustainable long term agreement for Roll On/Roll Off ferry services that will meet the Islands' strategic car, foot passenger and freight needs through to the end of the next decade should be presented during the first half of 2014.

Retail Strategy: Under the overarching Economic Development Strategy, a Retail Strategy has been produced by an industry led group during 2013. The final version was published in December 2013. During 2014 the EDU will work with key stakeholders to develop the key aims contained within the document in order to enhance the retail sector, its offer to local residents and its contribution to the economy. There is a recognition that there are other strategy developments such as transport and ports master plan, which the retail strategy will need to evolve and integrate with in order to be successful.

Land Use Policies: The availability of land/premises is a key component of economic growth and opportunity. During 2013 the Department worked, (with support from the Environment Department via a series of workshops), towards developing evidence based policies on 'commercial premises' and these were delivered to Environment in October as part of the Development Plan consultation process. During 2014, CE will continue to work with Environment, as required, to support the further refinement of the Development Plan in the context of industries' premises needs and ensuring an adequate supply.

Security of Supply - Energy/Fuel/Essential Commodities: The EDU will also continue to monitor security of fuel and essential commodities, as required by the Emergency Powers. In liaison with CICRA and commercial enterprises and through cross committee working, the RET will continue developmental, sector monitoring and research work on renewables which will contribute to ensuring resilient and affordable energy supplies for the Island whilst, at the same time, contributing to the wider energy policy plan.

Energy – Renewable Energy Team (RET): 2014 will see RET make further progress in all the key areas identified in the latest strategy document with particular focus on the three key areas:

- Commercial PV – progress a meaningful tangible project close to completion / approval
- Understand whether Guernsey is a suitable advanced test site for Tidal (and or/wave)
- Secondary legislation (finalised) / licensing and seabed rights (progressed)

In addition to the above RET will also:

- Progress further analysis of all marine renewable energy resources (including a focus on concluding if offshore wind should be pursued in the short term).
- Continue to forge links, cooperate and liaise with stakeholders in the Channel Islands, Universities and other governments and institutions in the UK and France.
- Continue to collect environmental baseline data.
- Continue to explain the situation about renewables to the public and other stakeholders.

Finance Sector Development Unit

Finance Sector Strategy

The Finance Sector Strategy was developed through a series of workshops during 2013, at which the States, the GFSC and representatives of the finance industry. Following on from these workshops, additional research and stakeholder engagement was undertaken and the draft report was then presented to the finance sector group for their input and feedback during Q3 2013. The Strategy document will be ready for publication in the 1st quarter of 2014.

Growth in the financial services industry will be facilitated through the implementation of the following key work streams:

- Maintain a competitive tax regime ensuring that tax transparency is available for international financial services businesses.
- Retain an internationally respected regulatory regime for the financial services industry that is capable of dealing with and facilitating innovation in the financial services industry.
- The development of a regulatory approach focussed on systemic risk that accommodates professional and institutional investors as well as High Net Worth Individuals.
- Acceptance of a necessarily higher level of risk for those types of investors.
- Introduction of new legislation for the financial services sectors which can facilitate innovation and develop new products for the industry (more detail is provided in the sector specific strategies).
- Increasing resources allocated to the development of policy and legislation.
- Continued promotion and development in new and emerging markets to grow the volume of business that originates from those markets.
- Increased focus on facilitating approaches by potential inward investors.
- Supporting the development of necessary skills through the Skills Guernsey group and supporting imported expertise and skills where appropriate.
- Maintain and improve physical and virtual connectivity to the Island and preserving a reliable and regular service to a major London airport.
- Ensure the supply of appropriate levels of office accommodation in accordance with the States Land Use Policies.
- Reviewing government structures to streamline policy development and ensure key stakeholders are included in policy formulation and decision making.
- Clarifying the regulatory objectives of the Guernsey Financial Services Commission (“the Commission”).
- Develop and implement sector specific strategies as outlined in this report.

Some of these work streams are already underway whilst others will require prioritisation and potentially additional resources. It will also be necessary for the financial services industry to consider how it engages at a policy level to ensure greater levels of communication with policy makers. This may necessitate a consideration of how the finance industry represents itself and response to policy developments in Guernsey and elsewhere. Only through good dialogue and communication can this strategy be effectively implemented.

FSDU Priorities

- Finalising and implementing a finance sector strategy. The strategy has been in development over the past 12 months, with input from industry, regulatory and promotional bodies. At the close of 2013 it was in the final stages of review and preparation and will be published in the 1st quarter of 2014. The strategy will be the roadmap for work undertaken by the section in 2014 and beyond.
- Finalising States Reports to be debated during 2014 on topics including: Payment Services Business; 21st Century Regulation.

- Commencing and implementing the new Limited Liability Partnerships (Guernsey) Law.
- Working with the Law Officers to complete the drafting of amendments to the Companies (Guernsey) Law, 2008 and the Limited Partnerships (Guernsey) Law, 1995.
- Assisting in the establishment of a joint Financial Services Ombudsman in the Channel Islands as directed from the report presented in the October 2013 Billet. This will be a joint project with Jersey.
- Providing support to the States in projects such as the Moneyval assessment of Guernsey's AML/CFT framework and any amendments to the framework.

Guernsey Registry

In addition to the main function of administering its functions under The Companies (Guernsey) Law, 2008; The Company Registry priorities will include the launch of Limited Liability Partnerships and administering changes to the Companies Law and the Limited Partnerships (Guernsey) Law, 1995.

The Intellectual Property Office will concentrate on consolidating the implementation of the Image Rights service and the main work will focus on the international agreements with support work on IP financing.

Director of Civil Aviation

Following the successful launch of the Channel Islands Aircraft Registry - with 2 REG as its marketing positioning work will continue into 2014 with States of Guernsey commercial partners SGI to deliver registrations. Commerce and Employment will have oversight and ensure momentum is maintained with the project. SGI will work with Guernsey Finance and private sector businesses within the financial services sector to profile and market the registration services. This will add to the portfolio of professional services offered by Guernsey and be an indirect income stream for the Island. Work of the DCA on regulatory, licencing and securitisation matters will continue.

Marketing and Tourism Unit

The Commerce and Employment Board have recognised the importance of a diversified economy and have largely held the promotional budget for the visitor economy at equivalent levels in 2014 as in 2013. It is recognised that in any economic downturn there is a tendency for increased destination marketing in other jurisdictions with competition fierce.

Guernsey is not resting on its laurels and continues to see an impressive level of inward investment across the sector. Guernsey was the first short haul destination to launch its 2014 marketing Guide (November 2013) and the marketing communications plan for 2014 has commenced; this primarily involves an overarching brand awareness campaign that lasts the duration of the season and a series of product and theme led niche campaigns scheduled for different times of the year.

Marketing and Tourism will commence a work stream in 2014 to work to develop a long term tourism and hospitality strategy for Guernsey. The work will be undertaken collaboratively with the Chamber of Commerce Hospitality sub group, who have taken the initiative to develop a status document to shape what industry would like to see included in a long term visitor economy strategy. It will also involve partnership work with the Culture and Leisure Department.

Early 2014 will see an industry presentation led by a new Director of Marketing and Tourism lead. May will bring the flagship UK and European Travel Trade workshop and on-going liaison with key transportation providers is pivotal to long term success and sustainability.

During 2014 will see further emphasis and focus on web and digital work, continued trade relations and new travel trade business development, as well as continued evolution of events grant activities, so that they are further integrated and embodied into the annual tourism marketing and delivery plan.

Client Services Unit

The key priority for all the sections of the Unit (see part two for full descriptions, section by section) remains the timely delivery of regulatory, advisory, and information services to the local public and businesses. Alongside this regular workload the following projects have been prioritised for action in 2014:

The Dairy Industry: A major and high priority aspect of the work of the agriculture and policy development elements of the Client Services Unit will be the completion of the report for the States giving a vision for the future of the dairy industry. This has been the subject of considerable consultation in 2013 and a report to the States is anticipated in early 2014.

The Guernsey Dairy: A significant contributor to the above mentioned dairy industry review, will again focus its efforts, working closely with the Island's Dairy farmers where appropriate, on the efficient operation of the Dairy, maintenance of the Island's supply of high quality milk and products and the continued implementation of its capital investment programme.

The Employment Relations Service: This section will complete a significant review of the Island's Industrial Disputes Law (which has been in force for some 60 years). This project will require a period of consultation, leading to a report to the CE Board in the first instance. This is the highest priority non-routine work in 2014. The service will continue to contribute, as resources allow, to the Policy Council's Social Policy Group led projects regarding maternity and paternity leave and disability and inclusion. Of these two areas, the development of the required legislative framework in the area of disability and inclusion will be a high priority and will involve close working with the Policy Council staff.

States Veterinary Service: States Veterinary Officer – "SVO" will have a priority task in 2014 the implementation of various licensing functions that will arise as a result of the expected coming into force of the new animal welfare legislation and the associated framework of welfare codes. With the new slaughterhouse operational, his attention will shift to reviewing the Island's bio security controls in relation to animal health and the regulation of veterinary medicines.

Sea Fisheries: During 2013 the licensing scheme for commercial fishing in Bailiwick waters was implemented and the Sea Fisheries section will continue to put a major percentage of its resources into the monitoring and regulation of fishing in Bailiwick waters. The other priority will be the development of the business case for submission to the States for the cost effective procurement of a fisheries protection vessel to replace the Leopardess which has been assessed as being close to the end of its economic life as a marine resource for the Island.

Trading Standards: As the section comes back to full strength, during 2014 after staff vacancies are filled, its first project priority will be to commence work on three aspects of consumer protection legislation with a view to reporting back to the Board later in the year. The three subject areas for consideration will be, the sale of safe consumer products; price display; consumer credit. That said the section will monitor work in hand in the UK to update its legislation on the sales of goods and services and unfair contract terms and, in the light of developments, these may be given a greater priority for work locally. Additionally the section will commence work on a review of the local Sunday trading legislation which is expected to encompass a period of public consultation during the year.

Administration and Central Services

In addition to normal support to the Department, the unit is involved with providing functional lead resources for the SAP/Shared Transaction Services Centre project, which began in late 2011 and which will continue into 2014. The unit is also involved in providing Departmental data to the Financial Transformation Programme teams and implementing cost saving measures in order to assist the States and the Department in meeting its overall efficiency savings targets.

External Agencies, Relations and Joint Working with Jersey

Guernsey Finance: During 2014, Guernsey Finance will continue to evolve its operation so that it can provide even greater value to stakeholders and is hoping to be able to carry out additional specific projects in relation to developing new business flows from 'emerging' markets, these will be supported with the extra resources gained from the recent bid on the newly formed 'strategic development fund' at the Treasury & Resources Department.

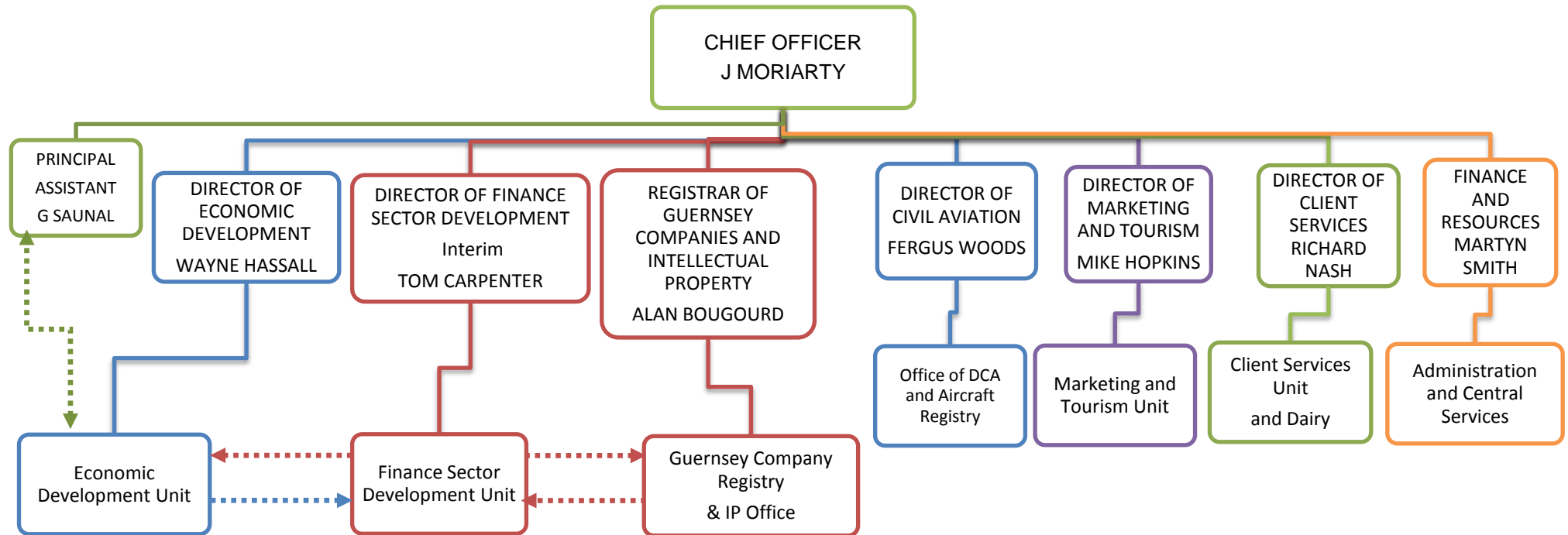
The agency will be maintaining its programme of Guernsey events (including the Guernsey Funds Forum which is planned for May), third-party events, media activity and e-marketing. In particular, it will capitalise on legislative developments, such as the enactment of foundations legislation, the new image rights legislation (a seminar in London is planned for January 2013), new and updated company and partnership legislation, as well as the EU's proposed regulatory framework for alternative investments, AIFMD. Continuing to maintain our profile in the core markets, Guernsey Finance will also be building on the existing work to highlight the Island's credentials in niche products and services, such as cleantech, as well as to raise the Guernsey profile within the emerging markets and especially those areas where we have had less exposure in the past, such as Latin America. (Although, as previously mentioned, the extent of this work is dependent on the outcome of the bid for extra resources from the 'strategic development fund').

GTA: The Department has mandated responsibility for Government funding as well as strategic input into the delivery programme of development and learning through the Agency. Political and officer level representation sit alongside representatives from Education and industry body stakeholders. It is increasingly important that the workforce and community are enabled with the most up to date and wide ranging skills to remain competitive within the workforce, across a range of sectors. The work of the GTA, and private sector training providers strongly links into the skills strategy and back into work-streams within the economic development, finance sector development, ICT and digital programme, retail, visitor economy development along with sector specific training in other areas.

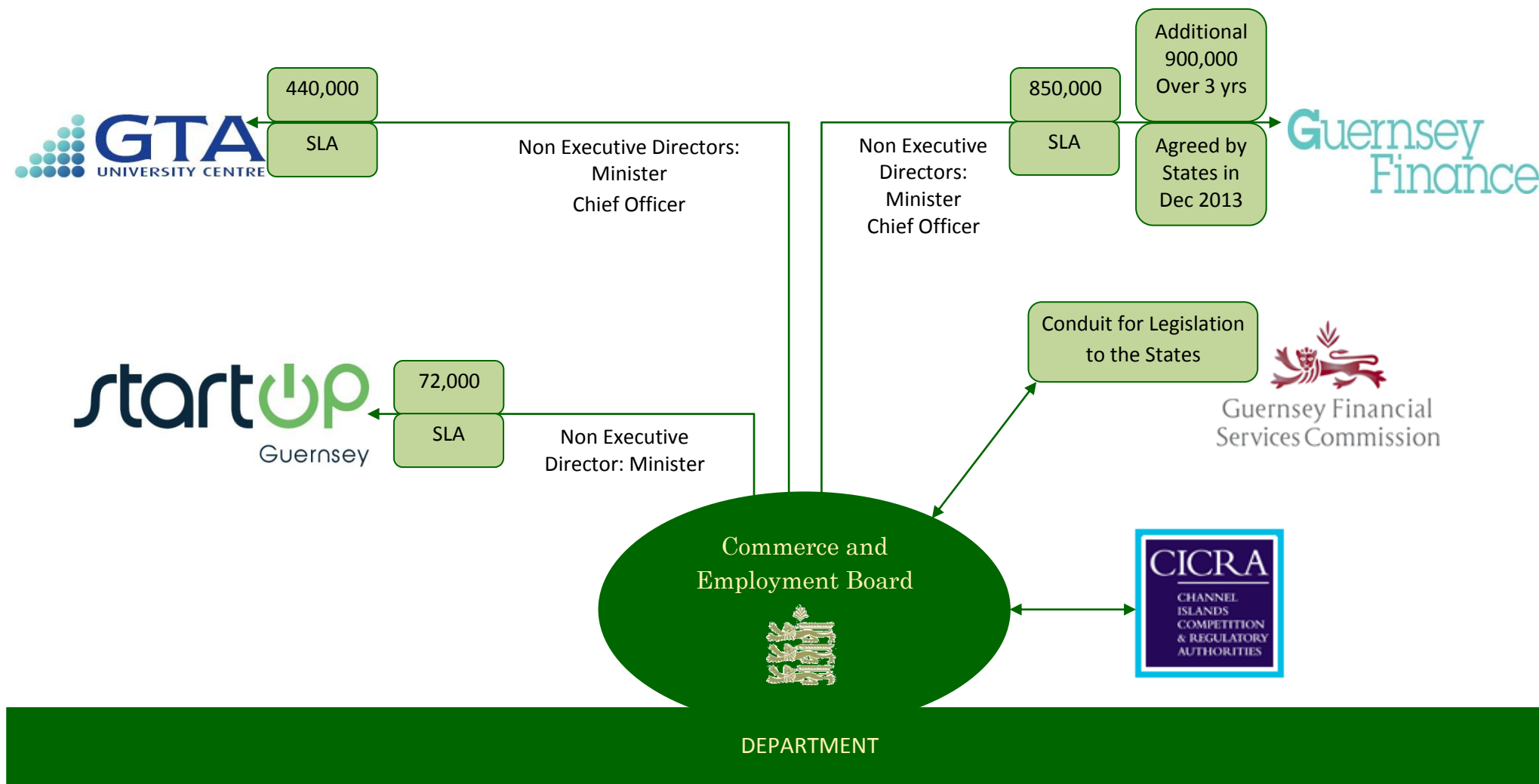
StartUp Guernsey: At the close of 2013, the GEA rebranded as Start Up Guernsey. During 2014 the task will be to develop strategies, which utilise a team of business mentors/advisors who will be available to offer free advice on specific topics to businesses where it is felt extra stimulus will help take the business forward. This business accelerator scheme will be put in place early in 2014. The agency will also look at extending our marketing work through regular Newsletters and additional social media work. The website will advance the agency's role within the local business community by including information from across all areas of business to make it a valuable resource for everyone. CE is the principal funder of Start Up Guernsey and has Board representation and strategic input so that the aims and delivery complement and integrate into other business development services offered and facilitated by CE.

Jersey: Guernsey and Jersey will continue to work together during the year through the pan-Island External Transport Group on issues of mutual interest regarding the maintenance and development of transport links. Pan-island working also continues with regard to civil aviation and securitisation matters. Work will commence on the introduction of the Financial Ombudsman. There will also be collaborative Channel Island working through some joint campaigns/exhibitions and travel trade work in relation to tourism promotion.

6. A - Organisational Structure – Senior Staff

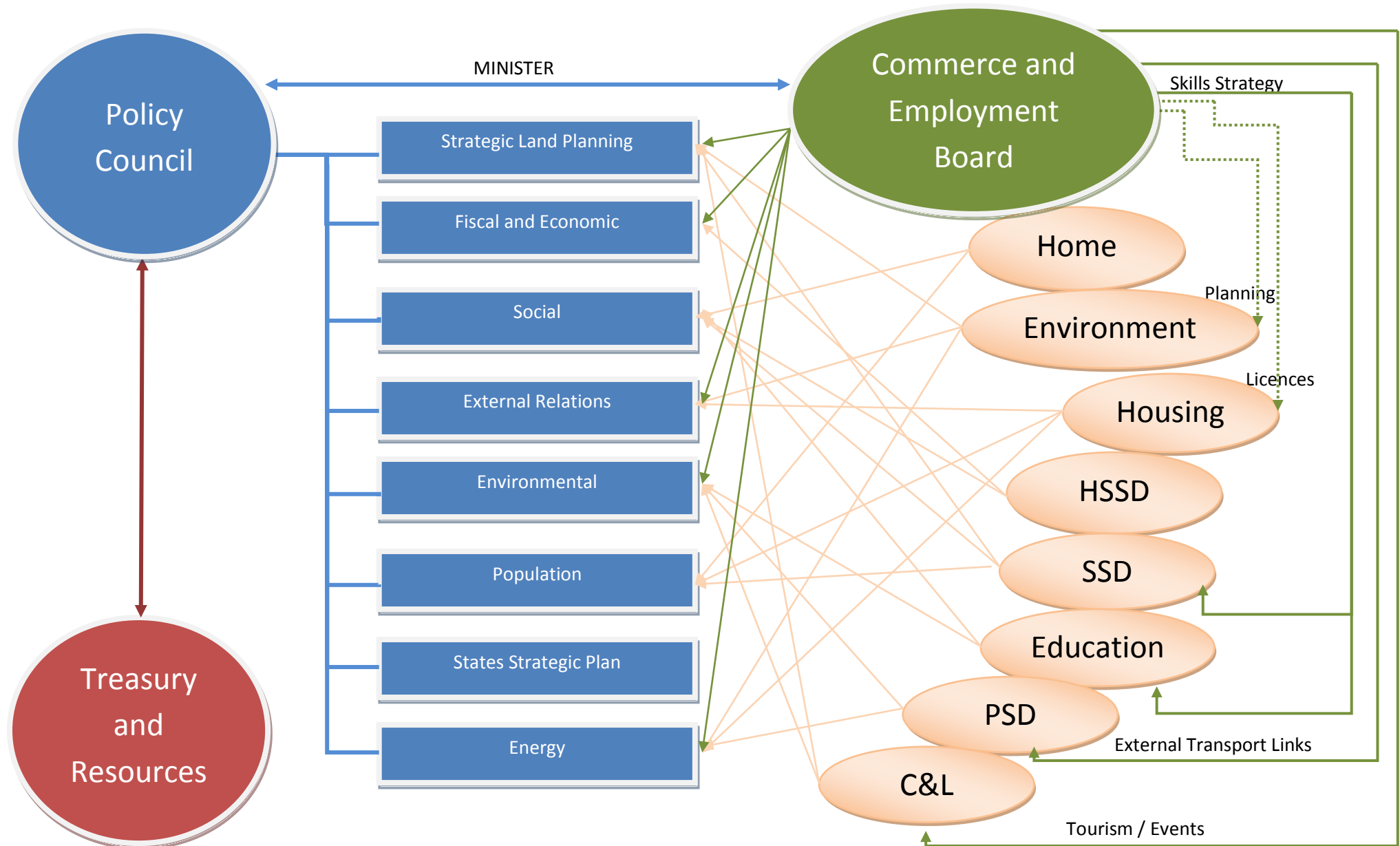


6. B - Organisational Structure – responsibilities and funding



6. C - Organisational Structure – Inter-Governmental Working

(Political/Departmental relationships of CE to Policy Council/Sub-Groups and other Departments)



7. Commerce and Employment Dept – Memberships of Groups/Sub-groups

Dept/Committee	Political/ CE Board Representation	Principal Staff Representation
Policy Council	Deputy K Stewart (Deputy A Brouard alt)	-
PC – Population Policy Group	-	-
PC – Strategic Land Planning	Deputy K Stewart	-
PC – Fiscal/Economic Policy	Deputy K Stewart	Chief Officer/Director of Finance Sector Development
PC – Environmental Policy Group	Deputy K Stewart	Chief Officer/Energy Policy Advisor
PC – External Relations Group	Deputy K Stewart	Director of Finance Sector Development (ad hoc)
PC – States Strategic Plan Team	-	-
PC – Social Policy Group	Ad Hoc	Senior Policy Officer
PC – Energy Policy Group	Deputy K Stewart	Chief Officer/Energy Policy Advisor
EPA	Deputy K Stewart	
CEBoard	All	Chief Officer, All Directors and senior specialist staff
CE – Awards for Achievement	Deputy A Brouard	Chief Officer
CE – IPO Steering Group	Deputy K Stewart	Chief Officer/Registrar of Intellectual Property
CE – Renewable Energy Team	Deputies A Brouard, D De Lisle	Policy Advisor – Finance and Renewables
CE – Guernsey Dairy Management Board	Deputies D De Lisle, H Soulsby	Director of Client Services
CE – Finance Sector Group	Deputies K Stewart, A Brouard	Director of Finance Sector Development
CE – Construction Sector Group	Deputies Laurie Queripel, D De Lisle	Business Relationship Manager
CE – Air Route Licensing Panel	Deputies A Brouard, D De Lisle, Laurie Queripel	Senior Executive and Legal Officer
CE – Aircraft Registry Project Group (due for completion 2014)	Deputy K Stewart, Advocate T Carey	Chief Officer/Director of Civil Aviation
CE – Dairy Industry Review Project (due for completion 2014)	Deputies K Stewart, Laurie Queripel, H Soulsby	Director of Client Services
External Agencies		
Start Up Guernsey (formerly GEA)	Deputy K Stewart	-
Guernsey Finance LBG	Deputy K Stewart	Chief Officer
GTA	Deputy K Stewart	Chief Officer
Culture and Leisure		
C&L – Events Chairmen Group	Deputies K Stewart, H Soulsby	Director of Marketing and Tourism/Consumer Marketing Manager
Education		
Apprentice & Youth Employment Committee	Deputy Laurie Queripel	Senior Policy Officer
Cross Departmental		
CE/PSD – External Transport Group	Deputies K Stewart, A Brouard	Chief Officer/Director of Economic Development/Director of Marketing and Tourism
CE/Education /SSD – Skills Guernsey Policy Group	Deputies K Stewart, H Soulsby	Director of Economic Development/Senior Policy Officer
CE/Home /T&R – ICT Strategic Working Group	Deputies K Stewart, H Soulsby	Chief Officer /Principal Assistant
CE/C&L/PSD/Environment/Policy Council – St Peter Port Harbour Development Cross Departmental Working Group	Deputy Brouard	Senior Policy Officer
CE/HSSD -Mental Health & Wellbeing Implementation Group	Deputy Soulsby	Senior Policy Officer

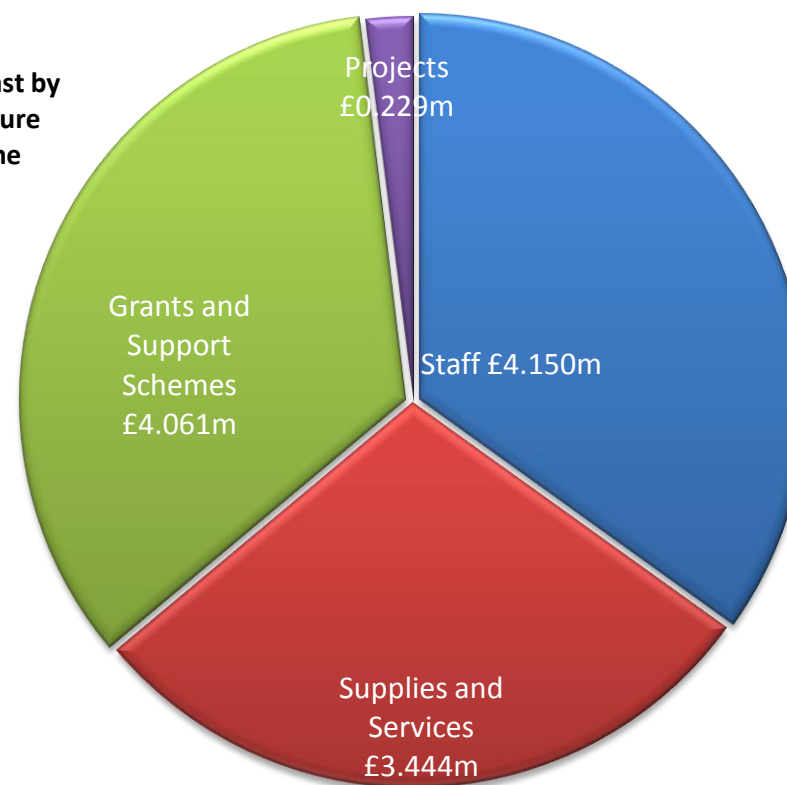
8. Summary of the 2013 Allocation of Financial and Staff Resources

The general revenue financial accounts of the Department as set out, detail its budget in the format that complies with that required for the published States accounts. In order to get a high level understanding of the allocation of the Department's resources to various activities it is necessary to recast those budgets.

Published Budget – recast by cost area

Element	m
Staff £4.150m	£4.1500
Supplies and Services £3.444m	£3.4440
Grants and Support Schemes £4.061m	£4.0610
Projects £0.229m	£0.2290

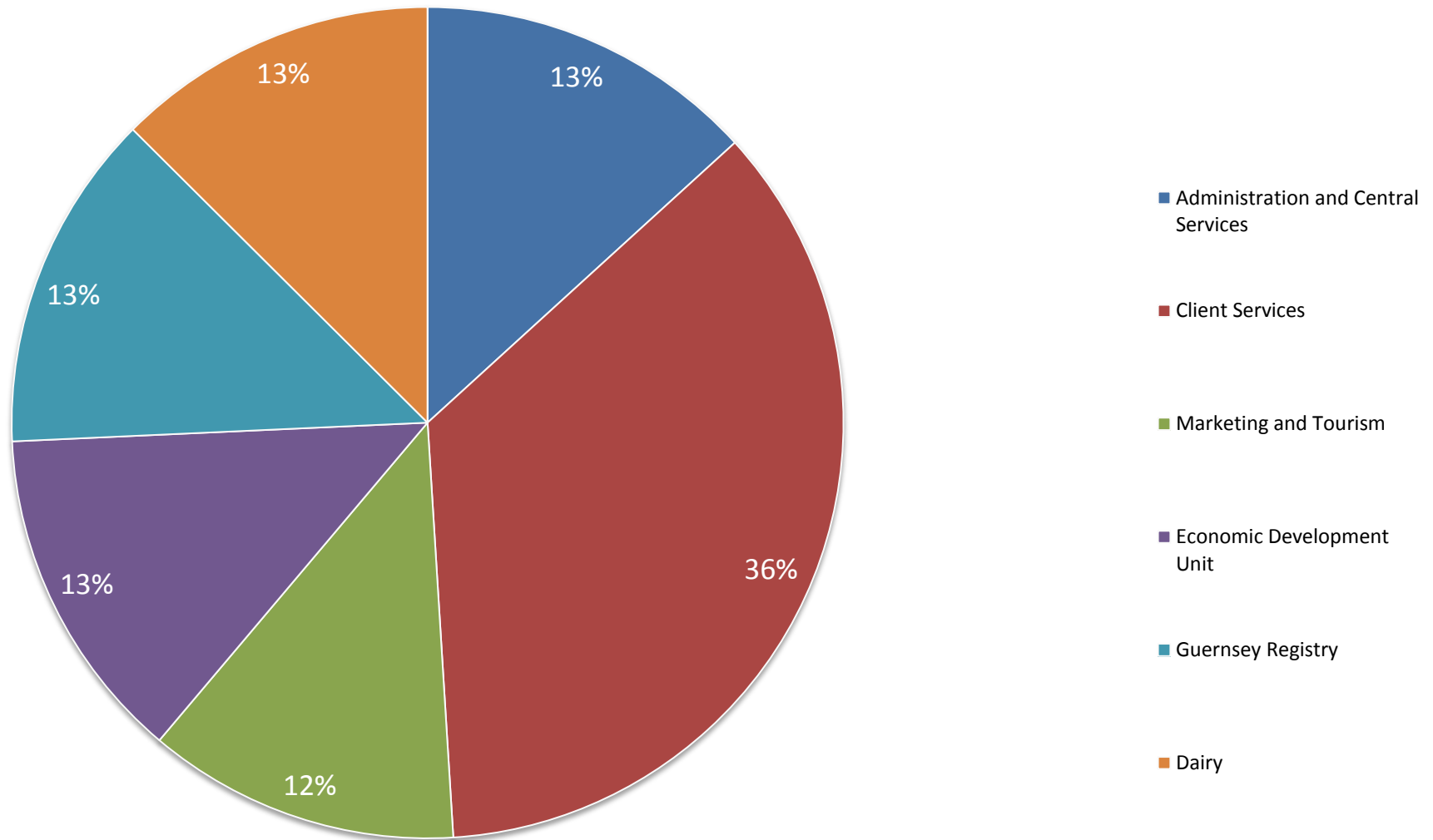
Expense Budget - recast by elements of expenditure before offset of Income and FTP Efficiencies.



Published Expenses	£11.884	
Income from Operations		£0.777
FTP Efficiencies		£0.482
Published Budget Total	<u>£10.625</u>	

The Dairy is a self-funding trading body and is not included in this analysis. The Company Registry and Intellectual Property Office are currently funded through Treasury and Resources Department with registration fees net of expenses treated as income to central funds and is also not shown in this analysis.

Allocation of All Staff (93.3 FTE) excluding Dairy and Gsy Registry (69.3FTE)



Allocations shown in previous years have not included staff employed at Dairy and Guernsey Registry.

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Part 2

ACTIVITIES

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9.1 ECONOMIC DEVELOPMENT

Purpose:

Commerce and Employment's economic development policies seek to maintain and enhance a business friendly environment within which *the private sector is the engine of economic growth*.

Specific work streams are related to the macroeconomic objectives, the roll out and further development of the Island's Economic Development Strategy which will be published quarter one, containing a series of 27 comprehensive strategic aims. The strategy will provide a focused plan which will evolve and grow over time. The report will require on-going strategic direction, research and implementation and will be a key aspect of the economic development unit.

Communications and Connectivity

Title	Description	Activity and updates	Task Type
Air Route Licensing Determination	Determine applications in line with the States approved air route licensing policies.	As at December 2013 an application for a service to Luton Airport is pending.	ONGOING
External Transport Group (ETG)	Quarterly joint CE/PSD political group to address common interests on sea and air transport. Alternate ("Joint-ETG") meetings include Jersey's Economic Development Department.	Regular meetings on transport and connectivity issues; increased activity during 2013 arising from sea link issues.	ONGOING
Sea Links - Maintenance and Development	Secure Roll On/Roll Off (RoRo) sea links (car, foot passenger and freight) for minimum 15 year period; linked to operator's vessel replacement commitment.	Revised 'Joint Policy Statement on Sea Links' for period to 31/12/2018 achieved pan-island political approval December 2012, underpinned by revised Memorandum of Understanding between Condor and Guernsey (August 2013). Throughout 2013 a pan-island officer level sub-group of ETG has been working with the existing provider towards achieving a long-term (15 year) agreement for RoRo services, linked to vessel replacement and service level commitment. Recommendation expected by late March 2014. Agreement will necessitate subsequent development of primary legislation.	ONGOING
Air Route Development	Explore, identify and pursue opportunities to extend network of air routes to Guernsey.	CE Board has signed off reactive policy on route development. However, this policy will be reviewed in the first half of 2014 as part of the Economic Development Strategy 'connectivity' topic.	ONGOING

Communications and Connectivity

Title	Description	Activity and updates	Task Type
Responding to strategic issues affecting airline operators	Working collaboratively with airline operators and External Affairs (EA) and ETG to consider and respond to strategic issues that may potentially affect the viability and/or fares of air routes to Guernsey.	In conjunction with External Affairs (EA) and the ETG, CE has, during 2013 extensively engaged with DfT and DECC on the Emissions Trading System. The Director of Civil Aviation also attended the Aviation Policy Consultation Conference in May 2013 and attended a follow up pan-Island meeting, covering a range of strategic aviation issues, in London in November 2013, supported by EA and the CI Brussels Office. Liaison will continue into 2014.	ONGOING
Ports (Harbours) Master Plan	The Public Services Department is developing a Ports Master Plan with input from consultants (Moffatt Nicholl). To ensure corporate approach, an ad hoc project Board has been formed to include stakeholders, including CE.	As at 13/11/2012, PSD has produced a draft report for imminent review at stakeholder (officer) level prior to submission to Boards. CE is represented on the ports master plan development group at both political and officer level.	PROJECT
ICT Strategic Working Group (ICT Strategy)	Research and develop an ICT strategy for Guernsey that will dovetail with a broader Economic Development Strategy.	The Department-led ICT Strategic Working Group will continue to ensure that the telecommunications infrastructure is in place in order to support the Island's economic growth – including the development of the Digital and Creative sectors – and improve the quality of people's lives. This forms an integral part of the (under development) Economic Development Strategy. Specific work streams are described below and in the 'Competition and Regulation' section.	PROJECT
Review broadband provision to businesses and homes	Maximise the benefits to the economy of the Island's telecommunications networks and connections to the rest of the world.	The Department is developing specific objectives for the provision of broadband internet services in the Island, in order to ensure that the current and future connectivity needs of business and households are met. Engagement is on-going with the Island's telecommunications operators and CICRA.	PROJECT
Review of Channel Islands existing and new Spectrum allocation	Examine existing spectrum provision and undertake preparatory work on the allocation of new radio spectrum, which is to be released shortly by Ofcom (to be carried out in partnership with Jersey). This new spectrum will be used for the development of next-generation 4G wireless services in the Channel Islands.	Analysys Mason have carried out a review of Channel Islands 4G spectrum for Guernsey and Jersey. CICRA re-launched its consultation into the future allocation of radio spectrum to telecommunication operators in the Channel Islands on 31st July 2013, with the benefit of this review. The process of allocating the new 4G spectrum in the 800MHz and 2.6GHz bands is expected to be completed in Q2 2014.	PROJECT

Communications and Connectivity

Title	Description	Activity and updates	Task Type
Spectrum charge	Introduction of a charge on mobile network operators' activities utilising the Island's radio spectrum.	A charge will be introduced on the mobile network operators' activities which utilise radio spectrum, calculated on the basis of 2% of relevant revenue, in order to take account of the utilisation of this Island resource for mobile telecommunications purposes. The activities covered by the charge include 4G mobile services, as well as 2G and 3G. In 2014 work will continue to introduce a charging mechanism based on operators' revenue from 2015 onwards, subject to States approval in 2014.	PROJECT
Digital Skills	Development of a Digital Skills strategy to ensure that everyone has the skills necessary to make the most of digital opportunities.	A CE-led working group was formed in 2013 to produce a Digital Skills strategy, in conjunction with representatives from the Education Department, Skills Guernsey, the GTA University Centre, the Chamber of Commerce ICT Subgroup, and the CGI. A framework is being developed to identify key groups and the specific digital skills that will enable them to make the most of digital opportunities. This will include ensuring adequate levels of digital literacy. The group will present its recommendations to the CE Board during Q1 2014.	PROJECT
Digital and Creative Incubator	Research the potential to launch a start-up incubator for the digital and creative sectors.	A demand scoping exercise was commenced in 2013, and continues into 2014, to support the potential creation of a start-up incubator for the digital and creative sectors using States-owned premises such as Sir John Leale House. (Other work on identifying sites for small businesses is also on-going – please see 'Small Business Sites / Incubators' in the 'Working with Industry' section).	PROJECT

Competition and Regulation

Title	Description	Activity and updates	Task Type
Review: Electricity Ordinance / Installation inspection procedures	In fulfilment of States' Resolutions and taking into account possible changes to inspection procedures. Substantial electrical installations currently inspected and certified by Guernsey Electricity. Alternative options to be examined.	Following consultation with electrical contractors undertaken during 2012 options were presented to CE Board early Q1 2013. Engagement with stakeholders has continued during 2013. Discussions continue with the Law Officers to establish the most appropriate legal mechanism to meet this need.	PROJECT
Review of economic regulation of GEL and GPL	Review the economic regulation of Guernsey Electricity Ltd (GEL) and Guernsey Post Ltd (GPL) to assess fitness for purpose of regulatory regime applied.	T&R and CE have jointly formed a working group to undertake a review of the cost and application of regulation to GEL and GPL. The group is meeting regularly and is consulting extensively with stakeholders. Review of current and alternative models of regulation continues with CE awaiting evidence based and costed alternative proposals for consideration. CE aim to consider policy options Q1 2014.	PROJECT
Telecommunications Review of the market	Research the costs of internet connectivity (bandwidth) for businesses in Guernsey and review the regulatory framework for the telecommunications sector.	The Department is awaiting the outcome of CICRA's on-going Business Connectivity Market Review, which will review the cost of specific telecommunications services across the Channel Islands and with other jurisdictions, in order to ensure that the regulatory framework for the business connectivity market is fit for purpose for today's business customers. This work will inform the CE review of broadband provision to Guernsey's homes and businesses (see the 'Communications and Connectivity' section above).	PROJECT

Energy

Title	Description	Activity and updates	Task Type
Energy Policy Group	Political and staff representation at meetings.	Implementation of work streams as delegated to the Department.	ONGOING
Energy Resource Plan	Revised Energy Resource Plan approved by States Debate Q1 2012.	Implement work streams and initiatives as delegated to the Energy Policy Advisor.	PROJECT
Macro Renewable Energy work stream	Renewable Energy Team (RET) to develop and implement strategy to progress local macro renewable energy and work with CI authorities.	Implement work streams and initiatives identified in the RET strategy and as delegated to RET and referred to in the Energy Resource Plan.	PROJECT
Low-carbon power generation	CICRA (OUR) asked to consider as part of Energy Price Review. Implications of favouring this option.	This task has been superseded by the revised Energy Resource Plan that was approved by the States in January 2012. Energy Policy Advisor responsible for energy resource plan with specific macro renewable matters falling to RET.	ONGOING
Strategic Overview of Tidal Energy	Review principles of, and current progress on Tidal Energy and integration with States Energy policy. Secure commitment from all interested parties to "route map" for future developments.	This task has been superseded by the revised Energy Resource Plan that was approved by the States in January 2012. Tidal energy in RET's mandate and being progressed with other macro renewables.	ONGOING

Enterprise

Title	Description	Activity and updates	Task Type
Guernsey: as a possible jurisdiction to locate corporate HQ functions	Researching and monitoring the potential to add to the existing cluster of corporate HQs of international trading companies with a physical presence in Guernsey.	Reactive work undertaken as necessary but also being reviewed as part of the evolving Economic Development Strategy. Work is on-going with the Director of Marketing to develop an enhanced corporate 'Business Guernsey' website which will be beneficial to this issue.	ONGOING
High Net Worth Individuals - promotion of Guernsey to this group	Promotion - generally reactive - to this group concerning the benefits of establishing businesses in Guernsey.	Reactive strategy agreed as more suitable and appropriate given the reduced budget, effective from 2011. Revisions have been made to the LiveGuernsey brochure and website. However, work is on-going with the Director of Marketing to develop an enhanced corporate 'Business Guernsey' website which will be beneficial to this issue.	ONGOING

Enterprise

Title	Description	Activity and updates	Task Type
Access to finance for business	On-going monitoring of need for a Business Angels (BA) network.	Series of private sector BA events began during 2012 and continues. At Ministerial level there is interest in establishing the level of need for, and potential take up of start-up funding.	ONGOING
Monitoring and Facilitating eGaming Activities	Supporting the Alderney Gambling Control Commission in its efforts to increase the number of eGaming licence holders which encourages the maintenance and enhancement of telecoms links to the Bailiwick's benefit. Seek to add to the cluster of high value eGaming support activities located in Guernsey.	On-going liaison with eGaming companies and AGCC. This has contributed to the Economic Development Strategy more strongly featuring e-gaming as a major economic contributor.	ONGOING
Economic Development Strategy	Produce an Economic Development Strategy (EDS) for Guernsey.	The Economic Development Strategy was considered and endorsed by the CE Board and Fiscal and Economic Policy Group October 2013 and was presented to the Policy Council in November 2013. It is intended that the document will be released to the public in January 2014 and will be underpinned by briefings for States Members, the media and key business representatives.	PROJECT
Retail Strategy	Produce Retail Strategy to enhance Guernsey's retail sector (links also to land planning and labour).	Business-led Guernsey Retail Strategy Group (a public / private partnership) set up April 2012 to research and develop a strategy. The Strategy has been endorsed by the CE Board. It was launched to States Members and the media late November 2013. The document has strong links to the overarching EDS and Development Plan (Land) Review.	PROJECT
Targeted Promotion within Business Sectors	Analyse businesses and direct promotion to individual sectors where Guernsey provides a competitive opportunity or advantage.	Assessment and monitoring of business opportunities in relation to the Guernsey market and associated infrastructure and legislative environment – with particular reference to financial services for 2014. Collaborate with Guernsey Finance.	ONGOING

General

Title	Description	Activity and updates	Task Type
Batteries / REACH Directive	Consultation with industry on adoption of EU Batteries and REACH directives. Liaison with Policy Council (External Affairs) and Law Officers.	States Report in February 2012 Billet. The Law Officers to draft the necessary Ordinance in due course; drafting has 'low priority' status. Draft still awaited as at December 2013.	PROJECT
Social Policy Group	Political and staff representation at monthly and ad hoc Policy Council Social Policy Group meetings.	CE to attend at political and officer level on invitation only for ad hoc or items relevant to mandate.	ONGOING

Labour/Workforce

Title	Description	Activity and updates	Task Type
Housing Licence Applications	Prepares draft response on 'non-finance' applications, as requested by Housing, for licence applications for approval and submission to Housing Department.	Approximately 160 requests for comment are received per year; divided approximately 50:50 between finance sector and non-finance economic activities.	ONGOING
Education	Membership of various working groups: Political and staff membership of Apprenticeship and Youth Employment Committee.	Regular attendance; activity has strong connections with the developing Skills Strategy.	ONGOING
Population / Workforce	Political and staff representation on Population Policy Group to ensure that economic and business considerations are fully taken into account in development of new Population Management regime.	Policy Council States Report 'Managing the Size and Make Up of the Island's Population' presented to States June 2013; CE awaiting further direction regarding possible involvement.	ONGOING
Careers and Employment Show	Education Department led Annual Careers and Employment Show but with major financial and planning support from CE.	Event held 20 and 21 March 2013. An amended format planned for 2014; CE is part of the development group and plans to make contribution to funding. As in recent years.	PROJECT
Skills Guernsey - Development of a Skills Strategy	Multi stakeholder project involving CE, SSD and Education Departments alongside the private sector. Aim is to develop a sustainable Skills Strategy to support the needs of the Island's economy through upskilling and increasing participation in the workforce. Operating on a 'pilot' basis until end of 2013 with a review due at that time.	The political layer (Skills Guernsey Policy Group) and industry led Skills Guernsey Implementation Group has been in place since early in 2012 - Dr Elaine Monkhouse chairs the latter. Both Groups meet regularly, with CE playing a full role at political and staff level. As the end of the two year pilot approaches, revision of structure and modus operandi is being considered by political representatives.	PROJECT

Land Use and Planning

Title	Description	Activity and updates	Task Type
Land Use: Planning Applications for Business	Change of Use and Development Proposals - prepares draft response (including for CE Board on strategic developments) for endorsement and submission to Environment Department on both tourism and general business.	Approximately 80 applications related to economic development are processed every year.	ONGOING
Department Land Use Policies	Department feeds its land use policies in to Environment, as required, based upon need and evidence. Staff involved research and advise on implications of land use planning policies and Development Plans in respect of land for business.	A series of workshops for the CE Board and senior staff was held during the summer of 2013 with input and support from Planners. CE has developed a series of evidence based policies in respect of five principal 'commercial premises types' which have been submitted to Environment as part of its consultation to shape the Development Plan. The evidence base will be reviewed at intervals of two years with any changes identified being used to reshape policies which will be 'fed in' to Environment. CE will continue to work collaboratively with Environment in the period leading up to the revised Development Plan coming into effect.	ONGOING

Security of Supply/Contingency Planning

Title	Description	Activity and updates	Task Type
Security of Supply - Fuel Supplies	Assessing and addressing risks of interruption to fuel supplies.	Monitoring system for stock holdings now in place. Fuel companies have raised concerns regarding numerous aspects of fuel supplies (including Guernsey port facilities). Research undertaken. CE working collaboratively with fuel companies to monitor and address.	PROJECT
Security of Supply - Food Continuity Plan	Work stream allocated to CE via the Emergency Powers Advisory Group's 'Bailiwick Capability Programme'. Requires three yearly review.	Given changes in market and logistics provision, full review to commenced November 2013; report for EPAG expected early during Q1 2014.	PROJECT
Security of Supply - Electricity	Maintain on-Island generation capacity to meet critical minimum levels. Examine and report on the adequacy of existing energy supply from the aspects of (a) resilience and (b) capacity to meet future needs.	New energy cables to the UK and/or France will be necessary in order to provide additional resilience, and also to support growing industry needs. T&R as the major shareholder play a key role in stakeholder involvement. Being considered as a strategic issue in conjunction with CICRA, GEL, and T&R (as shareholder) and through the Energy Policy Group following approval by the States of the Energy Policy Resource Plan in January 2012.	PROJECT
Capability Planning: Telecoms, Post, Electric	Work stream allocated to CE via the Emergency Powers Advisory Group's 'Bailiwick Capability Programme'. Technical support provided by CICRA. Requires three-yearly review.	EPO to revert to CE during Q1 2014 with a view on what further action might be required.	PROJECT

Working with Industry

Title	Description	Activity and updates	Task Type
Company visits	Since March 2009, CE Board has pursued an active programme of industry visits across all sectors.	Arrival of new CE Board has resulted in ad hoc programme, with requests often emanating from businesses themselves. A more structured approach to visits is in the course of development as at November 2013.	ONGOING
Governor's Visits to Industry	1-2 per year. Governor's Office led – includes a CE politician and staff member.	Business Relationship Manager liaises throughout year with HE's office.	ONGOING
Maintain regular contact with business organisations	Including : Chamber of Commerce, Guernsey International Business Association, Institute of Directors, Confederation of Guernsey Industry, GEA. Provides staff level interface between CE and business representative bodies; acts as 'open door' to Department.	Business Relationship Manager aims to meet with business representative bodies at least annually. Business organisations also frequently liaise with the Minister, other Board Members and the Chief Officer on an ad hoc basis which provides an excellent conduit to the Department.	ONGOING
Construction Sector Group	Membership consists of representatives from CE and T&R and industry. Meets quarterly to discuss matters relating to the Construction Industry.	Business Relationship Manager providing on-going management of the group.	ONGOING
Construction Industry Forum	Quarterly forum open to all construction industry employers. Output is fed back to Construction Sector Group.	Business Relationship Manager services. Generally well supported with attendance in the order of 20 medium to large construction industry companies.	ONGOING
Guernsey Fulfilment and Mail Order Group (post LVCR)	Main purposes of meetings are to oversee the approved Code of Conduct and to forge improved links between CE and mail order companies/bulk retailers. Senior Policy Officer services and facilitates.	Following removal of LVCR from Channel Islands from 01/04/2012, CE has continued to liaise with the sector and monitor the effects. The opportunity for dialogue with HMT remains open via the Policy Council's External Relations Group, with interest being focussed upon the vendors of locally produced goods.	ONGOING
Tax on Real Property	Examine rationalisation of commercial categories with T&R. TRP for commercial premises are currently spread over several categorisations and thus a number of differential tariffs apply. T&R and CE have committed to examining the potential for rationalisation.	Liaison and dialogue with T&R to represent business and sector interests.	ONGOING
Horticultural sites for light industry	Investigate policies relating to (non-glass) buildings on horticultural land.	(See 'Department Land Use Policies' in Land Use and Planning section). Consideration of this matter has formed a significant part of CE's October 2013 submission to the Development Plan process.	ONGOING

Working with Industry

Title	Description	Activity and updates	Task Type
Off Island Tradesmen	Establish the volume and effects of Off Island tradesmen visiting the Island for short periods of work – the so called ‘White Van Man’.	Working Group has formed (with political representation from Deputies De Lisle and Queripel); findings will be shared with Population Group. Work on this project was deferred during the second half of 2013 in order to concentrate on producing the Economic Development and Retail Strategies. The priority of this matter will be revisited during the first quarter 2014.	PROJECT
Small Business Sites / Incubators	Investigate need for premises and if confirmed, determine type/structure, how to introduce and to whom.	(See ‘Department Land Use Policies’ in Land Use and Planning section). Consideration of this matter has formed a significant part of CE’s October 2013 submission to the Development Plan process. As at November 2013, the Department is seeking to ascertain the potential take up from the creative/tech sector for start-up/incubator premises with Sir John Leale House being identified as potential premises. (Please see the separate ‘Digital and Creative Incubator’ work stream in the ‘Communication and Connectivity’ section.)	PROJECT
Business Advisory Communication	To strengthen the communication pathways (with emphasis on internet presence) for businesses considering establishing a presence in the Island as well as new and existing local businesses. CE and the GEA act as the first point of contact for a significant proportion of businesses considering relocation to Guernsey and indigenous start-ups. On an on-going basis, the means of communication are to be reviewed and enhanced to ensure fitness for purpose of methods used and to clearly highlight the Island’s USP.	The product has been reviewed during 2013 and work is on-going to develop an enhanced corporate ‘Business Guernsey’ website. This will include business relocation and economic development messaging through a business portal. The portal will include links to advisory information and demonstrate an appetite for new business including a “one stop shop” approach to handling and facilitating enquiries.	ONGOING

Working with Industry

Title	Description	Activity and updates	Task Type
Creative Industries Group	Participation in the Creative Industries Guernsey Group and the various work streams and projects undertaken by this primarily private sector body.	Business Relationship Manager attends the group meetings and provides CE input and links into other parts of Government as necessary. CE has also provided sponsorship to support the Creative Academy initiative.	ONGOING
Creative Industries British Irish Council	BIC work stream leading towards a BIC summit on this subject in November 2013 in Jersey. Outcome should be a paper at strategic/policy level for benefit of Creative Industries and governments in all BIC administration locations.	Business Relationship Manager is Guernsey's BIC representative and is working with other subject stakeholders to prepare materials to share with other relevant BIC jurisdictions' contacts.	ONGOING
Business Skills	A development programme aimed at owners of small businesses, (typically, employing less than 10 people). A series of seven breakfast seminars was devised and hosted by CE during May-July 2013 aimed at the development of small businesses. Topics included, ICT, managing money, HR, sales and marketing, skills and training and networking.	Achieved approximately 600 'delegate attendances' over the seven presentations. Feedback was extremely positive. As at November 2013 consideration is being given to repeating the programme and / or running another covering different topics, possibly in conjunction with a partner body.	ONGOING

9.2 FINANCE SECTOR DEVELOPMENT

Purpose:

To deliver policies, strategies and legislation aimed at securing and enhancing the wellbeing of the Island's financial services sector, whilst being mindful of how these might impact upon other business and commercial interests. The unit conducts on-going research on developments in other jurisdictions as well as making recommendations for legislative changes to ensure the on-going prosperity of Guernsey's financial services sector.

Title	Description	Activity and updates	Task Type
Advisory Services	Advice to the Department and Policy Council on all matters proposed by the GFSC.	All Legislative and Regulatory proposals by the GFSC are reviewed with advice provided to CE and the Policy Council.	ADVISORY
Advisory Services	Review of UK and EU legislation and policy. The unit is responsible for monitoring developments in legislation and policy in the UK and the EU that have the potential to affect Guernsey's financial services sector.	Key matters currently under review include Independent Commission on Banking, SEPA, AIFMD Commission communication on tax havens, the Markets in Financial Instruments Directive revisions (MiFID II), the Long-term Investment Fund (LTIF), Liikanen Report on bank structural reform, Recovery and Resolution Directive, proposals for regulation of the shadow banking sector, financial transactions tax.	ADVISORY
Advisory Services	The unit will provide advice and assistance to the Department and Policy Council, as required, in connection with responses to international reviews and assessments of the jurisdiction conducted by bodies such as the Moneyval, OECD, UK government, etc.	Ad Hoc. Current and forthcoming includes Moneyval and UK review of action plan on beneficial ownership. The FSDU will be involved in the Moneyval assessment in 2014 alongside GFSC and various other Government bodies and will be assisting Policy Council with the development and implementation of an action plan on beneficial ownership.	ADVISORY
Advisory Services	Channel Islands Brussels Office (CIBO) – the unit will liaise with CIBO on matters relating to financial services that are relevant to the EU.	On-going through 2014. It is anticipated that some visits to Brussels will be arranged through 2014.	ADVISORY
Advisory Services	The FSDU has assumed responsibility for providing comments to Housing on all finance sector housing licenses. Previously this function was fulfilled by the GFSC.	The unit reviews and comments on approximately 100 applications per year.	ADVISORY
Advisory Services	The unit participates in the Fiscal and Economic Policy Group.	The unit will continue to provide advice and input to the FEPG.	ADVISORY

FINANCE SECTOR DEVELOPMENT continued

Title	Description	Activity and updates	Task Type
Guernsey Finance Liaison	The FSDU will provide support and expertise for Guernsey Finance Initiatives and Conferences.	Participate in GF delegations to London and elsewhere where required. Continue to assist in GF matters to CE and States (potential follow up on GF strategic fund bid).	ADVISORY
Industry Liaison	The FSDU engages with industry both at FSDU's initiative and in response to meeting requests.	A substantial number of meetings with individual firms are anticipated both by FSDU alone and FSDU accompanying the Minister in 2014.	ONGOING
FEPG	Political and staff representation on Fiscal and Economic Policy Group : Represent CE at monthly and ad hoc meetings.	Represented by Chief Officer and FSDU.	ONGOING
Guernsey Registry	The FSDU lawyer is involved in providing legal advice to the Guernsey Registry.	The unit will continue to provide legal advice to the Company Registry on policy development and operational matters and the Intellectual Property Registry as required.	ADVISORY
GFSC Commissioner Recruitment	The FSDU will continue to support the Policy Council in the recruitment and appointment of Commissioners.	Further recruitment likely to be necessary from 2014 onwards.	ADVISORY
Guernsey Finance Cleantech Initiative	Guernsey Finance has established a working group looking at establishing a cleantech financing hub in Guernsey.	The FSDU will continue providing support and expertise to that sector.	ADVISORY
Guernsey Film project	Working with an industry-led group to promote Guernsey as a centre of excellence for film finance.	Previous support from FSDU and on-going as required.	ONGOING
Finance Sector Group / Blue Skies Meetings	The FSDU provides a secretariat to the FSG. Industry has also requested that FSG run a series of Blue Skies workshops.	Continue to hold monthly FSG meetings.	ONGOING
Review of Companies Law	Revision of the Companies (Guernsey) Law, 2008.	The first Ordinance introducing amendments to the Companies Law was introduced in November and FSDU will continue to work with the Law Officers to prepare and implement the second amending Ordinance.	PROJECT
Finance Sector Strategy	The FSDU worked with industry, GFSC, GF, FEPG and others to develop strategy for the next decade for the financial services sector.	Finalisation of the strategy and implementation required in 2014.	PROJECT

FINANCE SECTOR DEVELOPMENT continued

Title	Description	Activity and updates	Task Type
Retail Distribution Review	The FSDU consulted on RDR and proposed that the GFSC introduce GFAS (Guernsey Financial Advice Standards).	GFSC consulted on GFAS (late 2013) and FSDU will need to monitor developments.	PROJECT
Full review of Guernsey's Insolvency Law	A working party is reviewing alternatives and developing recommendations for changes to the Insolvency Regime.	Underway, continues in 2014. An initial consultation paper is being finalised and it will be necessary to release and/or analyse the responses in 2014 with a view to bringing proposals to the States.	PROJECT
Alternative Investment Fund Managers Directive	The implementation of the directive was completed in the EU.	The GFSC will need to continue to monitor developments with input from FSDU.	PROJECT
Statutory Audit Directive	Guernsey gained equivalence in 2013 with the EU's Statutory Audit Directive.	On-going work in assisting the Guernsey Registry to administer the SAD requirements effectively and continued monitoring for on-going requirements.	PROJECT
Full review of Guernsey's Arbitration Law	Guernsey's Arbitration Law under review.	Underway and a draft Law will need to be published for consultation.	PROJECT
Limited Partnerships Amendment Law	The Department is proposing the introduction of protected cell limited partnerships and permitting the amalgamation and migration of limited partnerships in Guernsey.	The draft legislation is being finalised by the legislative draftsman and will be released for consultation as soon as possible. It will then need to be taken to the LSC and the States for approval before being sent for Royal Assent and commenced.	PROJECT
Limited Liability Partnerships	Introduction of Limited Liability Legislation.	The Law has been drafted and approved by the Board and the LSC and was approved by the States in December. It now requires Royal Assent and commencement/implementation.	PROJECT
SEPA	Membership of Single Euro Payments Area.	On-going discussions with European Payments Council and others concerning the membership of SEPA.	PROJECT
Foundations	Legislation now in force.	Various Regulations need to be drafted and consulted upon to complete the implementation of the legislation. Operation of the Law in practice will need monitoring by FSDU.	PROJECT

FINANCE SECTOR DEVELOPMENT continued

Title	Description	Activity and updates	Task Type
Financial Services Ombudsman	Introduction of FSO in November 2013.	Working with Jersey to set up FSO in 2014.	PROJECT
Foreign Account Tax Compliance Act (FATCA)	Intergovernmental agreement with the US due to be signed imminently.	FSDU led on early engagement with the Finance Sector and supported Policy Council in engaging with the UK and US authorities. Signed in December 2013 and implementation will be led by Income Tax with support from FSDU and Policy Council.	PROJECT
UK FATCA	An intergovernmental agreement was signed on 22 October 2013.	FSDU led on early engagement with the Finance Sector and supported Policy Council in engaging with the UK authorities. Implementation will be led by Income Tax with support from FSDU and Policy Council.	PROJECT
Aircraft Registry	Commenced business late 2013.	FSDU involved throughout project in developing business case, liaising with the relevant UK authorities, liaising with Jersey, preparing States Reports, procuring a private sector partner and providing legal advice, including on the development of legislation and eligibility criteria. Registry opened in December 2013 and will be led by the DCA and the private sector partner but FSDU will need to monitor effect on financial services industry and continue to provide advice as required.	PROJECT
Moneyval	Moneyval visit to Guernsey in 2014.	The precise extent of FSDU's involvement is yet to be determined but it will inevitably be involved alongside GFSC and various other Government bodies.	PROJECT
Review of AML legislation (and potential Centre of Excellence)	The FSDU will be working with the GFSC, Law Enforcement, and the financial services industry to review the Island's AML framework to ensure that it remains fit for purpose but also recognises international developments in information technology and new types of business.	A working group has been formed by the GFSC. FSDU is likely to be involved in considering a centralised AML Centre of Excellence proposal – with the involvement of Policy Council, GFSC and Bailiwick AML/CFT Steering Group.	PROJECT
GFSC Electronic Transaction Law	GFSC to mandate electronic interaction between registered and regulated entities and the Commission.	States Report drafted by FSDU and approved by States in December. Implementation in 2014 will be led by GFSC but with FSDU oversight.	PROJECT

FINANCE SECTOR DEVELOPMENT continued

Title	Description	Activity and updates	Task Type
Mobile Money / NRFSB / Payment Services Providers	Consultation completed and draft States Report being considered by the relevant authorities.	Significant project in 2014 with Report to go to States.	PROJECT
GBDCS	Depositor Compensation Scheme. FSDU is link between DCS and FSDU.	Amendments to DCS to be completed and implemented by Ordinance in 2014. Monitor any other changes – especially in light of Vickers / ICB which could lead to significant change.	PROJECT
Register of Beneficial Ownership	UK and G8 project for all jurisdictions to create publically accessible central registry of who owns and controls companies.	PC and FSDU to ascertain way forward and monitor developments in 2014.	PROJECT
Vickers / ICB	HM Treasury considering options for implementation, Guernsey banking industry to be affected.	Working with Policy Council, AGB and banks to understand and lobby best way forward for Guernsey.	PROJECT
21 st century regulation	Consultation complete and States report drafted.	Consultation feedback to be reviewed by GFSC and others, then released and then States Report in 2014. Very substantial project.	PROJECT

9.3 GUERNSEY REGISTRY

9.3.1 Company Registry

Purpose:

To provide an on-line, effective service to Guernsey Companies, Foundations and Limited Partnerships. To continue to develop in order to provide new products and enhanced services. To represent the Island internationally, both independently and in conjunction with Guernsey Finance.

Title	Description	Activity and updates	Task Type
Amendments to Companies (Guernsey) Law 2008	Ensuring compliance following enactment of revisions to the Companies (Guernsey) Law, 2008 as approved by the States.	Changes to the Companies Law have been proposed in a States Report. Urgent amendments came into force in 2013, with the remainder being drafted to come into force in 2014. In the meantime, the current transitional provisions have been extended.	ONGOING
Statutory Instruments	Implement statutory changes as required e.g. Limited Partnerships, Limited Liability Partnerships, Foundations, Register of Charities and NPOs and any other developments as the CE Board see fit.	Foundations were successfully launched in January 2013. The Registry is currently preparing for implementation of additional new legislation following consultation and approval by the States.	ONGOING
Compliance	Ensure compliance with the Companies (Guernsey) Law 2008 within the finance industry and by local companies. Including investigating and identifying enforcement issues, conducting regular meetings with FIS/GFSC, AML reporting and monitoring, dealing with director disqualifications.	In 2013 the Registry struck off 258 companies for failing to comply with the Companies (Guernsey) Law, 2008. Compliance with the Resident Agent requirements has been confirmed. The Registrar and Deputy Registrar are members of the AML/CFT Committee.	ONGOING
Registry Processing	Including: incorporations; Annual Validations; Guernsey Finance Funding Levy, company filings; providing copies of requested documentation and certificates; answering queries.	Analysis of registry trends for incorporations, winding-up, amalgamations and migrations will continue.	ONGOING
Communication, Relationships and Marketing Strategy	Development and delivery of the Communications, Relationships and Marketing Strategy.	The Registry website has been enhanced, both in terms of functionality and guidance. Engagement with industry through the sector associations will continue.	ONGOING
Liaison - International	Attend key Registry international events where appropriate (CRF, ECRF, EBR) as set out in Communications, Relationships and Marketing Strategy.	In 2013 the Registry attended ECRF, EBR and the Common Law Registry Forum. In 2014 it will continue its International engagement.	ONGOING

Company Registry continued

Title	Description	Activity and updates	Task Type
Disaster Recovery and Business Continuity	On-going oversight and management of plan specific to the Registry in conjunction with the plans of CE and the States of Guernsey.	Battle boxes and alternative office space has been secured for the Registry. A system for regular review will be put in place.	ONGOING
Document Retention Policy	To provide the Registry with an approved policy to ensure the safe and legal destruction of company records.	A policy will be developed with the Law Officers of the Crown.	ONGOING
Guernsey Finance Funding Levy	Collection of Guernsey Finance Funding Levy.	The 4th submission was successfully collected in January 2013. The levy will be collected in January 2014.	ONGOING
Guidance Documents/ Training	Development of guidance notes and training initiatives to assist users (current and future) to make the best use of Registry services.	The Registry will continue to develop guidance notes for industry. Training opportunities will be developed to meet industry requirements.	ONGOING
European Business Register and Branch Disclosure Programme	Access to the European Business Register (EBR) and Branch Disclosure Programme for users of the Guernsey Registry.	Access to the EBR is available through the Guernsey Registry website. The Registry was included in the launch of the European Central Names Index in December 2013.	ONGOING
Limited Partnerships	Integration of Limited Partnerships onto on-line system.	This project is awaiting final instruction from the Law Officers of the Crown.	PROJECT
Fees and Charges	Review fees and charges regulations. Recommend and make any appropriate enhancements.	To allow for a period of stability, registry fees are unchanged for 2013. They will be reviewed for 2014 once new products and services have been established.	PROJECT
Limited Partnerships & Limited Liability Partnerships	Introduction of new products/services – LP & LLP.	System enhancements are being put in place to ensure that LP and LLPs can be Registered as soon as the legislation permits.	PROJECT
System developments	To ensure that the Registry on-line services portal meets the requirements of the relevant legislation and its industry users.	The first phases of improvements have been successfully implemented and more improvements are planned for 2014.	PROJECT

9.3.2 Intellectual Property Office

Purpose:

To provide an intellectual property registry and information service to practitioners and members of the public. To facilitate wealth creation opportunities in the management of intellectual property from Guernsey. To continue to develop market leading IP legislation and the international recognition of the Bailiwick intellectual property environment. To provide for a customer centred service, with on-line access to the registry services. To represent the Island internationally, both independently and in conjunction with other parties in IP.

Title	Description	Activity and updates	Task Type
Development of the economic opportunities for wealth creating industries	Development of the economic opportunities for wealth-creating industries in the Bailiwick. This includes the development and integration of the main work streams on international agreements, and the development of legislation, economic development, marketing and links with the commercial sector.	See activities listed below. Various strategic recommendations are currently being followed through. Implementation of business opportunities associated with the development of the IP environment will be pursued during 2014.	ONGOING
Intellectual Property Office services	Intellectual property registrations, renewals, assignments, licences, and mergers. Meet targets for income generation and delivery cost.	For 2014 registrations will include Image rights, Trade Marks, Registered Designs, Plant Breeders' Rights, Registered Patents Biotechnological Inventions. Resources and resilience issues will remain important for 2014. Following extension of the Paris Convention (see international) a requirement for Guernsey resident trade mark agents will be considered by the Board.	ONGOING
Marketing/IP Advocacy	Market the Bailiwick intellectual property environment for IP products, services and opportunities including: Financial and IP media Guernsey Finance, Guernsey Film, Chamber of Commerce, World IP day (IP Registry staff, Bailiwick IP practitioners) and promoting new products and services (IP Registry staff, Communications Manager).	Appropriate marketing and communication opportunities will be taken. A focus for 2014 will be supporting industry initiatives in marketing image rights and in working with Guernsey Finance together with IP thought leaders in UK IPO, IPAN and IP specialist Universities.	ONGOING
Liaison and network building international	Attend key intellectual property international events, build links with other Intellectual Property Offices and continue work with the UK representative body for IP IPAN (Intellectual Property Area Network).	Opportunities will be taken to participate in relevant conferences and meetings as appropriate.	ONGOING

Intellectual Property Office ... continued ...

Title	Description	Activity and updates	Task Type
Liaison and joint working	Guernsey, Alderney and Sark Consult and link with IP practitioners, Guernsey Finance, Guernsey Bar, IOD, Chamber, GIBA, GTA, GEA and other representative organisations. Continue consultations with Alderney and Sark as IP includes the Bailiwick.	As required.	ONGOING
Intellectual Property Commercial and IP Users Group	Continue to progress the close working relationship with industry through the IP Commercial Group which includes advocates, IP lawyers, IP Attorneys, Finance directors, telecoms, data centre managers and IP specialists.	IP Commercial Group meetings are held 3-4 times a year. Joint IPO/industry working parties have been established in specialised subject areas. Communication and joint working is on-going.	ONGOING
Enforcement of IP Rights and compliance	Enhancement of law enforcement activities in relation to IP by facilitating and supporting enforcement initiatives, including Protocol, review of legislation and amendments to existing legislation.	Enforcement protocol across agencies linking IPO together with an examination of the requirement for recognising the EU IP enforcement directives.	ONGOING
Strategic programme for the development of the IT system for IPO	Cost effective, targeted development of ICT system capability for existing and future services: Full IT programme will be implemented over 3-5 years. Essential aspects will continue to be prioritised within resources and budget.	The IT strategy has been re-assessed to deliver low cost tailored IP Office solutions implemented with web-enabled client services and some manual processing. Future links into the international IP IT data bases are kept under review.	ONGOING
IP Web Site and extra-net site	Modernised web site as part of Guernsey Registry. Extra-net facility for filing, service delivery, guidance and legislation consultation and client interaction/communication.	As required.	ONGOING
IP Office manual and IPO guidance notes	IP Office rules, procedures, flow charts processes and KPIs.	A first draft has been compiled and is being reviewed and standardised in an Office manual. New procedures are being added for the new services with particular development of image rights processes during 2013. There is a single hard copy and an electronic copy. Guidance notes are being prepared from the Office manual and made available on the web-site. Continue to update, amend.	ONGOING

Intellectual Property Office continued

Title	Description	Activity and updates	Task Type
Registered Patents and Biotechnological inventions linked with the Innovation Patents	Completion of Innovation Patent legislation and enablement into service is awaiting extension of the Paris Agreement.	Drafting of innovation patent legislation with Law Officers to be completed, submitted to States of Guernsey through LSC; enabled into service when Paris Convention is extended; link with Registered Patent and Biotechnological inventions service, develop industry Innovation Patent examination service, build appropriate IT system.	ONGOING
Image Rights	To support the communication and marketing of image rights. Respond to questions and issues. Development of Registry practice and IT system.	Office registry services launched from December 2012 through 2013 together with regulations for Image rights agents. For 2014 Code of Conduct for agents will be implemented under the regulations and amendments made to the fees to permit annual payments to enable nice business opportunities in this new field. Build understanding of image rights nationally and internationally as an important next step to realise the potential and manage risks. See also marketing and communication.	ONGOING
International agreements	There are over 20 international agreements which it is in Guernsey's interest to have extended in order to internationalise the Island's IP environment. The international agreements are being progressed as set out in the International Agreement Plan through the Ministry of Justice working with BIS, UK IPO, FCO treaties division and on to the World Intellectual Property Organisation.	The international treaties are being progressed with the External Relations Group through to HMG. A statement confirming TRIPS compliance has been agreed with the UK and is now on the IPO web-site. In 2013 the exemptions for charities and not for profit organisations were removed from the Copyright and Performers Rights ordinances. The Bailiwick is now fully aligned with UK legislation for the extension of the Berne Convention. The final steps in this process are being completed for the extension of the Berne Convention. This will be followed through with the Paris Convention in 2014. Working closely with staff at ERG, Policy Council, and CI Brussels Office for EU issues. These agreements are important for the internationalisation of the Bailiwick's IP environment other international agreements can follow Berne and Paris notably the Madrid Protocol and the PCT as appropriate to international registrations.	PROJECT

Intellectual Property Office continued

Title	Description	Activity and updates	Task Type
International agreements – extension of Berne Convention	The Berne Convention covers the unregistered IP rights. The UK has required that the extension of the Berne Convention is dependant on the removal of copyright exceptions for clubs, charities and societies.	The following has been completed in 2013: Industry consultation, work with collecting societies, presentation of Report to Board on removal of section 88 of the Copyright Ordinance and related sections of Copyright and Performers Right Ordinances. Report to States of Guernsey, approved in July and amended legislation approved by the States in October 2013. Project successfully completed, final steps in process for 2014 are above in international agreements.	PROJECT
Securitisation law for intangible assets.	Evaluate potential development of securitisation legislation for intangible assets. This could potentially limit ability for investment by IP rich start-up companies and could prevent investment opportunities for the finance industry.	The importance of securitisation legislation is highlighted in the IP and finance work-stream. The UK has legislation for securitising intangible assets and this is part of a significant investment industry.	PROJECT
IP and Finance	The role of IP in Business Finance and Economic growth.	Early stage financing is critical to IP development and innovation. This work is co-joined with the UK in development of standards for IP valuation and financing. Benefits to the Island include financing for small to medium sized companies, to future growth businesses to the Funds and Pensions sectors. Supports extension of international agreements through positive involvement of Guernsey in UK objectives for IP and growth. Report is currently being finalised with UK IPO and will be published early 2014.	PROJECT
Other IP legislation and IP development	Review and develop as required and as resources are available other IP legislation.	There is an existing States resolution for the development of Geographical Indicators (GI) IP rights and drafting this legislation continues to have a priority for CE. GI's for example could protect traditional Island industries particularly Guernsey milk and would strengthen this area of TRIPS compliance. Other new rights could follow image rights notably format rights and these will be kept under review along with opportunities for further unregistered rights development and evaluation of UK progress in a Unified Patents Court.	PROJECT

Intellectual Property Office continued

Title	Description	Activity and updates	Task Type
Intellectual Property awareness: Island business sector	Awareness and understanding for IP registration and IP use in Island business sectors.	Development of awareness of IP for Island business sectors. Access potential for web-based business tools. Promotion of existing IP services and cross marketing with Company Registry for existing Island business sectors.	PROJECT
IP competitiveness -tax environment & Double Tax Agreements	Work to support Income Tax, Fiscal & Economic Policy Group and consult with industry to achieve signing of Agreements with other jurisdictions.	This work stream is being led by Income Tax Department. The IPO has the opportunity to participate in the Income Tax working group and to represent IP interests particularly in relation to Double Taxation agreements. There was significant progress in the signing of double tax agreements with related IP provisions in 2013. These are detailed in the web-site http://www.gov.gg/dta They include treaties signed by Hong Kong, Isle of Man, Jersey, Luxembourg, Malta, Qatar, Singapore.	PROJECT and ONGOING

9.4 CIVIL AVIATION

Purpose:

To conduct with fairness, impartiality and independence the regulatory functions to assure a high standard of civil aviation safety in the Bailiwick whilst ensuring that the Bailiwick complies, so far as possible, with the Chicago Convention of 1944 and its associated Annexes. To fulfil Guernsey's contractual obligations to Jersey in providing the equivalent service to Jersey as their Director of Civil Aviation.

Title	Description	Activity and updates	Task Type
Bailiwick Aviation Law	To advise on amendments to the Aviation (Bailiwick of Guernsey) Law, 2008 to ensure it takes account of developments in global standards in aviation safety regulation and to propose appropriate amendments, where necessary, to improve consistency with the equivalent UK and Jersey regulations.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities. In particular, prepare a States Report to bring forward an amendment to the Air Navigation (Bailiwick of Guernsey) Law, 2012 to incorporate the new Standardised European Rules of the Air and other miscellaneous updates. Anticipated completion June 2014.	ONGOING
Bailiwick Aviation Law	To act as the independent aviation safety regulator for the Bailiwick of Guernsey, ensuring the efficient administration of the aviation laws and enforcement of the regulatory regime.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Bailiwick Aviation Law	To act as the independent aviation security regulator for the Bailiwick of Guernsey, ensuring the efficient administration of the aviation security laws and enforcement of the regulatory regime.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Aerodrome Licensing	To regulate the safety of aerodromes, air traffic and air transport services in the Bailiwick. Annual Licensing activity: to be satisfied through continuous oversight and regular audit activity of the fitness of the aerodrome to hold its licence.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Licensing	Monitor, enforce, modify, suspend, revoke or consent to the surrender of licences, certificates, authorisations, approvals, permissions and exemptions in a manner consistent with States' Directions and the provisions of the Law.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Compliance	Grant, renew and validate licences, certificates, authorisations, approvals, permissions and exemptions in a manner consistent with States' Directions and the provisions of the Law.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Compliance	Undertake security audits at the Bailiwicks' airports to ensure compliance with security regulations.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities to bailiwicks airports.	ONGOING

CIVIL AVIATION continued

Title	Description	Activity and updates	Task Type
Advisory	Act as States Aviation Advisor within the Department.	Advise on the UK implementation of the EU Aviation Emissions Trading Scheme, Air Passenger Duty, UK's Aviation Strategy with respect to the South East England airports and any other relevant consultations.	ONGOING
Advisory Regulatory	Act as the Aviation Security Regulator for Jersey under the terms of the contract between Commerce and Employment Department and the Office of the Chief Minister for the States of Jersey.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities to Jersey.	ONGOING
Regulatory	Receive and conduct inquiries and investigations (including inspections of aerodromes, aircraft and aviation facilities) and to hear complaints regarding aviation activities.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Liaison	Liaise with UK Department for Transport (DfT) to ensure a coherent and compliant aviation security regulatory system is maintained in the Bailiwick, particularly with respect to compliance with EU, UK and International Civil Aviation Organisation Standards.	On-going - receive notifications of amendment and proposed amendments to EU, UK and ICAO Annexes from DfT. Consult locally on the proposals and respond through the DfT. Implement changes where necessary.	ONGOING
Liaison	Attend meetings with DfT, and ASR from IOM, as appropriate to ensure a consistent approach to the aviation security regulatory system.	Quarterly communication meetings with the DfT.	ONGOING
Liaison	Liaise with UK Department for Transport (DfT) and Civil Aviation Authority (CAA) to ensure a coherent and compliant aviation safety regulatory system is maintained in the Bailiwick, particularly with respect to compliance with International Civil Aviation Organisation Standards.	On-going - receive notifications of amendment and proposed amendments to ICAO Annexes from CAA. Consult locally on the proposals and respond through the CAA and DfT. Implement changes where necessary.	ONGOING
Liaison	Attend meetings with DfT, CAA and DCAs from Crown Dependencies and Overseas Territories, as appropriate to ensure a consistent approach to the aviation safety regulatory system.	Ad hoc communication meetings when required.	ONGOING
Role and Business Development	Fulfil the role of Registrar of the Channel Islands Aircraft Registry in accordance with the Aviation Registry (Guernsey) Law, 2013. Work in partnership with SGI Guernsey Limited under the Operational contract dated 09 December 2013 to establish and operate a safe and financially successful aircraft registry in Guernsey.	Hold monthly meetings with SGI to monitor activity and performance in accordance with the Aircraft Registry Business Plan. Provide quarterly reports to the CE Board on the performance and financial accounts of the Aircraft Registry.	ONGOING

CIVIL AVIATION continued

Title	Description	Activity and updates	Task Type
Income Generation	Subject to approval of the Department, determine and prescribe the fees and levies payable on an application for the grant, renewal or validation of licences, certificates etc.	Needs to be co-ordinated with Jersey under the joint DCA arrangements.	PROJECT
Compliance	Work with the DfT to achieve EU Third Country Status for the Bailiwicks for aviation security.	Following the initial audit by the EU Commission representatives in November 2013, work with the regulated parties to complete the Remedial Action Plan items for Guernsey and Jersey during 2014.	PROJECT

9.5 MARKETING AND TOURISM

Purpose: To communicate a positive image of Guernsey to a variety of audiences regionally, nationally and internationally and to foster growth in the visitor economy.

Title	Description	Activity and updates	Task Type
Development of a tourism and hospitality (visitor economy strategy)	CE and Culture and Leisure(C&L) will work at officer level with Chamber of Commerce's Tourism and Hospitality sub-group and wider industry representation to research, develop and present a forward thinking, creative yet achievable strategy.	Core Section Service Series of discussions have taken place. Chamber of Commerce have conducted an industry survey and CE sponsored a high level facilitation workshop to commence development. Collaborative working group to commence Q1 2014 with delivery of proposals to Chamber and political boards Q3 2014.	ONGOING
Promoting Guernsey as a visitor destination	Devising, communicating and implementing a comprehensive integrated marketing strategy to promote Guernsey as a visitor destination, both direct to the visitor (consumer) and through the trade (business to business), offering industry partnership opportunities as and where appropriate.	Core Section Service Targeted consumer marketing campaigns into core markets and business development with key partners within each market. Continue implementation of enhancements and developments following Q3/4 post implementation review of visitguernsey.com. Develop mobile enablement of VisitGuernsey site, building new language sites and a "things to see" and do database (web strategy 2013 Q3---2014 Q1/2). Collaborative funding on joint campaigns with travel trade partners continued to generate good levels of ROI. 2014 campaign has been launched and is fully integrated across all aspects of the marketing mix. As well as a generic 'rediscover what life's about campaign' there are four themed campaigns across the year highlighting Guernsey's core offering to our target markets. Shoulder month campaigns are being further enhanced for 2014 with a month long Heritage Campaign (Q3 2014) and further investment in Tasty Walks.	ONGOING

MARKETING AND TOURISM ... continued....

Title	Description	Activity and updates	Task Type
Promoting Guernsey as a visitor destination	Briefing agency partners in relation to the VisitGuernsey brand and strategy. To manage the performance of agency relationships suppliers (media buyer agencies, public relations, creative agency, web fulfilment house) and monitoring spend/value for money/ROI on an on-going basis.	Core Section Service On-going in-house relationship direction/management. Performance indicators, contact reports, performance and campaign reviews, regular liaison and reporting back into wider M&T team meetings.	ONGOING
Understanding visitor economy behaviour and impact	Collect data and statistics to inform the direction of the marketing strategy and to identify business development requirements.	Core Section Service Carry out visitor exit survey, accommodation and visitor behaviour surveys and report statistics to the industry to help shape the direction of the visitor economy. Due to cost benefit analysis and unsuccessful tenders a decision has been made to manage exit survey in-house Q3 2014/15. Appoint a new exit survey contract Q1 2014.	ONGOING
Route Development	Work in conjunction with EDU, External Transport Group (ETG) and Public Services Department (PSD) to work towards the long term sustainability of existing air and sea routes and to identify new air route opportunities albeit year round or season charter/scheduled services.	Core Section Service On-going liaison with air and sea operators and identify and pursue potential new opportunities where there is a business case both for Guernsey and the operator in question – in relation to market conditions, commerciality of opportunity and level of route development required/available.	ONGOING
Stakeholder Liaison	Providing the main interface between CE and stakeholders in the Visitor Economy including hoteliers, self-catering owners, and restaurateurs, owners of places of visitor interest and transport suppliers. Developing and maintaining a network of relationships dealing with both day-to-day operation and strategic issues is a core part of the team's function.	Core Section Service Ensure on-going communication with the hospitality and tourism sector through presentations, workshops, seminars, e-mailers and an open door policy for meetings and phone enquiries.	ONGOING
Investor Liaison	Encourage and facilitate investment in the Visitor Economy accommodation sector reactively and proactively.	Core Section Service Encourage business development and promote confidence in the Guernsey visitor economy. Hold stakeholder land use related meetings as required.	ONGOING

MARKETING AND TOURISM ... continued....

Title	Description	Activity and updates	Task Type
Product	Guernsey Tourism needs to continue to evolve its product offering. Work to take any new product developments, or enhancements, from C&L and incorporate into Guernsey's tourism positioning.	<p>Continue to identify new credible product offering of C&L primarily under walking, nautical, arts, sports, heritage, culinary and floral and integrate events and offering to colour the wider core tourism.</p> <p>Under take launch of 2014 Tasty Walks of shoulder month campaign in collaboration with industry partners and C&L.</p> <p>Further development and commitment to integrated product themes and events for 2014 with particular regard for the 'shoulders'. On-going campaign development and review.</p> <p>Development of outdoor museum campaign for Autumn 2014 to stimulate increased occupancy. Further development into Heritage Festival Month April 2014.</p> <p>A LoveGuernsey loyalist campaign offering first hand learning and endorsement as well as an "activity" campaign aimed at affluent urban dwellers will also feature.</p>	ONGOING
VisitBritain	Maintaining and nurturing a mutual strategic and marketing related relationship as appropriate.	Pursue cost effective opportunities that assist with positioning Guernsey as a tourism destination to a UK domestic audience, European as well as mature and emerging worldwide markets.	ONGOING
Meeting Visitor Expectations	On-going collaboration and liaison with C&L.	Monitor and liaise on performance/feedback. M&T produces brochure literature for the visitor experience. VG's call centre and visitor information is handled by C&L so it is imperative they deliver as promised to ensure the service value chain is completed for our visitors – to ensure satisfaction and avoid disappointment.	ONGOING

MARKETING AND TOURISM ... continued....

Title	Description	Activity and updates	Task Type
Event Group	On-going collaboration and liaison with Culture and Leisure Department, the Events Group chairman and sub group chairpersons.	<p>CE provide sponsorship to the Events Group to help financially support events that will contribute to the overall visitor experience and to encourage/facilitate inbound tourism.</p> <p>Receive reports on ROI and performance and ensure that money is being well spent to maximise visitor experience and that the events being offered dovetail into the wider Tourism strategy.</p> <p>An ongoing commitment to build on 2013 work with product groups to ensure spend is on integrated product themes, that there is an identifiable return on investment for the visitor economy and that CE, C&L and product groups evolve event and product strategy to be closely aligned and support the visitor economy strategy.</p>	ONGOING
Land Use and Planning	Assist with the implementation to the changes to planning law specified in the Billet d'Etat of January 2007 by providing comments if requested to the Environment Department on an application by that Department.	Provide industry specific strategic comment to the Environment Department on request with regard to new or change of use applications. Look to update guidance notes and statistics on planning policy and visitor economy use classes (Q2 2014).	ONGOING
Cruise Liner Business Development	To assess the economic impact of cruise liner business and business development potential.	Due to cost of expenditure versus return logistics, the creation of a cruise liner alongside berth is not being progressed. PSD has integrated this research and analysis into port development plan and long term port planning for cruise calls and as lead on business development will advise and work collaboratively as required (2014). CE will achieve some clarity as to sustainability. On-going engagement required with key industry stakeholders.	ONGOING

MARKETING AND TOURISM ... continued....

Title	Description	Activity and updates	Task Type
Marketing Support for SOG	Improve the co-ordination of commercial marketing and investment messages.	<p>To advise and lead on branding, messaging and communication/marketing plans for business to business opportunities that are delivered from the economic development strategy.</p> <p>Each market activity needs to be evaluated in terms of current status, USP's, opportunities and target audiences. Work has commenced in 2013 and will continue Q1/2 2014 with the aim of launching the business portal as well as identifying market segments and the potential for new sector or niche product promotions. This ranges in consideration from short to long term goals and should and will evolve over time.</p>	ONGOING
Quality Assurance	<p>Advise hoteliers on necessary investment to increase the Star rating of their properties, this capability is increasingly being called upon. Administer the Department's preferred scheme of quality rating.</p> <p>Research, evaluate and facilitate wider industry participation in voluntary Quality Assurance schemes.</p>	<p>Core Section Service</p> <p>On-going education and regulatory work. Proactive work with industry partners and potential new investors to deliver best practice and understanding of visitor expectations.</p> <p>Project to work towards adding more conditions to the boarding permit to help generate more intelligence and data for the sector and to assist with clear definitions of a staying visitor and to assist with ensuring long term sustainability of the sector.</p>	ONGOING
Regulatory	Administer the Tourist (Guernsey) Law (1948 to 1998).	Delivering of advisory and regulatory services including the issue of Boarding permits and collection of fees, monitor compliance with permit conditions, monitor use and description of premises.	ONGOING
Jersey Liaison	Work with Jersey Tourism and relevant States Members on both islands to identify and create opportunities for joint Channel Island marketing.	Continuing co-operation in Trade and Maritime shows, production of CI nautical guide etc. Aim is to identify possible collaborative opportunities, wherever possible, as part of the pan Island working approach.	ONGOING

9.6 CLIENT SERVICES UNIT

The Unit comprises of nine sections that are overseen by the Director of Client Services.

The Client Services Unit has a wide remit and brings together all those sections of the Commerce and Employment Department that deliver services and carry out duties that are set out in legislation for which the Department holds the responsibility. The Unit, which comprises the following sections, is also involved in inspecting, licensing, educating, and encouraging the uptake of best practice in a number of specialist areas:

- 9.6.1 Trading Standards Service
- 9.6.2 Employment Relations Service
- 9.6.3 Health and Safety Executive
- 9.6.4 Guernsey Dairy
- 9.6.5 Agriculture and Rural Environment Service
- 9.6.6 States Veterinary Service (States Veterinary Officer – “SVO”)
- 9.6.7 Field & Support Services
- 9.6.8 Sea Fisheries
- 9.6.9 Plant Protection and Laboratory Services

The activities of each section listed are the on-going, “**Core Section Service**”, responsibilities that require continued management and resourcing and are carried out to ensure that the section meets its key objectives. For some sections of the Client Services Unit these “**Core Section Service**” activities are dictated by legislation. From time to time due to changes in policy or legislative requirements – projects may be undertaken.

9.6.1 Trading Standards Service

Purpose:

To create an environment that builds consumer confidence in local businesses by encouraging fair competition, supporting Guernsey-friendly businesses and enhancing customer-friendly activities and policies.

The Service monitors transactions made by reference to quantity and ensures consumers' and traders' economic interests are not unduly affected by inaccurate equipment or inappropriate processes. The Service provides consumers with comprehensive and consistent advice and information to assist them in avoiding or resolving consumer disputes and investigates the sale of unsafe consumer products brought to its attention as a result of consumer complaints or product safety notices. Advice is provided to businesses supplying goods or services to ensure that they comply with current legislation and "best practice" policies.

Title	Description	Activity and updates	Task Type
Trading Standards Policy	Monitor developments in trading standards practice and legislation, advise the Department in relation to the development of policy.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Weights and Measures Inspection	Inspect and test weighing and measuring equipment used for trade, ensuring that goods in packages are supplied in the quantities stated, maintaining the island's reference standards of weight and measure.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Consumer Advice	Provision of a free and impartial Consumer Advice and investigation service, which deals with enquiries from the public and businesses; ensuring that consumers and businesses are aware of their respective rights and legal obligations.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Fair Trading Advice and Information	Providing advice and guidance to ensure that trading in the Island is conducted in a fair and safe manner. (NB Limited consumer protection legislation exists at present and the Service cannot take formal action to prevent a trader operating in an unfair or unsafe manner. New enabling legislation came into force in February 2011, but will require implementation of Ordinances to provide enforcement details and powers).	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Trading Standards Advice for Off - Island Trading	Advising local business, seeking to trade beyond the Bailiwick, of the trading standards legislation in the target market.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Consumer Safety	Identifying, responding, and promulgating information received relating to consumer safety matters.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

9.6.1 Trading Standards Service continued

Title	Description	Activity and updates	Task Type
Sunday Trading	Administering the relevant provisions of the Sunday Trading Ordinance 2002; monitoring and advising on the practicalities of its operation; overseeing the process of the Sunday Trading Appeals Tribunal.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Trades Exhibitions	Administering the approval of trades exhibition status under the Hawkers and Non-Resident Traders Law.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Development of New Legislation	Development of a programme of Ordinances on Trading Standards ("Consumer Protection") following registration of the Trading Standards (Enabling Provisions) (Guernsey) Law, 2009 in February 2011.	<p>Following recruitment to the section, work is anticipated to commence from Q3 on the review of consumer protection legislation in the following areas:-</p> <ul style="list-style-type: none"> Sale of safe consumer products Price Display Consumer Credit <p>Work may commence on protection in respect of the sale of goods and services and unfair contract terms in the light of developments in the UK's review of these aspects of consumer protection.</p>	PROJECT
Prescribed Quantity Legislation	Develop proposals for the amendment of prescribed quantity and price marking legislation.	Work consultations complete. Work on hold due to other priorities.	PROJECT
Sunday Trading	Review of Guernsey's Sunday Trading legislation.	Work will commence during Q2 on a review of the local legislative restrictions on trading on Sundays.	PROJECT

9.6.2 Employment Relations Service

Purpose:

The Service provides advice on the development of employment relations legislation and provides advice and develops policy in the field of industrial relations, dispute resolution and to administer an Employment and Discrimination Tribunal Service. The section also has an enforcement role in respect of employment protection and gender discrimination laws.

The Service offers a conciliation and arbitration service to help resolve disputes and, through the Industrial Disputes Officer and his Deputy, ensures that notified industrial disputes are brought to an appropriate and timely conclusion.

Title	Description	Activity and updates	Task Type
Employment Relations Policy	Monitor developments in employment relations practice and legislation on and off Island and advise the Department in relation to the development of policy.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Dispute Resolution	Provide a dispute resolution service, through confidential advisory, conciliation, and arbitration activity, for employers and employees on all matters relating to employment relations.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Employment Protection - Administration Investigation and Compliance	Administer and enforce a range of employment protection legislation. Contracts of employment and payslips; Sunday shop worker protection; Unfair dismissal; Employment of children and young persons; Sex discrimination; Industrial disputes; Transfer of States undertakings; Minimum Wage (and rates review). MLC – Seafarer Recruitment and Placement.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Administration of Tribunals	Administer the Employment and Discrimination Tribunal for Unfair Dismissal, Sex Discrimination and Minimum Wage complaints, and the Industrial Disputes Tribunal.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Good Practice in Employment Relations	Promotion of good practice in employment through the provision of reactive advice, information and advisory publications, and the provision of targeted training.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

9.6.2 Employment Relations Service continued

Title	Description	Activity and updates	Task Type
Employment Protection Provision and Legislation – Further Development Work	<p>Topics considered the highest priority following the 2011 priorities review:</p> <p>Disability Discrimination in employment;</p> <p>Age Discrimination in employment;</p> <p>Racial Discrimination in employment (in the light of the 42 year old commitment);</p> <p>Statutory Right to Redundancy Pay;</p> <p>Statutory Right to Paid Leave.</p>	<p>Highest priority in 2014 will be work on disability discrimination in employment which will be co-ordinated with the Social Policy Group's development of a strategy for "Disability and Inclusion". It is not anticipated that work will be done on any other subject areas in 2014.</p>	PROJECT
Workshops in Good Employment Practice	<p>Provide a series of employment law workshops for small businesses covering a wide range of employment relations and management issues.</p>	<p>Occasional as resources allow. Next target Q1 2014.</p>	PROJECT
CEDAW /Maternity Provisions	<p>Contribute to work on the implementation of CEDAW and in due course submit proposals to the CE Board for required legislative changes in respect of rights to maternity (and paternity) leave.</p>	<p>Linked to the Social Policy Group / Policy Council States Report was approved in February 2012 (Billet IV). Awaiting further developments.</p>	PROJECT
Review of the Industrial Disputes and Conditions of Employment (Guernsey) Law, 1993	<p>Review and consult on the Law (incorporating recommendations contained within the Inquiry into the Airport Firefighters Dispute Report).</p>	<p>PRIORITY PROJECT to start in Q4 2013 and complete in 2014.</p>	PROJECT

9.6.3 Health and Safety Executive

Purpose:

To work towards and encourage high standards of health and safety in Guernsey, Alderney, Herm and Jethou acting as an advisor and regulator in all matters relating to occupational Health and Safety in Guernsey. The section must promote safe and healthy working practices and policies, in so doing, reduce to a minimum the number of incidents that happen within the workplace and in circumstances which pose a risk to the public at large. The section is responsible for advising and preparing policy development in Health and Safety.

Title	Description	Activity and updates	Task Type
Health and Safety Policy	Monitor developments in health and safety practice and legislation on and off Island and advise the Department in relation to the development of policy.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Good Health and Safety Practice and Awareness	Provide advice, information and guidance to increase awareness of the Health and Safety laws and regulations to promote good practice in the workplace.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Inspection of Work Places and Significant Public Events	Inspect to ensure compliance with health and safety legislation and to minimise risk to acceptable levels.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Investigation of Occurrences and Accidents	Investigate serious accidents and dangerous occurrences, instigating legal proceedings if appropriate; (note: this work is done under PACE procedures with the Guernsey Police).	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Control of Storage, Handling, and Disposal of Hazardous Materials	Work with all local industries, to ensure the safe storage, handling, transportation and use of hazardous materials; Facilitate the safe disposal of hazardous waste arising in the Island; Ensuring the safe discharge of highly flammable liquid fuels from vessel to land.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Permits and Licences	Issuing permits and licenses to control high-risk activities on the Island. (Scaffold permits, licensed chemicals, petroleum storage facilities, the importation, storage and sale of explosives ranging from fireworks to commercial explosives).	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

9.6.3 Health and Safety Executive continued....

Title	Description	Activity and updates	Task Type
Extension of Legislative Powers into Island's Territorial Waters	Arising particularly from potential developments to do with offshore renewable energy, the section is working with the Law Officers on the extension of existing H&S legislation.	States Report accepted March 2010 and Projet de Loi transmitted to Privy Council. Approved by Privy council and drafting of Ordinance with Law Officers under the renewable energy legislation.	PROJECT
Code of Practice for the Construction Industry	Revise, consult on, and introduce a new Approved Code of Practice for the construction industry.	Industry consultation in Q1 2014. Report to Board end of Q2 2014.	PROJECT
Revision of Legislation for the Regulation of Poisonous Substance	Following States approval of the introduction of new medicines legislation and the imminent finalisation of veterinary medicines legislation, additional regulation (by statutory instrument) will be required to ensure as far as possible, in practice, all poisonous substances are the subject of suitable control.	Following introduction of the medicines law, this has required a complete review. Discussions are on-going with the Law Officers regarding the Application of EU regulations with regard to Biocides and Pesticides. Target: Q2 2104.	PROJECT
Major Accident Prevention Plans	Work with the operators of the Island's bulk petroleum storage sites to produce Major Accident Prevention Plans (MAPPS). Close working with UK HSE and in line with the UK COMAH regulations.	Gas company entering second phase of COMAH regime, with safety case updated and resubmitted to HSE. Works on-going at both Petroleum storage sites to upgrade facilities.	PROJECT
Approved Code of Practice for the Control of Legionella bacteria in water systems	Consult on and report to the CE Board on the adoption, as an ACoP of UK HSE Leaflet L8 "Legionnaire's Disease" in Guernsey.	Consultation and report to the CE Board Q1 2013. Introduced in Q1 2013 and rolled out to duty holders.	PROJECT

9.6.4 Guernsey Dairy

Purpose:

To provide an efficient processing and marketing service for locally produced milk and milk products; making high quality products locally which, in the case of liquid milk, will fully supply the Island's demand obviating the need for importation. The Dairy must be self-financing and generate an operating surplus sufficient to fund re-investment in a sustainable manner.

Extensive details of the Dairy's plans and programme can be found in the Dairy's annual business plan - available online.

Title	Description	Activity and updates	Task Type
Key Operational Objectives	To operate a modern processing unit that supplies a range of high quality, dairy products for local & export markets. To satisfy the local demand for processed fresh Guernsey milk at an acceptable price to the consumer. To operate commercially within the context of government intervention and regulation as approved by the States. (Currently designed to maintain Guernsey's traditional countryside.)	Core Dairy Function.	ONGOING
Business Planning	The Dairy Management Board will prepare and submit to the CE Board an annual Business Plan covering the following aspects of its operation: - Stakeholder Relationships - Raw Milk Supply Plan - Products, Quality, Sales, and Marketing Plan - Business and Operations Plan - Capital Investment Plan - Milk Price Review Submission.	Core Dairy Function (annual). Target date for completion of the 2014 – 2015 Plan Q1 2014.	ONGOING
Stakeholder Communication	To hold regular meetings to communicate with stakeholders. 1. Regular monthly operations meetings between Dairy senior management and GMRA and GFA representatives. 2. Twice yearly Dairy "In Council" Meetings with stakeholders.	Core Dairy Function. 1. Monthly meetings are offered. 2. Target dates June & December 2014.	ONGOING
Production Quality	1. Maintain and review the Dairy's quality plan including the training matrix for all Dairy staff. 2. Review operational procedures across the business. 3. Minimise material and product waste whilst maximising yields and maintaining product quality standards.	Core Dairy Function. Guernsey Dairy achieved SALSA accreditation in 2013.	ONGOING

Title	Description	Activity and updates	Task Type
Raw Product Supply	<p>Provide weekly information to farmers on milk production in relation to their quotas.</p> <p>Improve raw and processed milk quality by instituting differential pricing based on raw milk quality.</p> <p>Improve winter raw milk production levels in consultation with GFA.</p>	<p>Core Dairy Function. The SCC threshold i.e. when SCC payment penalties are incurred, was reduced to 350,000 (12.5 %) from 01 April 2013. This will be lowered further from 01 January 2014 when the upper limit is reduced to 300,000 (a further improvement of 14.28% and 25% below the legal limit when milk would be rejected by the Dairy. A Seasonality payment of 2ppl above the raw milk producer base price has been introduced between 01 Oct. 2013 and 31 March 2014. This will be balanced by a decrease in the producer base price of 3ppl between 01 April and 31 July and 0ppl between 01 August – 30 September 2014.</p>	ONGOING
Sales and Marketing	<ol style="list-style-type: none"> 1. Increase sales and the value of sales of all Guernsey Dairy product lines in collaboration with Dairy customers. 2. Review products against fully absorbed manufacturing cost (FAMC) data. 3. Review product routes to market. 4. Continued promotion of GD branded products with customers. 5. Operate targeted promotions with business partners. 6. Augment revenue from the sale of advertising space on milk cartons. 7. Promote the GD brand as a high quality, high value product range. 	<p>Core Dairy Functions. FAMC reviewed periodically – no less than annually. A one-year Guernsey brand awareness campaign commenced in November 2012 in collaboration with other Dairy stakeholders. This has been extended by a further 12 months with funding 'ring-fenced' as part of the 2013 MPRP recommendations.</p>	ONGOING
Business and Operations	<ol style="list-style-type: none"> 1. Monthly financial and management reporting to DMB. 2. Review of Production operations and resources. 3. Submit a comprehensive analysis of the financial needs of the business to the Milk Price Review Panel (MPRP). 	<p>Core Dairy Functions. Targets: Submit to DMB by June 2014. MPRP deadline July 2014.</p>	ONGOING
Capital Investment	<ol style="list-style-type: none"> 1. Review and update rolling 5 year capital investment plan. 2. Implement capital investment plan. 	<p>Core Dairy Function. 2014 focus is on the further development of the Dairy's SCADA system and the procurement / installation of a replacement milk packaging machine along with general building and equipment improvement schedules.</p>	ONGOING

9.6.5 Agriculture and Rural Environment Service

Purpose:

To supply essential services and advice to the farming industry and to advise the Department on the implications and effect of agriculture policy on farm operations and viability, animal health and welfare, countryside management and the implications for the local industry of national and international developments in farming.

Title	Description	Activity and updates	Task Type
Agriculture Policy	Advising the Department on the implications and effect of agriculture policy on farm operations and viability, animal health and welfare, countryside.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Agri-technical and Environment Protection	Liaising with the UK Department of Environment, Food and Rural Affairs (DEFRA), other States Departments (Guernsey Water, HSSD, HSE) and farmers on the agri-technical matters and environmental risk assessment and management, the implementation of environmental protection, and pollution control measures.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Animal Identification, Trade, and Transport	Liaising with DEFRA and advising the Department on matters concerning its role as the 'Competent Authority' in animal identification, surveillance and welfare of animals in transport.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Bovine Breed Development	Providing technical advice on breed development in relation to genetic improvement, artificial insemination and milk recording, and representing the Department in the development of the Guernsey Global Breeding Plan.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Wildlife and Countryside	Advising farmers and land users on wildlife conservation and countryside management and organising training courses for farmers and others on countryside management e.g. hedge laying, management of hedges.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Farm Business Advice and Training	Supporting and advising farmers and arranging suitable training, with the aim of improving animal husbandry, business performance and efficiency, countryside management and investment with regard to the Farm Loans Scheme.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

9.6.5 Agriculture and Rural Environment Service continued

Title	Description	Activity and updates	Task Type
Bio-diversity on Farmed Land	Evaluating Farm Biodiversity Action Plans in conjunction with La Société Guernesiale. Liaising with the Environment Department and the Policy Council with regard to the Island Biodiversity Action Plan as required. Submitting comment to the Environment Department on land use/planning consultation in respect of agricultural land.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
EU Policy and Legislation	Assessing the implications of EU policy with regard to the identification of animals, the EU Water Directive, the Rural Area Directive, the Water Framework Directive, Competition Policy and policies regarding the Avoidance and Mitigation of Carbon Emissions.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Annual Dairy Farming Report	To prepare and present to the CE Board an annual report on the dairy farming sector.	Presentation to the CE Board July/August 2014.	PROJECT
Review of Dairy Farm Manure Management Plans	To review and update dairy farm manure management, winter non-spreading period storage capacities and slurry spreading plans.	Previous plans were drawn up some 10 years ago. The output of the project will be revised and updated manure management plans for each of the Island's 16 dairy farms. Completion Target: Autumn 2014.	PROJECT
Dairy Industry Review	To fulfil the requirements of the States' resolution of November 2011 to review the dairy industry and propose a comprehensive and coherent vision for a sustainable future for the industry.	The Department's Dairy Industry Review Group engaged in extensive consultation in 2013 with all stakeholders and interested parties. In the light of the findings, a report containing the new vision for the industry and proposals will be published early in 2014 and taken to the States as soon as possible thereafter. Estimate Q2 2014.	PROJECT

9.6.6 States Veterinary Service (States Veterinary Officer – “SVO”)

Purpose:

To advise the Department and the public, on animal welfare and animal health matters, and in relation to the Island’s obligations to the UK and the EU. The Island is able to function as an associated territory rather than a third country with the EU, with the UK’s backing and to maintain relatively simple animal import and export regulation with the UK mainland. The Island is able to enact its own animal health responses (e.g. FMD) to threats, within reason.

Title	Description	Activity and updates	Task Type
Animal Health	<p>Advise the Department on animal health matters for the Island, existing and emerging threats, and on control and prevention measures. To monitor for suspicion of notifiable diseases and take appropriate action to mitigate any harm from such threats.</p> <p>Record the incidence of notifiable animal disease in the Island and take appropriate actions to facilitate the treatment and control of animal disease when detected. To review and amend the Guernsey notifiable diseases of livestock.</p> <p>Undertake the annual routine bovine health testing and abattoir surveillance for notifiable diseases. To conduct additional animal disease surveillance to achieve and maintain animal health equivalence with the Bailiwick, the Channel Islands, the UK and EU. E.g. BTV and Schmallenberg.</p> <p>To support the UK with its applications for official disease free status by providing animal health information about the Bailiwick to Defra. E.g UK’s application for OFS for PPR.</p> <p>Advise on and monitor the Island’s animal health testing procedures to ensure the maintenance of the Island’s disease free status and compliance with international obligations where economically justified.</p> <p>Monitor & review animal and animal by product imports with regard to biosecurity & liaise with the Guernsey Border Agency and advise on confiscations and seizures.</p> <p>Collaboration with Alderney, Sark and Jersey to produce harmonised public advice animal health campaigns for the Channel Islands Eg Rabies / Food imports.</p>	<p>Core Section Service - routine and reactive work to deliver advisory and regulatory activities.</p>	ONGOING

9.6.6 States Veterinary Service (States Veterinary Officer – “SVO”) continued

Title	Description	Activity and updates	Task Type
Veterinary Medicines	Advise on veterinary medicines legislation and monitor local suppliers of veterinary products.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Sark	Provision of advice to the Sark Agricultural & Traffic Committees.	Mutually beneficial inter-island co-operation.	ONGOING
Animal Welfare	<p>Provide veterinary oversight at the Home Farm AI centre, facilitate the collection of semen for use within the Bailiwick in-line with local breed development programmes.</p> <p>Liaise with DEFRA, States Departments and interest groups regarding animal welfare developments, consultations, infringements and prosecutions and offer expert witness input when required.</p> <p>Advise on animal welfare codes and practice, minimum standards for licensed premises and activities, inspect premises.</p> <p>Advise on animal welfare in transit for travel to the UK and EU.</p> <p>Act as Officiating Vet at the Island Slaughterhouse.</p>	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Veterinary Public Health	<p>Monitor and advise in relation to the (introduction of) identification for all livestock.</p> <p>Oversee the safe and hygienic operation of the Island's slaughter and animal carcass disposal facilities and to ensure that meat released into the food chain has met the required standards regulated by EH&PR.</p> <p>In liaison with farmers and butchers ensure high standards are maintained regarding animal health, slaughter and hygienic treatment of meat.</p> <p>Verify the safety of States operated composting of animal by-products (ABP) from the perspective of animal health as regulated by EH&PR as requested.</p> <p>To provide cover to the Jersey Slaughterhouse when required. (charged service – inter island co-operation.</p>	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

9.6.6 States Veterinary Service (States Veterinary Officer – “SVO”) continued

Title	Description	Activity and updates	Task Type
Animal Health Controls	Official (specified) Animal disease Freedom Status for the Island.	<p>The SVO is seeking to establish a factual case for specific animal disease free status for the Island. This facilitates exports and reduces costs by making routine testing unnecessary.</p> <p>Close contact is maintained with the other Islands within the Bailiwick and with Jersey regarding animal health, to assist the presentation of a coordinated and credible case when negotiating with the UK and EU for all veterinary matters including official disease freedom status.</p> <p>Current focus is on monitoring local animal populations for <i>Brucella abortus</i> and Blue Tongue Virus.</p>	ONGOING & PROJECT
Development of Legislation	<ol style="list-style-type: none"> 1. Amendment of Medicines Laws to allow suitable regulation of veterinary medicines. 2. Welfare of Animals during Transport. 3. Other Animal Welfare Ordinances. 	<ol style="list-style-type: none"> 1. HSSD Medicines law proposals are out of date in respect of veterinary medicines and cannot be adapted. Proposals to repeal the vet meds elements and replace with new legislation are being developed. Consultation is anticipated in Q1 with a States Report later in 2014(Q3). 2. Drafting Priority 3 (est.2014). 3. Drafting Priority 3 (2014). 	PROJECT
Animal Welfare	<ol style="list-style-type: none"> 1. Development of regulatory and licensing framework and welfare codes required under the (new) Animal Welfare Ordinance. 2. Better regulation of traditional outdoor tethering of cattle. 3. Construction of an Animal Welfare page on the SoG website and a subpage that provides owners of phonophobic animals information regarding local firework events. 	<ol style="list-style-type: none"> 1. New codes have been developed and consulted on during 2012 and 2013. Target coming into force of the Animal Welfare Ordinance is Q1 2014. 2. Following 2013 consultation exercise, new welfare code to be introduced and its effectiveness will be monitored during 2014. 3. Linked to completion of 1 above. 	PROJECT

9.6.7 Field & Support Services

Purpose:
The Field and Support Services section comprise the Executive Support Team, the Farm Services Team and the Inspection Audit Team. They have the following key purposes:-

(a) Executive Support Team

To provide a wide range of administrative executive support services to the Client Services Unit.

(b) Farm Services Team

To provide milk production, animal health monitoring, animal identification, traceability, data and artificial insemination services to the dairy industry.

(c) Inspection and Audit Team

To provide statutory plant and animal health inspection services as well as a range of other (non-statutory) inspection and audit services to the Island's primary industries

Title	Description	Activity and updates	Task Type
Executive Support	Gathering, collating, maintaining and publishing data (such as census and land use information). Operating the Digimap system in support of Department needs. Co-ordinating responses on planning applications referred for comment by the Environment Department.	Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.	ONGOING
Farm Services	Collect & maintain accurate milk records for all farms. Maintain Island bovine database (animal performance and genetic merit indicators in support of the Guernsey Global Breeding Plan). Co-ordination and operation of the GGBP incl. artificial insemination services and management of the Home Farm AI Centre. Maintenance of livestock traceability databases and animal identification ("tagging") systems. Field services such as soil surveys and sampling as resources allow. Provision of a range of charged services to the dairy industry and livestock keepers.	Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.	ONGOING
Inspection and Audit Team : Other activities	Enforcement of the Noxious Weeds Law. Compliance monitoring for Dairy Farm Management Contracts.	Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.	ONGOING

9.6.7 Field & Support Services continued

Title	Description	Activity and updates	Task Type
Statutory and Non-statutory Plant and Animal Health Inspection Services	<p>Plant Health: Routine inspection of plant imports and implementing agreed measures to eradicate pests.</p> <p>Ensure all plant material exported meets plant health requirements of the countries of import.</p> <p>Conduct surveys for specific pests, including surveys as required under EU Plant Health legislation.</p> <p>Provide advice for owners wishing to import animals and CITES specimens (in the case of cats & dogs from mainland Europe under the Pet Passport Scheme and monitor the operation of the Scheme.)</p> <p>Monitor the animal health status of fresh meat imports through documentary checks and inspection.</p>	Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.	ONGOING
Review and Development of Legislation	Review of animal health legislation, including licences and permits.	Work on hold pending the introduction of EC Food Law by HSSD to avoid duplication of legislation.	PROJECT
Review and Development of Legislation	<p>Introduction of legislation as agreed by the States as follows:</p> <ol style="list-style-type: none"> 3. Other Animal Welfare Ordinance – Orders/Regulations. 4. Plant Health Law and Ordinances. 5. CITES Ordinance. 6. GMO Ordinance. 	<ol style="list-style-type: none"> 1. Animal Welfare Ordinance COMPLETED 2. Welfare of Animals during Transport – transferred to SVO. 3. Approved by States February 2012. Drafting complete. (Drafting of Orders/Regulations etc in progress Estimated to come into force Q1 2014). 4. Draft Law under review (MOJ 2014). 5. Drafting complete – draft under review at CITES Secretariat. 6. Drafting Priority 3 (2014). 	PROJECT

9.6.8 Sea Fisheries

Purpose:

To safeguard the Bailiwick's marine resources through the development of fisheries management policies and legislation designed to ensure that the exploitation of the resource is conducted in a sustainable manner.

The section will monitor and record fishing activity and enforce all relevant fisheries conservation legislation within British Fishery Limits adjacent to Guernsey. It will regulate fishing by administering and enforcing a restrictive fishing vessel licensing scheme within the Bailiwick's territorial sea to preserve opportunities for the local fleet and maintain a sustainable resource. The section provides the industry and Bailiwick residents with advice and information on all matters relevant to fishing and the wider marine environment.

Title	Description	Activity and updates	Task Type
Fisheries Management Policy	Safeguarding the Bailiwick's marine resource through the development of fisheries management policies and legislation. Monitor developments in fisheries management practice and legislation and advise the Department in relation to the development of policy.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Compliance Monitoring	Monitoring and recording fishing activity in Bailiwick waters. Inspection of vessels in Bailiwick waters. Enforcing all relevant fisheries conservation legislation within British Fishery Limits adjacent to the Bailiwick of Guernsey.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Regulation of Fishing	Licence & Permit Schemes. Regulating fishing by administering and enforcing a restrictive fishing vessel licensing scheme within the Bailiwick's territorial sea.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Advice and Information Provision	Providing the industry and Bailiwick residents with advice and information on all matters relevant to fishing and the wider marine environment.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Fishing Activity Records	Collection, collation, and publication of data from licensed vessels' logbooks in an annual Economic and Statistical Report.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

9.6.8 Sea Fisheries continued

Title	Description	Activity and updates	Task Type
Aquaculture Monitoring and Compliance	Administration and licensing of the Bailiwick's licensed coastal aquaculture areas and ensuring that all aquaculture product movements in and out of the Bailiwick are controlled in accordance with EU, UK and Local controls.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Fishing Industry Safety Training	Facilitating the provision of a SEAFISH Authority Accredited training establishment on Island which ensures fishermen are trained to the safety standards which are applicable throughout the Bailiwick and the UK.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Scientific Monitoring	Collecting and monitoring samples of sea water, shellfish, wet fish, shoreline flora and fauna for disease, leachate and radiological testing. Monitoring and recording Bailiwick sea water temperatures.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Business Development	To assist the business development of the Bailiwick fishing industry by working to ensure that, where possible, suitable facilities and trade links are made available and are secure for the industry to land, sell and distribute catches. To research areas with potential for business growth and encourage and assist fishing businesses to expand operating sustainably and profitably.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Sea Fisheries Licensing and Management in the 0 to 12 mile sea area of the Bailiwick	<p>Fisheries Management Agreement (FMA). Implementation stage of the Licensing of commercial sea fishing in Bailiwick Waters.</p> <p>Work done in conjunction with the authorities in Sark and Alderney on the Bailiwick Fisheries Management Commission.</p>	<p>Implementation of a fishing vessel licensing scheme within the Bailiwick 0-12nm limit. Commenced Feb 2013.</p> <p>In Q4 2013 – Implemented “New Entrants Scheme”.</p> <p>Feb 2014 – Review of the Technical Controls.</p>	ONGOING & PROJECT

9.6.8 Sea Fisheries continued

Title	Description	Activity and updates	Task Type
Review of the Sea Fisheries Ordinance 1997 and secondary legislation	The fisheries legislation requires review to ensure that it is adequate to provide for the sustainable management of our seas and meet the needs of the fishing industry. This project will also include a review of the Sark and Alderney legislation and where possible the Island's domestic legislation will be unified. Investigation and review of licence/leasing options.	Previously delayed by other priorities. Review and consultation overview paper to be presented to CE Board. Target: Q1 2014.	PROJECT
Replacement Fisheries Protection Vessels	The Section submitted a business case to the Treasury and Resources (T&R) Department in 2013 for consideration as part of the States of Guernsey capital investment portfolio commencing 2014-2017. The proposal was graded as a Category A project (Must do) and was approved by the States of Deliberation in Q3 2013. The Project finalised business case is in preparation for Q2 2014 States debate where the States of Guernsey Investment Portfolio (SCIP) will be debated.	The Section will return to the CE Board Q1 2014 with a further developed business case with intention of submitting to T&R for inclusion in the SCIP.	PROJECT
Electronic Logbook Recording	The Section collects fishing vessel data from commercial fishing vessels using logbook returns submitted quarterly from vessel owners and operators. As part of the Section's own monitoring work and commitments with the Marine Management Organisation there is a pressing need to have quicker and more up to date fishing data.	Manual collecting and inputting this data requires resources in-house and can be time consuming and costly. The Section intends to develop systems to accommodate "Online E-Log" recording so fishermen can enter their catch data online The Section will present a business case to the CE Board Q4 2013. Subject to approval, development of the system will commence Q2 2014.	PROJECT

9.6.9 Plant Protection and Laboratory Services

Purpose:

To provide the Island with a specialist horticulture and agriculture sector-focused laboratory service, integrated crop protection advice and an EU compliant plant health monitoring service for both imports and exports of plant and plant materials.

The section provides a range of laboratory services to protect commercial horticulture, agriculture and the environment from indigenous and imported plant pests and diseases. The section also provides a crop protection and plant nutrition laboratory facility for the local horticulture and agriculture industries and the general public.

Title	Description	Activity and updates	Task Type
Plant Health and Plant Protection Policy	<p>Monitor developments in plant health and plant protection practice and legislation and advise the Department in relation to the development of policy in this area.</p> <p>Note: The Island has particular obligations as a member of the European Plant Protection Organisation (EPPO) and under Protocol 3 in relation to the free movements of agricultural goods.</p>	<p>Core Section Service - routine and reactive work to deliver advisory and regulatory activities.</p> <p>(NB: The Island may take a pro-active stance in advance of UK legislative controls being introduced, if it is considered to be in the best interests of protecting the Island's environment and native flora.)</p>	ONGOING
Diagnostic and Analytical Services	<p>Providing rapid and accurate diagnostic and analytical services (plant, substrate, feed and water) to the industry and general public.</p> <p>Radiation monitoring of the environment (quarterly seaweed, seawater, shellfish and wet fish) (daily air samples).</p>	<p>Core Section Service - routine and reactive work to deliver advisory and regulatory activities.</p>	ONGOING
Advisory Services	<p>Providing advice on all plant pathology, crop protection and crop nutrition, pesticides, integrated pest control and plant health matters to the Department, other States Departments and bodies, industry and to members of the public.</p> <p>(NB: Advisory and analytical services are charged).</p>	<p>Core Section Service - routine and reactive work to deliver advisory and regulatory activities.</p>	ONGOING
Safe Use of Crop Protection Chemicals	<p>Co-ordinating technical training in the safe use of crop protection chemicals; Maintaining and advising on the local pesticide licensing scheme.</p>	<p>Core Section Service - routine and reactive work to deliver advisory and regulatory activities.</p>	ONGOING

9.6.9 Plant Protection and Laboratory Services continued

Title	Description	Activity and updates	Task Type
Maintenance of High Plant Health Status for Imported and Exported Material	<p>Routine inspection of plant imports and implementing measures to eradicate pests should outbreaks occur.</p> <p>Surveys for specific pests, including surveys under EC Plant Health Legislation.</p> <p>Inspection and licensing to ensure all plant material exported from Guernsey meets the plant health requirements of the countries of import.</p>	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Liaison with External Plant Protection Bodies	Contribute to links with the European Plant Protection Organisation (EPPO) and act as a member of EPPO Biological Control Technical Panel.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Animal Health Testing Services	<p>Annual animal health testing for the dairy industry including statutory tests for brucellosis. Schmallenberg and Blue Tongue Virus surveys in progress with SVO.</p> <p>Routine milk testing for the dairy industry as part of the national milk recording scheme.</p>	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Plant Pest Identification and Monitoring	Monitor EPPO Alert lists.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Knowledge Management	<p>Maintain improved links with local bodies:</p> <ol style="list-style-type: none"> 1. La Société Guernesiaise. 2. Environment Department in areas of common interest (Japanese Knotweed, Brown Tail Moth, invasive plants, and tree related problems). 	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

9.6.9 Plant Protection and Laboratory Services continued

Title	Description	Activity and updates	Task Type
Pesticide Regulation	To review the pesticide licensing scheme. This scheme has been in operation for a number of years providing growers with pesticides not available under the UK Approval Scheme. Major EU review of pesticide regulations underway could affect the availability of crop protection chemicals.	HSE in the process of updating current Poisonous Substances Regs to comply with new EU directive. Pesticide licensing will be retained to allow flexibility but modified. EU yet to decide on the fate of those pesticides with suspected endocrine issues. 67 active ingredients listed including many important locally used product.	PROJECT
Export Business Development	Currently a local plant producer cannot export to New Zealand or Australia because the species in question has been put on a list of artificially infected hosts of Phytophthora ramorum (Sudden Oak Death pathogen) and this disease is absent from these countries.	<p>The section aims to provide data, through monitoring and testing, to prove that the nursery is free from this pathogen, so that the place of production can be classed as a 'Pest Free Area' with respect to P. ramorum.</p> <p>Discussions currently taking place with DEFRA on the best approach to take. We have enough data to submit a case for nursery freedom but with a little extra work we could attempt to get 'area of low pest prevalence'. This would benefit the whole island and not just Guernsey Clematis.</p>	PROJECT

9.7 ADMINISTRATION AND CENTRAL SERVICES

Purpose:

To provide finance and accounting, Information Communications and Technology (ICT), infrastructure and administrative support services to all sections of the Department and to manage the office facilities and equipment used by staff and members of the public.

Corporate Initiatives

Title	Description	Activity and updates	Task Type
CE Risk Register	Continue to maintain and update the CE Risk Register.	The Department has been reviewing its approach to risk management as part of the in-development States of Guernsey Cross Cutting Directive: Enterprise Risk Management, The Senior Management Team (SMT) attended a Risk Workshop in September, following which a Risk Champion was nominated to coordinate the Department's Risk Management processes in conjunction with Directors and other Risk Owners. The Risk Champion will continue to work with the States Head of Risk Assurance and the other Departmental Risk Champions in 2014 as the Directive is further developed and finalised.	ONGOING
CE Business Continuity Plan	Develop and update the CE Business Continuity Plan to ensure that the impact of any significant disruption to the Department's activities is minimised.	A CE Business Continuity Plan is being drafted to formalise existing arrangements, update procedures and consolidate CE's individual Business Units' existing plans.	PROJECT
SAMP	The primary objective of this plan is to ensure that the States of Guernsey manages its property portfolio in a way that allows it to deliver the right services in an efficient and effective manner. Awaiting corporate introduction / prioritisation as to the potential consolidation of States of Guernsey buildings and grouping of services delivery by function.	CE to respond and present a project team to deliver within timeframe as appropriate. HR Support to be offered to staff throughout the project. Advice & updates to be provided whenever appropriate.	PROJECT
FTP – Document Management Survey	Provide assistance to the document management FTP project team.	Provide assistance to the FTP project team tasked with surveying and reviewing all document management practices, retention policies and record management systems across the States of Guernsey. Further progress will be centrally led and we will provide information and data as required. CE remain committed to reaching its FTP savings targets set.	PROJECT

Finance and Accounting

Title	Description	Activity and updates	Task Type
Accounts - Budget Matters	Provide monthly management accounts for the Guernsey Dairy and Guernsey Training Agency and quarterly management accounts for Commerce and Employment, Guernsey Registry and Guernsey Finance with estimated outturns to the CE Board, Chief Officer, Directors and the Treasury and Resources Department.	Monthly and Quarterly.	ONGOING
Accounts - Budget Matters	Produce annual accounts and budgets for Commerce and Employment, Guernsey Dairy, Guernsey Registry and Public Trustee and annual accounts for Guernsey Finance and Guernsey Training Agency.	Annually.	ONGOING
Electronic register of fixed assets	Investigate and select the most appropriate option to support the introduction of an electronic register of fixed assets under the Department's control.	This will now form part of the asset accounting work stream within the SAP project. The timetable for Department roll out will be determined by the centre.	PROJECT
Finance	Review of Fees and Charges.	Review now forms part of the Financial Transformation Process. Data has been supplied to the FTP team and the Department is working closely with them as part of this project.	PROJECT
SAP/STSC	To provide a SAP lead service for the Department, including the Guernsey Registry and Guernsey Dairy in the SAP/STSC project to ensure that the Department is fully represented.	Project went live January 2013. The unit is continuing to provide support in the post implementation period.	PROJECT

Human Resources

Title	Description	Activity and updates	Task Type
Sickness and Absence policy	Monitor sickness through SAP. Advise and assist staff & Line Managers in accordance with the Sickness Absence Directive.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Succession Planning	Review succession planning within the Department and, in association with Senior Managers, establish workable strategies for sections.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
SAP/The HUB	Support staff with SAP processes & communications with The HUB.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

Human Resources continued

Title	Description	Activity and updates	Task Type
Procedures & Directives	Ensuring that the Department operates in accordance with Established staff Directives. Providing guidance to staff whenever necessary.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Appraisals	Ensuring that all staff appraisals are up to date. Updating job descriptions in the process.	Providing Line Managers with guidance for using the appraisal module in SAP.	PROJECT

ICT and Facilities

Title	Description	Activity and updates	Task Type
Facilities - Maintenance	Manage a rolling property maintenance schedule for all premises (7 sites) occupied by CE personnel (to include grounds, internal fittings and substantial furnishing items).	Monthly: the Department works closely with the Property Services Unit as part of a States wide contract aimed at the maintenance of all States Properties. We are working towards contracting out all grounds maintenance to States Works for the Department including Dairy possibly starting in 2014.	ONGOING
Facilities - Vehicles	Manage the CE vehicle fleet (to include procurement, and maintenance, as prescribed by corporate and department policies).	Monthly: as part of the FTP process we will be using States Works to maintain the vehicle fleet when required.	ONGOING
Facilities – Energy and Utility Efficiency	Review, monitor, record and report on the Department’s energy consumption and utility costs as part of the FPT project Prop D.	Monthly energy consumption readings recorded, as part of the monitoring process, are submitted, on line, to the States Energy Conservation Officer. Staff in the Department are fully aware of the need to save on energy costs and where opportunities are identified for further saving a review of the cost of implementation and cost saving benefits are undertaken on an on-going basis.	ONGOING
Risk Management (Facilities)	Maintain a risk register and carry out risk assessments as required. Respond as necessary to department and corporate strategic risk management requirements.	Reviewed as required. Feed back to corporate initiative.	ONGOING
Health and Safety (Facilities)	Review and revise, as necessary, the Department’s health and safety provision, to include risk assessments, training and information, etc.	Reviewed as required.	ONGOING

ICT and Facilities continued

Title	Description	Activity and updates	Task Type
Data Protection	Review and revise, as necessary, the Department's data protection policy and procedures and maintain a register of subject access requests.	Reviewed as required.	ONGOING
ICT - Server Facility	Transfer the hosting of the Department's ICT systems to the central facility at the Treasury and Resources ICT Unit, upgrade existing network links and establish disaster recovery provision at Raymond Falla House. The Department has completed an upgrade to some of the network links and servers and is continuing to work with central ITU to upgrade the remaining links to enable conclusion of this project.	<p>To enable further progress of this project, central ITU will need to upgrade the Wide Area Network, which is being managed by central ITU Still awaiting Upgrade of WAN.</p> <p>The main priority is for the Department's Exchange Server (e-mail) to be hosted centrally, however, this has been delayed until 2014 pending the anticipated roll out of Exchange 2010 at the centre.</p> <p>The States ICT WAN project has not been rolled out to CE at time of production of Business Plan.</p>	PROJECT
States of Guernsey 5-year ICT Strategy	Move towards full adoption of the States of Guernsey 5-year ICT Strategy. This will necessitate the review of the Department's existing ICT provision and predicted needs followed by the development of a CEICT Strategy, the principles of which will be based upon the overarching corporate strategy.	<p>The majority of desktop hardware has now been upgraded in line with central policy and after a long period of testing, a slow and phased roll out of the Windows 7 operating system has begun. This project has progressed as far as possible until the Wide Area Network has been upgraded by central ITU.</p> <p>ICT strategy and financing will form part of the Financial Transformation Programme, which is being managed centrally but which this Department will have input into.</p> <p>Work on this area has begun and we have and will continue to provide information to central ITU as requested.</p>	PROJECT
FTP - Centralisation of ICT Services	Provide assistance to the project to centralise the ICT services across the States of Guernsey.	To represent the needs of the Department, including the Guernsey Registry and Guernsey Dairy, during the project phases by providing data and resources as requested. To review and monitor the effect of a centralised service and to ensure that Service Level Agreements are provided as appropriate to the service levels required.	PROJECT

9.8 OUTSIDE AGENCIES

Title	Description	Activity and updates	Task Type
Start Up Guernsey (formerly Guernsey Enterprise Agency)			
Start Up Guernsey	Continue to develop the role of Start Up Guernsey to offer advice and to act as a native guide to new and existing investors in business.	Attend GEA Board Meetings (Minister). Quarterly reports provided by GEA.	ONGOING
		Approve Budget for GEA.	ONGOING
		Monitor performance against SLA – 2013 SLA included revised KPIs. The GEA rebranded as 'Start Up Guernsey' in November 2013. The rebranded agency has a revised staffing structure and delivery approach with particular focus falling on locally based start-up and small businesses. This will be reflected in the 2014 SLA.	ONGOING

GTA University Centre

GTA University Centre	To continue to develop the role of the GTA University Centre to facilitate training across all sectors of the economy. The GTA University Centre also provides a link between Commerce and Employment and the financial services industry to ensure that the training 'offer' meets the needs of the Guernsey economy.	Attend GTA Board Meetings (Minister and Chief Officer). Quarterly reports provided by GTA and full Board liaison.	ONGOING
		Approve Budget for GTA.	ONGOING
		Monitor performance against SLA. The GTA has consolidated its premises during 2013. The SLA for 2014 under review at 11/11/2013 with GTA and CE Boards' endorsement expected early January 2014. The future governance of the GTA remains under review with no consensus to move from trustee status to Limited by Guarantee status in the foreseeable future.	ONGOING

Title	Description	Activity and updates	Task Type
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Guernsey Finance LBG

Guernsey Finance LBG	The Guernsey Finance strategic objective is to ensure that the core competencies and values of Guernsey as an international finance centre are accepted and respected by the international community, and that finance business flows are enhanced. To put forward the most coherent and compelling case for the local finance industry through targeted and timely messages to business introducers and end clients. To develop and maintain existing relationships to protect and enhance existing business flows. To assist in identifying and developing relationships with new jurisdictions that offer the greatest opportunity for business flows to develop (e.g. China). To reach the target audiences with the industry's key messages. To play a supporting role communicating wider Guernsey messages covering business, the visitor economy and residency.	Attend GF (Minister) Board Meetings.	ONGOING
		Approve Budget for GF.	ONGOING
		Monitor performance against Key Performance Indicators in SLA.	ONGOING

Guernsey Competition and Regulatory Authority (formerly OUR)

The Channel Islands Competition and Regulatory Authorities or 'CICRA' is the name given to the Guernsey Competition and Regulatory Authority (formerly the Office of Utility Regulation) and the Jersey Competition Regulatory Authority.

Guernsey Regulatory and Competition Authority	<p>The Guernsey Regulatory and Competition Authority ("GCRA") is the independent regulatory agency established by the States of Guernsey to oversee competition in Guernsey.</p> <p>One of its primary objectives is to fulfil the statutory obligations set down in the Regulation of Utilities (Bailiwick of Guernsey) Law 2001 and the separate sector specific primary legislation which covers each of the three utility sectors: Electricity, Guernsey Post and Telecoms. In addition the agency is required to implement States Directions as provided for under the Law.</p> <p>In contrast to the three other outside agencies, the GCRA is self-funded through licence fees and now forms part of a pan CI agency: CICRA http://www.cicra.gg/about_us/legal_framework.aspx</p>	Give directions and guidance to GCRA as required by the States. Seek advice and achieve liaison with regard to existing work streams and undertake deliberation on new potential policy options with regard to utility policy. To ensure cost effective, competitive and a high standard of service CE will continue to focus on this in 2014 to ensure economic well-being for islanders.	ONGOING
		Publish Annual Report	ONGOING
		<p>Key work-stream in 2014: full consultation allocation and licensing of 4G spectrum.</p> <p>Regular reports to Board on activities and work programme.</p> <p>Review of regulatory framework for post and electricity, to ensure fit for purpose and appropriate, proportional regulation for consumers and companies going forward. Research has been on-going in 2013. The aim will be for recommendation to be presented early in 2014 for consideration.</p>	ONGOING

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