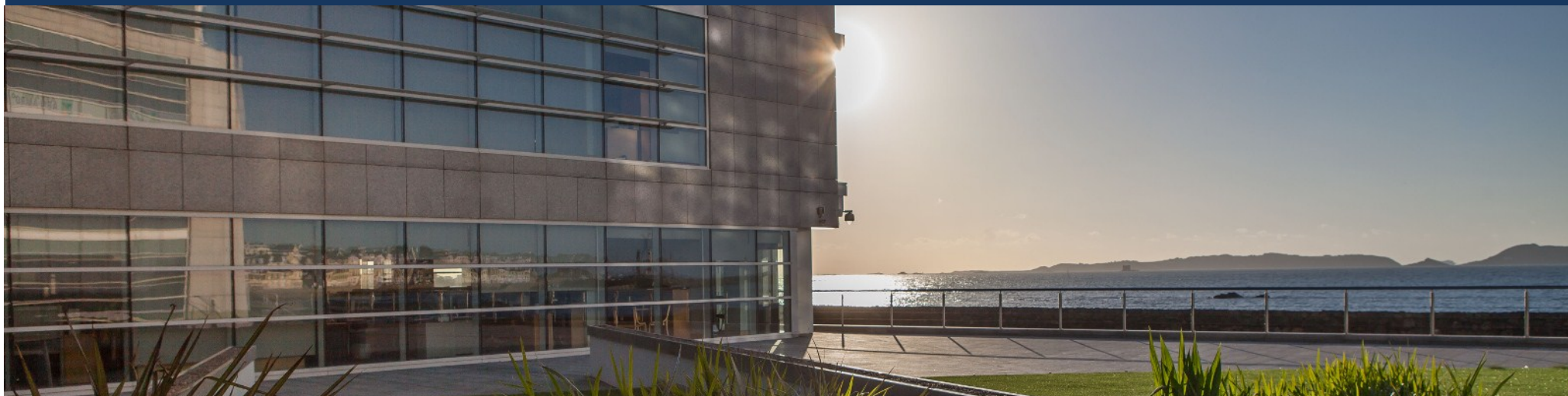




COMMERCE AND EMPLOYMENT

A STATES OF GUERNSEY GOVERNMENT DEPARTMENT

Business Plan 2015



**Economic
Development**



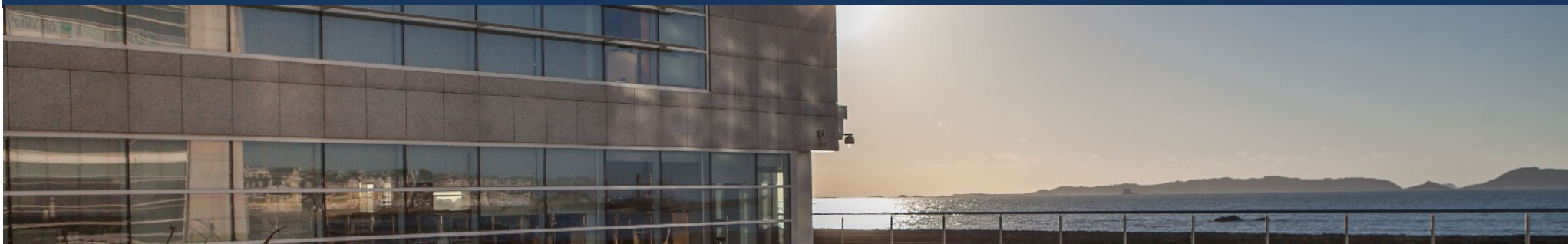
Promotion



**Regulation &
Advice**

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1: Foreword



Welcome to the Commerce and Employment Department's 2015 Business Plan. In this document a summary of the work accomplished by the Department in 2014 is provided along with details of the wide range of projects which will be progressed over the next 18 months.

The Department's mandate is wide-reaching; it ranges from evolving and developing Guernsey's economy including the Finance, Digital and Creative Sectors, to monitoring Guernsey's dairy farm industry. In order to fully represent the areas covered, the Department's work has been divided into three business elements: Economic Development, Promotion and Regulation & Advice (see page 7).

The 2015 Business Plan takes on a new format which differentiates it from business plans of previous years. The new format focuses less on the Department's day to day business instead highlighting the progress of specific projects. This will make the key aims and achievements more

visible for readers who may not be so familiar with the Department. The format, including the mission statement and values is in line with the objectives of the Strategic Framework for Economic Development. The aims for each project reflect the Department's overarching priorities for 2015 which are as follows:

- Further implementation of the Finance Sector Strategy to retain and build upon Guernsey's reputation as a financial centre of excellence, including assessment of and progress within the area of Fintech;
- The continued development and support of digital and creative sectors of the economy;
- Increased focus on "Guernsey First" - a "Relocate Guernsey" initiative, with one point of contact to facilitate enquiries meeting needs of individuals;
- Implementation of a public-private tourism strategy;
- Appropriately addressing regulation of

businesses in Guernsey through Sunday Trading, development and review of Consumer Protection legislation and a 'Red-Tape' Audit.

Throughout this Business Plan, recognition is given to the importance of public-private partnerships, the need to strive to ensure competitiveness and to ensure that there is commitment to tackle challenges that impact on this. Above all, the Department is committed to identifying new opportunities that will move our economy forward.

The Department will therefore be engaged in a variety of forward thinking work streams throughout 2015, including clear focus on skills, people, land and transportation. The Department looks forward to progressing and implementing its 2015 Business Plan for the benefit of the Island's economy and Guernsey as a whole.

Deputy Kevin Stewart
Minister, Commerce and Employment
Department

2: Our Mission and Vision



Our Mission

To strive for the creation and maintenance of a dynamic and diversified economy for the benefit of the island community.

Our Mission and Vision Statements are an overarching summary of the Commerce and Employment Department's purpose and aspirations, addressing what the Department is seeking to accomplish. The Department derives its direction from the States of Deliberation. To see the full mandate of the Commerce and Employment Department, please visit the following address: <http://gov.gg/CHttpHandler.ashx?id=3155&p=0>

Our Vision

We will continue to support and promote a diverse finance industry as the main engine of growth in the economy. Looking forward, our focus will be to encourage the growth of other 'high value, low footprint' sectors of the economy through competitive pricing, high skill levels, infrastructure and appropriate legislation and regulation. By 2020, the Department will ensure that Guernsey is a centre of excellence for financial, digital and creative sectors supported by a highly skilled workforce.

3: Who we are



Minister
Deputy Kevin
Stewart



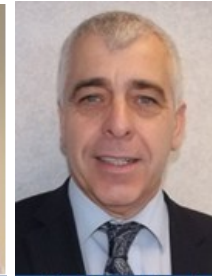
Deputy Minister
Deputy Al
Brouard



Chief Officer
Jason Moriarty



Director - EDU
Wayne Hassall



Director – Client
Services
Richard Nash



Director – M&T
Mike Hopkins



Commercial
Lawyer – FSPU
Tom Carpenter



Board Member
Deputy David de
Lisle



Board Member
Deputy Garry
Collins



Board Member
Deputy Lyndon
Trott



Non-Voting
Board Member
Tom Carey



Principal Assistant
Guillaume Saunal



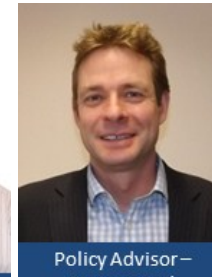
Director of Civil
Aviation
Gus Paterson



Registrar
Alan Bougourd



Senior Finance
Manager
Martyn Smith



Policy Advisor –
Finance and
Renewables
Mat Desforges

Political Board

Senior Management Team

4: Our Values and Guiding Principles



Our Values and Guiding Principles are as follows:

- **Having a vibrant and diversified economy is key to Guernsey's success in order to ensure excellent infrastructure and high quality welfare services for Guernsey's citizens.**
- **Acknowledging that interaction and developing close working relationships with the existing business community is at the heart of the economy while taking proactive actions to assist new and developing businesses.**
- **Recognising the importance of the Department's relationships with the wider community and ensuring that staff address all communications in a courteous and prompt manner.**
- **Ensuring that the Department is always 'open for business' and offers a first class service for businesses considering relocation to Guernsey.**

5: The work of the Department

The activities of the Commerce and Employment Department are divided into three areas—Economic Development, Promotion and Regulation & Advice. These three areas are described in more detail in this section of the document, including the business units within Commerce & Employment which relate to the key tasks and projects that are being fulfilled.



Economic Development

The Economic Development function of the Commerce and Employment Department focuses on projects and initiatives which aim to maintain and further develop the economy of Guernsey.



Promotion

The Promotional function of the Commerce and Employment Department promotes Guernsey as a destination for visitors, businesses and economically active individuals looking to relocate to the Island.



Regulation & Advice

The Employment and Business—Regulation & Advice function provides regulatory functions (e.g. health and safety, employment relations, trading standards) as well as advice for businesses.

5: The work of the Department

Economic Development



Economic Development

The Strategic Framework for Economic Development ('The Economic Development Framework') outlines the part Commerce & Employment aims to play in the development of the economy within the context of States Policies and Objectives:

"We will continue to support and promote a diverse finance industry as the main engine of growth in the economy. At the same time our focus will be to encourage the growth of other 'high value, low footprint' sectors of the economy through competitive pricing, high skill levels, infrastructure and appropriate legislation and regulation."

The Department aims to broadly achieve this by providing support for both existing and emerging sectors of the economy whilst providing an appropriate structure to allow businesses to be nurtured to grow, adapt and evolve with ease.

The Strategic Framework for Economic Development summarises the Department's aim to develop the economy under four key

objectives and 27 strategic aims. An outline of the key objectives is as follows:

Objective 1 – Developing our existing economic sectors

This provides the backbone to our economy. We will continue to support, develop, evolve and diversify these mature pillars of our economy. These have been identified for a wide range of reasons for having ongoing significant value to the Guernsey economy. The development of opportunities for economic growth in the existing sectors of the economy is therefore being addressed in a number of related strategies, including:- the Finance Sector Development Strategy, the Retail Strategy and the Tourism/ Visitor Economy Strategy.

Objective 2 – Supporting emerging sectors

This relates to the support and development of emerging sectors. We will develop opportunities to diversify the economy to create a more "broadly" balanced economy. It is essential to identify ways in which emerging sectors and

innovative ideas can be supported and developed. In order to do this we will identify mechanisms, initiatives and skills to create faster growth, confidence and expertise in IP, ICT / Digital, the Creative Industries, eGaming and Fintech sectors.

Objective 3 – Making Guernsey work for business – helping businesses get the best out of Guernsey

This identifies ways in which Government will help to make Guernsey an even more attractive environment in which to do business. We set out a number of 'Business Facilitators'. These are the conditions and infrastructure that need to be in place to maximise economic opportunity across all economic sectors. Business facilitators include areas such as infrastructure, legislation and regulation, training and learning, people and government support.

Ensuring that these conditions are in place is an important part of the Government's support for all aspects of business in the Island. The Business Facilitators identified are:

5: The work of the Department

Economic Development

Island Skills Strategy; promotion of Guernsey business and enterprise; financial support for businesses - investigation of an angel seed fund; non-financial support for businesses – improving the co-ordination of business and enterprise support, regulation, legislation and seeking to remove barriers to business; and reliable, accessible and affordable provision of infrastructure (transport links, commercial premises and energy sources), in order to encourage and support enterprise and business success. The Department may also access funds from the Economic Development Fund to create a better environment for business.

Objective 4 – Tracking the development of our economy

This relates to ways in which the development of our economy will be monitored. This will also ensure that we have a means of tracking the effectiveness of our Economic Development Framework. Although there is currently a good suite of basic economic statistics available, particularly those relating to the labour market, it is recognised that there is added benefit in developing a greater understanding of individual economic sectors. Qualitative data,

as well as quantitative data, on the performance of the Island's economic sectors should be collected in order that we can measure economic growth and understand business needs to a greater extent.

Tracking our economy will enable government to be more responsive to changing needs and circumstances enabling government policies to be implemented rapidly.

Units involved in economic development:

Economic Development Unit

With the exception of the Policy Council, all Departments of the States are responsible for either collecting or spending the public sector income generated by economic activities to support social or environmental objectives. It is the responsibility of Commerce & Employment to ensure that the optimum level and type of income generating economic activity is nurtured in the Island and to support the interests of businesses and their employees. This means the Economic Development Unit must regularly monitor and assess

economic and business performance through research and public consultation. Equipped with this information it is able to provide ongoing support for business activities and identify, in conjunction with other Departments, what labour, land, fiscal and legislative/regulatory resources, policies and measures are required to facilitate and sustain business performance in Guernsey.

Financial Sector Policy Unit

The Finance Industry is the single largest industry on the Island and the purpose of the Financial Sector Policy Unit (FSPU) is to deliver policies, strategies and legislation aimed at securing and enhancing the well-being of this sector. The FSPU works closely with the finance industry and the Law Officers to develop new laws specifically tailored for the finance industry and the commercial sector more broadly, allowing continued innovation in legislation which encourages increased business flows to the finance industry. This work is carried out to ensure that the Island keeps pace with developments in other jurisdictions, as well as changes in the wider national and international context.

Guernsey Dairy

The Guernsey Dairy is responsible for the ongoing management of the local milk industry. Its purpose is to collect, process, package and sell locally produced milk and dairy products. An agreed system is operated for the payment to local farmers ensuring that all collection and production practices are compliant with accepted food safety standards. In addition to this, the Dairy monitors external developments in the food and drink industry, adopting any new practices that are appropriate and beneficial to Guernsey.

Renewable Energy Team

Guernsey is looking at renewable energy to increase the security of supply to the Island as well as to look at ways of reducing its carbon footprint. The Renewable Energy Team (RET) was established by the Commerce and Employment Department to investigate the potential for macro renewable energy projects, particularly wave and tidal. Its ongoing responsibilities include preparing the necessary legislation which will enable Guernsey to take advantage of any renewable opportunities, closely

5: The work of the Department

Economic Development

monitoring prospects and encouraging and facilitating wave, tidal offshore wind and solar-macro power prospects. A primary focus of RET strategy 2014-15 is the potential to accelerate the uptake of solar in the Island. The RET also continues to further the understanding of the marine environment around the Bailiwick through studies and research.

Aircraft Registry

The Aircraft Registry, 2-REG, was established in 2013 and is a Private-public partnership between the Department and SGI Guernsey Ltd, a subsidiary of the SGI Group from the Netherlands. Although the Registry is overseen by the Director of Civil Aviation, the entirety of the day to day running of the business is done by SGI. 2-REG is so called because of its unique registration: The nationality mark is '2' followed by four letters, allowing for attractive registration marks. 2-REG registers a number of Guernsey based business or pleasure aircraft although much of its revenue is generated by assisting in aircraft leasing transactions internationally.

Guernsey Training Agency

The GTA University Centre exists to facilitate professional, technical, graduate and postgraduate training across all sectors of the economy. It is part-funded by the States through a grant from the Commerce and Employment Department and part by self-generating revenue. The GTA currently has 300 students pursuing professional, graduate and postgraduate programmes, and provides services for approximately 7,000 student visits annually. The GTA is responsible for the day-to-day organisation of a wide range of internationally recognised courses as well as ongoing research into the educational needs of islanders and businesses.

Marketing and Tourism, VisitGuernsey

Guernsey's visitor economy is a vital component of the general economy, impacting on many other aspects of industry including transportation links, high quality food and beverage offerings and the promotion of Guernsey as an attractive and desirable place to do business. A key function of the Marketing and Tourism Unit is to continually raise awareness of Guernsey as a

desirable place to visit and this also contributes to raising the profile of the Island to people considering relocating to Guernsey for business or lifestyle reasons.

Business Guernsey

The Business Guernsey brand and website aim to promote Guernsey as a relocation destination for individuals and businesses. The Commerce and Employment Department developed the online portal as a platform through which all of the necessary information for anyone considering relocation to the Island could be brought together in a simple format with a consistent brand. By making the process of relocation as easy as possible it is hoped that the portal will assist the facilitation of new economic activity on the Island. As well as ensuring the web portal stays up to date, the Business Guernsey team acts as a consistent point of contact for anyone wishing to enquire about individual or business relocation and, where appropriate, facilitating further discussion with any related department and will be proactively building on these services in 2015.

Agriculture and Environmental Services

The Agriculture and Environmental Services Team's expertise covers the implications and effects of agricultural, environmental and land policy on farm operations, animal health and welfare and countryside management. In liaison with other departments and organisations the section provides the Department with advice on issues such as the avoidance of pollution and related practices of environmental risk management. Further to this it plays an essential role in the effective strategic management of the Island's cattle herd and the Dairy industry through its operational support in breed development. This is supported by the States Veterinary Service which also advises on health matters for all animals, control and preventative measures and the Island's obligations to the UK and the EU. These services are also responsible for the collection and dissemination of information regarding agriculture and the environment, including censuses, land use information, milk records, soil and pest surveys, laboratory analysis of plant, substrate, feed and water, and the Annual Farm Management Survey.

5: The work of the Department

Promotion



Promotion

The Commerce and Employment Department has the following mandated responsibility in respect of the element of promotion:

“Creating an awareness and fostering the image of the Island as a centre of excellence for business, commerce and tourism;

The promotion, provision and regulation of air and sea links to and from the Bailiwick including liaison with other jurisdictions.”

The promotion of Guernsey crosses a number of economic sectors and work streams within the Department and the States of Guernsey more broadly. Tourism is one of the largest industries in Guernsey and the Department works hard to make Guernsey as visible and attractive as possible as a destination for tourists worldwide with focused and tactical advertising campaigns into key visible markets. Promotion of Guernsey as a tourist destination is undertaken in collaboration with the Culture and Leisure Department on larger projects who have mandated responsibility for on Island product

co-ordination and delivery. The third sector also plays a key role.

The promotion of the Island as a thriving and exciting place to relocate and do business is also part of the Department’s responsibility. A number of teams and entities from within and connected to the Department work to promote the strong diversity of Guernsey’s economy and its skills base and expertise to those who may have an interest in either contributing to an existing business or setting up their own business on the Island.

Units involved in promotion

Marketing and Tourism Unit – VisitGuernsey

The Marketing and Tourism Unit uses a range of channels to promote Guernsey as a destination for visitors, in what is an increasingly competitive global travel market. This includes marketing Guernsey directly to consumers through advertising programmes, promotional campaigns, exhibitions and brochures.

The Marketing Communications team works to ensure the timely release of quality promotional materials through VisitGuernsey’s brochures, website, social media platforms and advertising campaigns in the UK and European print and digital media.

The Trade and Media Team is responsible for raising and maintaining an interest in Guernsey as a destination amongst travel media through visiting journalist programmes, press releases and media monitoring. The Team is also responsible for the Department’s productive relationship with the travel and cruise liner trade including tour operators, carriers and airport partners and will continue to build on these partnerships throughout 2015.

Business Guernsey

The Business Guernsey web portal is designed to assist anyone planning to relocate to Guernsey and to promote the Island as a desirable destination to live and work. As well as providing useful advice and information on the logistics of moving, the website creates a

5: The work of the Department

Promotion

consistent message showing Guernsey as 'open for business' and promotes the benefits of living and working on the Island. The team behind the website works to keep the material on the website up to date, promote the portal as a resource for individuals and businesses and ensure the website's online visibility. This involves maintaining the portal and its connected social media platforms and building partnerships with connected businesses and stakeholders.

Guernsey Finance

Guernsey Finance is a joint industry and Government initiative to create awareness and promote the enviable reputation, stability and development of Guernsey as an international centre of excellence for financial services.

The agency ensures that the core values and competencies of the Island's finance sector are accepted and respected by the international community, and that financial business development flows are enhanced. Guernsey Finance

achieves this promotion through events, third-party conferences, media work and e-marketing. As well as continuing to maintain its profile in the core markets, Guernsey Finance highlights the Island's credentials in niche products and services as well as raising the Guernsey profile within emerging markets.

Guernsey Registry

The work of the Guernsey Registry in creating a business environment which is conducive to achieving economic growth, also serves a promotional purpose. The service provided by the Registry endorses Guernsey as a desirable place to do business where the legislative frameworks are designed to make running a company here as easy as possible. The Unit therefore works to promote its quality and professional registration services and Intellectual Property environment and in doing so promote Guernsey as a location for business.

Economic Development Unit

In order to ensure the continued success of the Guernsey business community the Economic Development Unit undertakes the role of promoting the Island as an excellent place in which to live and do business. This involves working closely with businesses and Guernsey Finance to ensure that strength of messaging with regard to Guernsey's reputation as a global business centre is being fulfilled. The aim of this is to bring new business and businesses to the Island and continue to support the Island's economy. It also ensures that this aim is reflected in the development and implementation of economic, social and environmental strategies.

Guernsey Aircraft Registry

2-REG, the Guernsey Aircraft Registry promotes Guernsey as a location to register aircraft in a number of ways. SGI, who runs the day to day business of 2-REG, promotes the Guernsey Aircraft registry as a place to register your private aircraft while also promoting 2-REG as an attractive option to

register an aircraft between leasing transaction. 2-REG promotes itself as a provider of tailored professional services with a level of flexibility and speed which further helps profile the Guernsey business environment in a very positive light.

5: The work of the Department

Regulation & Advice



Regulation & Advice

The Commerce and Employment

Department engages with employers and businesses across the Island as it upholds its various regulatory and statutory responsibilities.

A wide variety of teams and entities are involved with the common goal of making sure Guernsey remains a safe and fair place to live while maintaining a dynamic, thriving and diversified economy. The Department is responsible for:

“Helping to create a sustainable food and farming supply chain serving the market and the environment;

Safeguarding the living marine resources within the Bailiwick waters and managing, where appropriate, their exploitation in a sustainable manner;

The strategic approach to and the regulation of utilities;

Promoting good employment practices and policies, good industrial relations and Health and Safety at work;

Promoting trading standards and providing Consumer advice”

Advisory work and compliance to statutory regulations is essential as they ensure that Guernsey remains competitive in terms of its economic position by allowing growth of up and coming businesses while at the same time making sure that the economy and business practice of the Island remains safe, fair and reasonable for those resident here.

Units involved in employment and business – regulation and advice

Trading Standards

A healthy economy is driven by consumers who are willing to trade with businesses that provide goods and services that are accurately measured, value for money and safe. It is therefore important that the States creates an efficient and fair market place where businesses and consumers enjoy a balanced relationship. The Trading Standards Team ensures this through the administration and enforcement of Trading Standards laws and

regulations. It also provides free impartial advice to both consumers and businesses on their rights and obligations, issues of Fair Trading, current issues in Trading Standards and consumer safety, and, in the case of businesses, guidance on trading standards in external markets. In conjunction with this work it provides an important arbitration service for any disputes that occur between traders and their customers. Trading Standards also monitors the granting of Sunday Trading licences by the Parishes.

Health and Safety

The general awareness of Health and Safety issues and the promotion of a safe and regulated work environment have come to the fore in all developed economies and in Guernsey this regulation is carried out by the Health and Safety Executive. The core activities include: providing advice, support, information and guidance for employers, carrying out inspections, investigating serious accidents, working with local industries to ensure the safe use, storage and disposal of hazardous materials, regulating high-risk activities and

5: The work of the Department

Regulation & Advice

maintaining a record of inspections and incidents. In addition to this it promotes a strong safety culture by endorsing risk assessment and technical knowledge as the basis for setting standards and guiding enforcement activities and encouraging good health, safety, welfare and hygiene practices within workplaces.

Employment Relations

Employment disputes and tensions are generally damaging to economic activity. It has long been agreed that the States has a role to play in promoting good relations and constructive dialogue between employers and employees. This Section therefore carries significant responsibility for the support and facilitation of good organisational employment practices and where necessary dispute resolution in both the private and the public sectors. It achieves this through the ongoing provision of confidential advisory, conciliation and arbitration services, the administration and enforcement of employment protection legislation and managing both the Employment and Discrimination and Industrial Disputes tribunals. The Section ensures that employment

legislation is kept up to date with changing needs and social attitudes by monitoring developments in other jurisdictions and consulting with local employer and employee groups. As well as fulfilling these ongoing functions the Section continues to work towards a culture change which promotes 'dispute prevention' rather than 'dispute resolution'.

Agriculture and Environment Services

The Agriculture and Environment Services teams have a complex set of responsibilities that involve balancing the interests of farmers, animal and plant health authorities with Islanders as consumers and those wishing to enjoy and protect the environment whilst championing high standards of animal welfare. The Agriculture and Environment Services within the Department help ensure this through their regulatory and advisory role. They are responsible for the inspection of plants, animals, any plant or animal imports and exports and the provision of a variety of related licences. They also liaise with other units, other States Departments and, where relevant, the UK and EU on

issues of interconnected agricultural and environmental regulation. This includes important measures such as pollution control, animal health and welfare developments and infringements, animal identification and surveillance and Island biodiversity. As well as their regulatory role, the Section provides advice and organise training on topics such as wildlife conservation, countryside management, plant and animal health matters, animal husbandry, crop protection, business performance, efficiency and investment. The States Veterinary service also regulates and advises farmers and butchers regarding animal health, slaughter and the hygienic treatment of meat.

Guernsey Registry

The Guernsey Registry is designed to create and maintain conditions conducive to achieving economic growth. It holds and manages on-line information on all companies, foundations, Limited Partnerships, Limited Liability Partnerships, charities and non-profit organisations registered in Guernsey. Information is provided to the Registry by entities that are legally required to submit certain

types of data and keep this data up to date (i.e. registered office details, corporate service providers, resident agents and entity officials.) In addition, it ensures that information regarding Guernsey registered entities is made available to the general public. Since 2006 the Registry has housed the Intellectual Property Office, providing services for Design Rights, Image Rights, Patents and Trade Marks.

Sea Fisheries

The Island has a long history of fishing, turning over some £7 million per annum, employing 50 full-time fishermen and many more seasonal and part-time. Unregulated fishing can lead to a collapse in fish stocks and the main objective of the Sea Fisheries Section is to ensure that the commercial fish stocks adjacent to Guernsey are maintained at healthy and sustainable levels. Its work safeguards the Bailiwick's marine resources through the development and enforcement of policies and legislation. Ongoing activity includes administering and enforcing fishing vessel licences, monitoring and recording fishing activity and providing the industry and Islanders with advice and

5: The work of the Department

Regulation & Advice

information relevant to fishing and marine resources. The Section also liaises with other States Departments and the UK on any interconnected issues, including negotiations regarding vessel access to the Bailiwick's territorial sea and British fisheries limits.

Aircraft Registry

The Aircraft Registry offers a wide range of regulatory services to support aircraft owners and lessors. It is responsible for the management of aircraft registration, airworthiness validation, licensing (including crew, maintenance and radio) and mortgage registration. These services are necessary to ensure that the Island continues to be a location attractive to aircraft owners and maintains its reputation as a well-regulated jurisdiction with high standards of safety. In conjunction with the day-to-day management of the registry process the Registry works to continue to develop the procedures and services offered to aircraft owners and lessors.

Economic Development Unit

Business regulation and advice is an important part of ensuring that

economic activity on Guernsey occurs in a way that is most productive for the Island as a whole. The Economic Development Unit is responsible for overseeing some of these regulation practices, including the utilities and providing advice to other Departments, particularly Planning and Housing, on the potential economic impacts of the issuing of licences and permissions. By funding Startup Guernsey the Department also ensures the provision of an advice service for new businesses to help develop emerging ideas into economically productive activities. This is in conjunction with the work of the Business Relationship Manager who offers advice and acts as a point of contact to support businesses on Guernsey and facilitate their integration into Guernsey's successful business community.

Marketing and Tourism Unit – VisitGuernsey

Attracting visitors to Guernsey is reliant on the quality offering made by the Island's hotels, guest houses and restaurants. For this reason, the Marketing and Tourism Unit is responsible for the ongoing regulation of quality development

within these establishments.

Regulation and quality development of the Island's visitor accommodation is done through: issuing boarding permits for hotels and guest houses; setting quality ratings for visitor accommodation; accrediting tour guides; tracking the success of visitor accommodation through occupancy data and monitoring compliance with relevant statutory obligations.

The Unit also supports businesses in the industry through training schemes, focus groups and advice on visitor priorities such as site accessibility. Furthermore, the Quality Development Manager manages all visitor and industry complaints to ensure that Guernsey retains its reputation as a high quality visitor destination.

Director of Civil Aviation

The role of the Director of Civil Aviation is to ensure that the Bailiwick remains compliant with international requirements, can demonstrate its capability to discharge its responsibilities with respect to aviation safety and security standards and avoids

incurring any negative comments or sanctions on aviation matters. The DCA is therefore responsible for licensing and regulating all civil aviation activities in the Bailiwick in terms of safety and security as defined by international civil aviation law. The DCA also monitors external aviation frameworks to ensure continued compliance with international and national agreements and consults with relevant bodies on how to react to any changes to these. This ongoing work is a prerequisite to the continued unhindered movement of passengers and cargo via air links between the Channel Islands and UK/Europe.

5: The work of the Department

Business as usual—key highlights



Client Services

- ◆ 803 Health and Safety Inspections carried out
- ◆ 264 permits and licenses issued by the Health and Safety Executive
- ◆ 2,741 fields categorised and digitally mapped
- ◆ 105 planning applications commented on by 3 units
- ◆ 2,163 artificial inseminations
- ◆ 14,625 individual milk samples taken and tested
- ◆ 645 calves tagged and registered on the system
- ◆ 300 cows health checked each year
- ◆ 507 pet movements recorded under the Pet Passport Scheme
- ◆ 23 noxious weed sites recorded and cleared
- ◆ 42 Employment and Discrimination Tribunal cases notified
- ◆ 1,317 calls to the Employment Relations Enquiry Line
- ◆ 134 soil samples analysed
- ◆ 35,000,000 litres of fuel accurately sold
- ◆ 76 Trading Standards visits
- ◆ 2,688 litres of cream sold
- ◆ Over 170 fishing vessels licensed.
- ◆ 1,200 square nautical miles patrolled by Sea Fisheries

Marketing and Tourism

- ◆ 63 journalists' visits organised by VisitGuernsey
- ◆ 107,043 cruise ship passengers
- ◆ 307 media enquiries responded to
- ◆ 107,803 VisitGuernsey brochures distributed in the UK
- ◆ 36,464 VisitGuernsey brochures distributed across France, Germany and the Netherlands
- ◆ Boarding Permits for 5,259 beds
- ◆ 58 Accommodation Awards awarded
- ◆ 591,201 users on the Visit-Guernsey website
- ◆ 2,352,657 views of the Visit-Guernsey website

5: The work of the Department

Business as usual—key highlights



Guernsey Registry

- ◆ 217 New Trademarks registered
- ◆ 1,767 New companies registered
- ◆ 402,635 visits to the Guernsey Registry website
- ◆ 31 New image rights registered

Economic Development Unit

- ◆ 1 Strategic Framework for Economic Development Produced
- ◆ 1 Retail Strategy published
- ◆ 49 housing license applications commented upon
- ◆ 105 land planning applications commented upon
- ◆ 186 business advisory sessions given through Start-up Guernsey
- ◆ 1 employer skills survey delivered in conjunction with the GTA and Skills Guernsey
- ◆ Part funding for the GTA University Centre — 300 courses attended by 3,600 delegates

Financial Sector Policy Unit

- ◆ 1 Overarching Finance Sector Strategy published
- ◆ 1 Projet de Loi approved by the States
- ◆ 5 Ordinances enacted by the States
- ◆ 13 sets of Regulations enacted
- ◆ 4 States reports produced
- ◆ 2 Public Consultation Papers published
- ◆ 2 Public Consultation Response documents published

6: Projects and initiatives

Much of the Department's project work (but not exclusively) is encompassed under the 27 strategic aims of the [Economic Development Framework](#).

Project Information is divided into two tables . The **Summary tables** give a 'one line' overview of the projects together with an indication of the timescales. The timescales cover the period from Q3 2013 to Q2 2016.

Following the summary tables are **detailed tables** of each initiative which provide in-depth information about each project, in terms of reviewing what took place in 2014 and what is to be achieved going forward. The tables also contain an indication of the status of each project.

The tables are divided into two sections—one section relating to projects which fall under the Economic Development Framework and the other section details projects which are not related to the Economic Development Framework .

For each project item, a symbol or symbols have been used to reflect which element of the Department's work the project falls under—economic development, promotion or regulation and advice.

Page references are also given for reference back to the Economic Development Framework document which is evolved and updated annually.



**Economic
Development**



Promotion

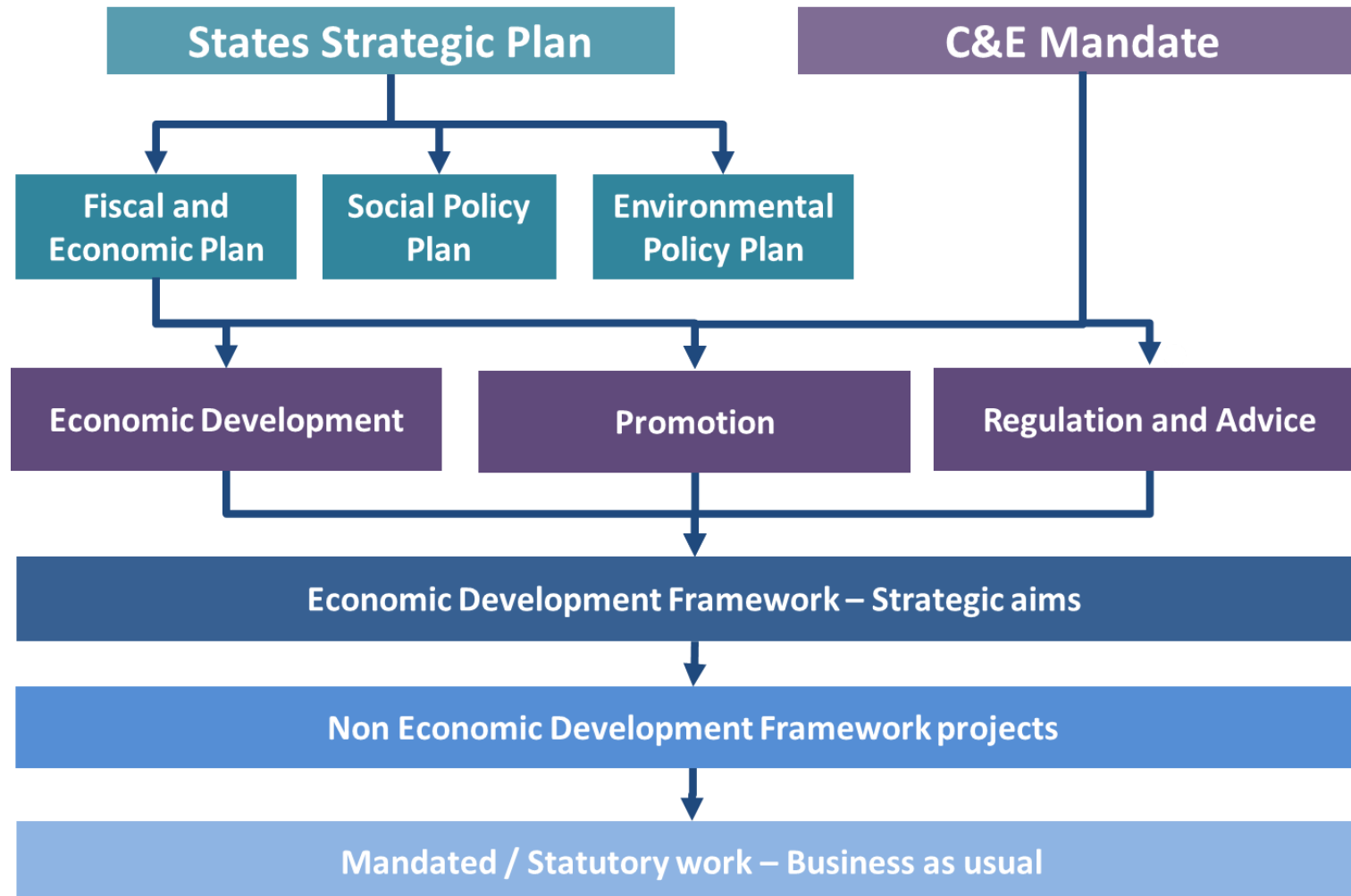


**Regulation &
Advice**

6: Projects and initiatives


Strategic Context

The graphic below shows how the products and initiatives of the Department flow from the direction of the States, both through the States Strategic Plan and the Departmental Mandate which is set by the States of Deliberation.



Economic Development Framework

Summary of Economic Development Framework projects

 Workstream with end date

➡ Ongoing workstream

	Area	Page reference in framework document	Strategic Aim No	Description of Strategic Aim	2014 Q3	2014 Q4	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016 Q1	2016 Q2
Objective 1: Developing our existing economic sectors	Finance Sector Development Strategy	Pages 20 – 21	1	Ensure the continued support, development and diversification of the financial services sector.	<div>Ongoing implementation and delivery of strategy</div> <div>Delivering of workstreams in the following areas:</div> <div><div></div><div>Banking</div><div></div><div>Fiduciary</div><div></div><div>Funds/Investment</div><div></div><div>Insurance</div><div></div><div>Digital Finance</div></div>							
	Retail Sector Development	Pages 22 – 23	2	Support the continued development of the retail sector in Guernsey as an important economic sector.	<div><div></div><div>New technology for retailers</div></div> <div>On-going implementation and delivery of the Retail Strategy</div>							
	Tourism / Visitor Economy Development	Pages 24 – 25	3	Build on the marketing, promotion and travel trade business development work already undertaken by creating an integrated visitor economy development plan.	<div><div></div><div>Finalise and launch visitor economy plan</div></div> <div>Ongoing implementation and delivery of plan</div> <div><div></div><div>Drafting of visitor strategies</div></div> <div><div></div><div>Website development</div></div>							
	E-Gaming	Pages 26 – 27	4	Support initiatives and policies to derive greater economic benefit from the e-gaming sector.	<div>Ongoing activity</div>							
	Other Economic Sectors	Pages 28 - 29	5	Continue to support the development of other sectors of the economy in line with achieving the strategic aims of the Economic Development Framework.	<div><div></div><div>Off Island tradesmen</div></div> <div>IP—Development of Innovation Patent Legislation</div> <div>Ongoing activity of IP international agreements</div>							

Economic Development Framework

Summary of Economic Development Framework projects

 Workstream with end date

➡ Ongoing workflow

	Area	Page reference in framework document	Strategic Aim No	Description of Strategic Aim	2014 Q3	2014 Q4	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016 Q1	2016 Q2
Objective 2: Supporting emerging sectors	Mechanisms to support emerging and developing sectors	Pages 31 - 32	6	Continue to ensure that the States of Guernsey is pro-active in supporting emerging and developing sectors of the economy.								
	Developing the ICT / Digital Sector	Pages 34 – 36	7	Ensure that the infrastructure is in place to develop a competitive Digital / ICT provision on the Island.								
		Pages 37 – 38	8	Develop Islanders' Digital Skills.								
		Page 39	9	Achieve diversification of the economy by encouraging and facilitating the development of the Digital Sector.								
	Developing the Creative Industries Sector	Pages 40 - 43	10	Support initiatives and policies to develop the Creative Industries sector.								

 Workstream with end date
 Ongoing workstream

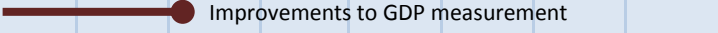

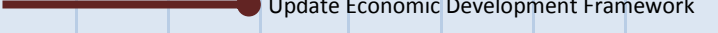
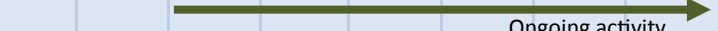
	Area	Page reference in framework document	Strategic Aim No	Description of Strategic Aim	2014 Q3	2014 Q4	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016 Q1	2016 Q2
Objective 3: Making Guernsey work for business – helping businesses get the best from Guernsey	Skills	Pages 47	11	Skills Guernsey to establish the Skills Strategy Delivery mechanism.	<div><div></div><div>Realign delivery mechanism</div><div>Delivery is ongoing activity / annual review</div></div>							
		Pages 48 - 49	12	Increase workforce participation.	<div><div></div><div>Ongoing activity</div></div>							
		Page 50 – 51	13	Improve the skills of the working population in line with the needs of employers in all sectors.	<div><div></div><div>Scaffolders’ Competence</div><div>Ongoing activity</div></div>							
		Page 52	14	Gather, maintain and utilise skills related data.	<div><div></div><div>Conduct Island-wide Skills Gap Analysis</div><div>Skills Guernsey to implement Skills Gap findings</div></div>							
	Ways of achieving more effective promotion of Guernsey to businesses, investors and clients	Page 54	15	Achieve greater audience understanding and articulate Guernsey’s proposition.	<div><div></div><div>Business case for relocation of HNWIs</div><div>Ongoing promotion by relocation team</div></div>							
		Page 55	16	Develop a ‘Business in Guernsey’ identity to encourage investment in the Island.	<div><div></div><div>Launch of new web portal</div><div>Delivery is ongoing activity and will evolve</div></div>							
		Page 56 - 57	17	Developing channels of communication to promote the ‘Business in Guernsey’ brand effectively.	<div><div></div><div>Launch of new web portal</div><div>Evaluation and business case for enhanced promotion</div><div>Continued delivery of business promotion</div></div>							

 Workstream with end date
 Ongoing workstream

	Area	Page reference in framework document	Strategic Aim No	Description of Strategic Aim	2014 Q3	2014 Q4	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016 Q1	2016 Q2
Objective 3: Making Guernsey work for business – helping businesses get the best from Guernsey	Support for business (financial)	Page 58 - 59	18	Investigate the establishment of an ‘angel’ investment fund.	● Completion of investigation Implementation of recommendations through Digital Greenhouse							
		Page 61	19	Ensure appropriate levels of regulation and legislation.	● Completion of investigation ● Review land planning advice process ● Red Tape Audit							
		Page 62 - 63	20	Investigate ways of overcoming barriers to doing business in Guernsey.	● Completion of investigation ● Sunday Trading Investigation							
		Page 64	21	Provide advice and support for business.	Continued delivery of advice and support to business							
	Connectivity and infrastructure	Page 66 - 67	22	The provision of reliable, sustainable and affordable air links.	Review opportunities for additional route development							
		Page 68	23	The provision of reliable sustainable and affordable sea links.	Joint Policy Statement agreed with Jersey ● Develop legislation to safeguard sea links							
		Page 69 - 70	24	Ensure an adequate supply of commercial premises and investigate the affordability of commercial premises.	Interim Land Use Policies Development Review planning applications consultation Continue to contribute to preparation of new Island Development Plan							
		Page 71	25	To ensure the provision of sustainable energy supplies.	Energy Macro-renewables workstream Energy Policy Review Ongoing activity							

Economic Development Framework

Summary of Economic Development Framework projects











	Area	Page reference in framework document	Strategic Aim No	Description of Strategic Aim	2014 Q3	2014 Q4	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016 Q1	2016 Q2
Objective 4: Tracking the development of our economy	Tracking the development of our economy	Page 73 - 74	26	Continue the development of the economic data set in order to measure and track the performance of the economy in the Bailiwick of Guernsey.	  							
		Page 75	27	Achieve a greater understanding of the various business needs in the Island.								

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started









Strategic Aim 1 - Ensure the continued support, development and diversification of the financial services sector					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion  Regulation & Advice	General – Financial Sector Policy Unit to develop strategy for the next decade for the financial services sector.	Finance Sector Strategy finalised and published in Q2 of 2014. Implementation and monitoring ongoing.	Continued implementation, monitoring and development of the Finance Sector Strategy to identify key opportunities and threats for Guernsey's finance sector. Drafting of LP Law.	Financial Sector Policy Unit	●
 Economic Development  Regulation & Advice	General - Review of the Regulatory Framework and Governance of the Guernsey Financial Services Commission.	Consultation feedback setting out detailed policy proposals released in Q3.	States Report to be submitted for debate by end of Q2 2015.	Financial Sector Policy Unit	●
 Economic Development  Promotion  Regulation & Advice	General - Introduction of a Financial Services Ombudsman.	Drafting and enactment of primary legislation and drafting of secondary legislation. Work undertaken with Jersey to appoint and work with the Board to establish the Financial Services Ombudsman. Appointed a Chairman and Board members.	Continue work with the Board of the Financial Services Ombudsman to assist in the setup of the office in early 2015; working jointly with Jersey.	Financial Sector Policy Unit	●
 Economic Development  Promotion	General - Consideration of a private sector AML Centre of Excellence proposal with the involvement of Policy Council, GFSC and Bailiwick AML/CFT Steering Group.	Engagement with private sector to seek clarity on proposals for an AML Centre of Excellence.	Continued consideration of proposals on AML Centre of Excellence.	Financial Sector Policy Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started







Strategic Aim 1 - Ensure the continued support, development and diversification of the financial services sector					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development	Banking – Preparing for Guernsey participating in the Single Euro Payments Area.	Meetings have taken place with representatives of the Association of Guernsey Banks, GFSC, European Payments Council, Jersey and Isle of Man to identify industry demand and steps for participating in Single Euro Payments Area.	Preparation of detailed policy proposals, legislation and application. Ongoing discussions with the European Payments Council and others.	Financial Sector Policy Unit	
 Economic Development	Banking – Vickers/International Commission on Banking (ICB) UK regulatory reform to ring fence retail banking activity. Continued monitoring of impact in Guernsey following implementation of key UK secondary legislation in 2014.	Worked with Policy Council, GFSC, the Association of Guernsey Banks, Jersey and Isle of Man to understand implications of Vickers/ICB review and position Guernsey for the best way forward.	Continued work with Policy Council, GFSC, the Association of Guernsey Banks, Jersey and Isle of Man.	Financial Sector Policy Unit	
   Economic Development Promotion Regulation & Advice	Banking - FSPU provides a link between the Deposit Compensation Scheme and Commerce and Employment.	Legislation enacted implementing amendments to the Banking Deposit Compensation Scheme (Bailiwick of Guernsey) Ordinance, 2014. Further developments were also monitored, particularly in light of Vickers Report and the International Association of Deposit Insurers' core principles.	The Unit will continue to liaise with the DCS Board, GFSC, industry and relevant stakeholder groups to ensure that the Deposit Compensation Scheme remains suitable for the jurisdiction.	Financial Sector Policy Unit	

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started




Strategic Aim 1 - Ensure the continued support, development and diversification of the financial services sector					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Regulation & Advice	Fiduciary – UK , G8 and EU projects to create publically accessible central registries of who owns and controls companies and/or trusts.	This project was led by Policy Council, with ongoing input from Financial Sector Policy Unit. Consultation is to be issued by Policy Council.	Policy Council and Financial Sector Policy Unit to consider feedback from the consultation and ascertain a way forward.	Financial Sector Policy Unit	●
 Regulation & Advice	Funds – EU Directive regulating Alternative Investment Fund Managers with third country provisions.	Ongoing monitoring of the impact of the new dual regulatory regime for Guernsey's funds sector.	Work with GFSC in monitoring the impact of the dual regime and developments in the EU.	Financial Sector Policy Unit	●
 Economic Development  Regulation & Advice	Insurance – Revisions to the Insurance Business Law (Bailiwick of Guernsey) 2002.	Worked with the Law Officers, Policy Council and the GFSC to develop a States Report and an Ordinance amending the Insurance Business Law (Bailiwick of Guernsey) 2002. Advised GFSC on appropriate solvency framework for general insurance.	Project to be closed Q1 2015	Financial Sector Policy Unit	●
 Regulation & Advice	Non-regulated Financial Services Businesses (NRFSBs) – Review to ensure legislation and regime fit for purpose.	FSPU have worked with the GFSC to progress the Non Regulated Financial Services Business review, which is in the initial stages in Q4.	Assist the GFSC in the review of the Non Regulated Financial Services Business regime in conjunction with work on Digital Finance.	Financial Sector Policy Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started








Strategic Aim 1 - Ensure the continued support, development and diversification of the financial services sector					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development	FSPU to evaluate the scope for potential opportunities arising for Guernsey's finance sector from digital finance including; peer to peer lending, crowd funding and virtual currencies.	Developed an initial policy proposal for appropriate regulation of peer to peer lenders and crowd funding platforms for discussion with key stakeholders.	Evaluation of the scope for potential opportunities arising for Guernsey's finance sector from digital finance including; peer to peer lending, crowd funding and virtual currencies taking due account of the scale of any new opportunities and the associated risks and developing policy and legislative proposals as appropriate, in conjunction with Non Regulated Financial Services Business review.	Financial Sector Policy Unit	●
 Economic Development	Monitor developments in mobile and alternative payments systems to ensure the Island's regulatory framework is fit for purpose.	Consultation response on payment service providers published in Q2. Financial Sector Policy Unit issued policy proposals and progressed a States Report on establishing a regulatory regime for payment service providers in parallel to assessing other opportunities.	States Report on payment service providers to be considered in 2015 and legislation to follow.	Financial Sector Policy Unit	●
 Regulation & Advice	Commercial Law - Amendments to the Companies (Guernsey) Law, 2008.	Draft Companies Law amendments reviewed in consultation with the commercial bar, GFSC and Guernsey Registry. Some amendments brought into force via the Companies (Guernsey) Law, 2008 (Amendment) Ordinance, 2014.	FSPU will continue to work with the Law Officers to implement the amendments.	Financial Sector Policy Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started





Strategic Aim 1 - Ensure the continued support, development and diversification of the financial services sector					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Regulation & Advice	Commercial Law - Review of The Limited Partnerships (Guernsey) Law, 1995.	Draft legislation implementing States approved proposals prepared and consultation with Commercial Bar, GFSC and Guernsey Registry.	Draft legislation prepared by the Law Officers, being reviewed by Commercial Bar.	Financial Sector Policy Unit	●
 Economic Development  Regulation & Advice	Commercial Law - Review potential amendments to Guernsey's Trusts Law in conjunction with industry.	Project not started in 2014	Review feedback from Commercial Bar and progress implementation of proposals	Financial Sector Policy Unit	●
 Economic Development  Regulation & Advice	Commercial Law - review potential amendments to the Insolvency Regime.	Consultation paper issued Q4 with input of industry working group.	Responses to consultation to be analysed with a view to bringing proposals to the States in due course.	Financial Sector Policy Unit	●
 Regulation & Advice	Commercial Law - Full review of Guernsey's Arbitration Law.	Drafting advanced in 2014.	Draft Law to be finalised and published for consultation.	Financial Sector Policy Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started






Strategic Aim 1 - Ensure the continued support, development and diversification of the financial services sector					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Regulation & Advice	Channel Islands Stock Exchange—Protection of Investors (Limitation of Liability) (Bailiwick of Guernsey) Ordinance, 2014.	Drafted a States Report and legislation leading to the Protection of Investors (Limitation of Liability) (Bailiwick of Guernsey) Ordinance, 2014, Policy Council and the GFSC.	Project closed Q1 2014	Financial Sector Policy Unit	●
 Regulation & Advice	States Report and legislation to mandate electronic interaction between registered and regulated entities and the Commission.	The Electronic Transactions (Obligation to use Electronic Form) (Guernsey) Ordinance, 2014 was drafted and enacted in Q2 2014, implementing a States Resolution in December 2013, following debate of a States Report prepared by FSPU.	Project closed Q1 2014	Financial Sector Policy Unit	●
 Regulation & Advice	Limited Liability Partnerships (Guernsey) Law, 2013.	Submission to the States of a second supplementary States Report. Worked closely with the legislative drafting team and the Guernsey Registry to finalise, enact and implement the new Limited Liability Partnerships (Guernsey) Law, 2013.	Project closed Q3 2014	Financial Sector Policy Unit	●
 Regulation & Advice	Implemented amendments to the Banking Deposit Compensation Scheme (Bailiwick of Guernsey) Ordinance, 2008.	Finalised and enacted amendments to the Banking Deposit Compensation Scheme (Bailiwick of Guernsey) Ordinance, 2008.	Project closed Q4 2014	Financial Sector Policy Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started





Strategic Aim 2 - Support the continued development of the retail sector in Guernsey as an important economic sector					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Regulation & Advice	New technologies for retailers	The Retail Strategy for Guernsey was published in December 2013. The Retail Strategy indicated the opportunity to increase sales that can be achieved by better use of technology. Early stage discussions of this matter undertaken in late 2014.	A Strategy Proposal contained within the Retail Strategy emphasises the need for Government to take the lead in assisting retailers to adapt to use new technologies and the web to maximise sales. An intended 2015 VisitGuernsey 'app' for visitors appears to provide the technological hook on which to advance this. Evaluate appetite from Guernsey's retailers for this initiative. The return on potential investment will be evaluated throughout 2015.	Economic Development Unit	●
 Economic Development  Promotion  Regulation & Advice	Review of Retail Strategy covering land planning, labour and other issues.	Thirty one Strategy Proposals are contained within the Retail Strategy for Guernsey and the Guernsey Retail Strategy Group has met on a number of occasions to review status and their progress. Meetings between Group members and representatives of the Departments which have ownership of the Strategy Proposals concerned have also taken place. Departments have been supportive of the thrust of the proposals. Dialogue continued to ensure momentum was maintained.	<p>A continuation of the 2014 work to champion, promote and encourage the taking forward of the Strategy Proposals contained in the Retail Strategy.</p> <p>Further investment in engagement with government and commercial stakeholders in relation to the strategy and understanding and supporting the sector as it evolves.</p>	Economic Development Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started





Strategic Aim 3 - Build on the marketing, promotion, and travel trade business development work already undertaken by creating an integrated visitor economy					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion	Tourism Strategy drawn up in association with industry	Initial draft presented to Board September 2014	Publish Tourism Strategy Document in Q1 or Q2. Begin to implement recommendations in partnership with industry.	Marketing and Tourism Unit	●
 Economic Development  Promotion	Work with Jersey Tourism and relevant States Members on both Islands to identify and create opportunities for joint Channel Island marketing.	2015 Channel Island Heritage Festival agreed as first joint initiative. A joint budget of £150,000 agreed for April - May 2015 of which Marketing & Tourism will fund 50%.	Channel Island Heritage Festival announced to run from 3rd April to 11th May 2015. Planning for Channel Island Heritage Festival 2016 to commence Q1 2015.	Marketing and Tourism Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started







Strategic Aim 4 - Support initiatives and policies to derive greater economic benefit from the e-gaming sector					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion  Regulation & Advice	Support initiatives and policies to derive greater economic benefit from the e-gaming sector	Continuing dialogue with the Alderney Gambling Control Commission. The aim is to ensure the retention, enhancement and potential development of the e-gaming sector, through innovation and appropriate legislation and regulation.	Discussions will continue throughout 2015.	Economic Development Unit	●
Strategic Aim 5 - Continue to support the development of other sectors of the economy in line with achieving the strategic aims of the Economic Development Framework					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Regulation & Advice	Investigate the issue of tradesmen coming to the Island to work for periods without industry checks and potentially not contributing to the Island's economy in terms of tax and contributions.	Report was completed and presented to C&E Board in November 2014. Work commenced to set up a voluntary registration scheme in association with Condor Ferries and the Guernsey Border Agency.	Set up voluntary registration scheme to monitor non-local tradesmen arriving in the Island. Monitoring will last for 18 months.	Economic Development Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started







Strategic Aim 5 - Continue to support the development of other sectors of the economy in line with achieving the strategic aims of the Economic Development Framework					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion	Intellectual Property International Agreements - there are over 20 international agreements which are in Guernsey's interest to have extended in order to internationalise the Island's intellectual property environment. The international agreements are being progressed as set out in the International Agreement Plan through the Ministry of Justice working with relevant stakeholders.	<p>Progress of work has continued in conjunction with the External Relations team to extend treaties.</p> <p>The extension of the Berne Convention for the protection of literary and artistic works was achieved in November 2014, following alignment of Bailiwick legislation with international requirements.</p>	Prioritisation is being given to extension of the Paris Convention for Protection of Industrial Property. Progress with the extension of the Madrid Protocol for International Trade Mark registrations and the Patent Co-operation Treaty for International Patent registrations, and the Rome Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organisations are also being prioritised.	Guernsey Registry	●
 Economic Development  Promotion	Examination of the development of Geographical Indicators IP rights and also recent International changes to copyright and design legislation relating to digital advancements.	Not started in 2014.	To commence 2015.	Guernsey Registry	●
 Economic Development  Regulation & Advice	Intellectual Property - Completion of Innovation Patent legislation and enablement into service .	Awaiting extension of the Paris Agreement.	Following consultation, drafting of innovation patent legislation with Law Officers to be completed, submitted to States of Guernsey through Legislation Select Committee; enabled into service when Paris Convention is extended; link with Registered Patent and Biotechnological inventions service.	Guernsey Registry	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started







Strategic Aim 6 - Continue to ensure that the States of Guernsey is pro-active in supporting and developing sectors of the economy					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
   Economic Development Promotion Regulation & Advice	Continue to ensure that the States of Guernsey is pro-active in supporting emerging and developing sectors of the economy.	Much work has been undertaken throughout 2014 to support emerging and developing sectors of the economy. The major developments have been seen in the support of the Digital and IT sectors.	Greater detail is provided in strategic aims 7-9. The development of Islanders' digital skills will play a major role in the delivery of this strategic aim, especially following the opening of the Digital Greenhouse.	Economic Development Unit	●
Strategic Aim 7 - Ensure that the infrastructure is in place to develop a competitive Digital / ICT provision on the Island					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
  Economic Development Regulation & Advice	Examine existing radio spectrum provision and undertake preparatory work on the allocation of new radio spectrum, for the development of next-generation 4G wireless services in the Channel Islands.	In July 2014, CICRA confirmed that JT, Sure and Airtel-Vodafone had been successful in their bids to be allocated spectrum in the 800 MHz and 2.6 GHz bands in order to offer customers new 4G services. The operators are now upgrading their mobile networks ahead of the launch of 4G services in Q1 2015. Work was also completed ensuring existing patriation of spectrum bands including a review into efficient use and future proofing for the Bailiwick.	The Review of Channel Islands spectrum allocation was carried out by Analysys Mason for Guernsey and Jersey, and was published in April 2013 to inform CICRA's 4G spectrum allocation process. As this process concluded in July 2014 with the allocation of 4G spectrum to the successful operators, this workstream has now been completed.	Economic Development Unit	●
 Economic Development	Introduction of a charge on mobile network operators' activities utilising the Island's radio spectrum.	A States Report has been drafted in order to seek States approval of the policy.	The Spectrum Charge policy will be considered by the States of Deliberation in Q1 2015. Subject to approval, the necessary enabling legislation will then be drafted. It is expected that the operators will begin paying the charge in January 2016.	Economic Development Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started







Strategic Aim 7 - Ensure that the infrastructure is in place to develop a competitive Digital / ICT provision on the Island					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development	Ensure that the Island's telecommunications infrastructure provides businesses with resilient, quality, and affordable services.	CICRA published the findings of its Business Connectivity Market Review in Q4 2014. A key finding was the need to review the price control for the on-Island wholesale leased line market.	The Department looks forward to the outcome of CICRA's on-Island wholesale price control review in Q1 2015. This is a key piece of work which will inform the Department's work in this area in 2015.	Economic Development Unit	●
 Economic Development	 Promotion	Review broadband provision to businesses and homes.	Following a successful pilot study in Guernsey funded by Commerce and Employment, CICRA has commissioned a larger independent study into broadband quality of service across both Guernsey and Jersey.	Economic Development Unit	●
 Economic Development	 Promotion	Broadband standards agreement.	A voluntary broadband standards agreement is being finalised following consultation with the broadband providers. This will clarify the operators' minimum standards commitments to their customers.	Economic Development Unit	●
 Economic Development	States of Guernsey fibre optic infrastructure research.	The potential for using existing States infrastructure to create a carrier-neutral on-Island fibre network is being researched, with the aim of reducing costs and road closures associated with future fibre network extensions.	An assessment will be produced for the Commerce and Employment Department in Q1 2015, which will inform future policy decisions.	Economic Development Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started





Strategic Aim 8 - Develop Islanders' Digital Skills					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion	Development of a Digital Skills strategy to ensure that everyone has the skills necessary to make the most of digital opportunities.	The Digital Wisdom workstream forms part of the proposals for the Guernsey Digital Greenhouse project and therefore will be developed as part of this project.	Digital Wisdom will be advanced through the Community drop in element of the Guernsey Digital Greenhouse, and will be one of the tasks for the Digital Champion to develop.	Economic Development Unit	●
Strategic Aim 9 - Achieve diversification of the economy by encouraging and facilitating the development of the Digital sector					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion	Project to establish the Guernsey Digital Greenhouse – Strategic Development Fund bid.	A business case for the concept of the Guernsey Digital Greenhouse was developed during the second half of 2014. This business case was developed with the help of key stakeholders and received endorsement by the Policy Council and 'in principle' funding from the Treasury and Resources Department. During the last quarter of 2014, the project has focused on a search for suitable premises and wider engagement with stakeholders.	Search for suitable premises will be concluded very early in 2015. A revised business case will be submitted and the project moved to implementation.	Economic Development Unit	●
 Economic Development  Promotion	Establish means of effective promotion of the Digital Sector.	Work commenced to ring fence funding for promotional activities under the brand 'Digital Guernsey'. Evaluation of current market protection and promotional opportunities undertaken late in 2014.	Promotion of Digital Guernsey (as part of Digital Greenhouse project). Aims, objectives and promotional plan to be developed and commence implementation / activity.	Economic Development Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started







Strategic Aim 10 - Support initiatives and policies to develop the Creative Industries sector					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion	Support for Guernsey's Creative Industries.	Ongoing liaison and support to Creative Industries Guernsey (CIG) to assist with that Group's activities.	Guernsey's Creative Industries sector has been supported with a grant towards the main 2015 Creative Industries event – 'Learn Create Produce'. Ongoing support in terms of staff time also provided to CIG.	Economic Development Unit	●
Strategic Aims 11 to 14 - Skills Strategy					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion	Multi stakeholder project known as "Skills Guernsey" flowing from Frontier Economics' strategic review of Guernsey's investment in work related learning and training and skills gap identification. Strategy Development Group: Officers of C&E, the Social Security Department, College of Further Education, Guernsey Training Agency, and industry are represented on the Group.	<p>During 2014, Skills Guernsey focused on two priorities – The development of a Digital Wisdom strategy, and the carrying out of a Skills Gap Analysis.</p> <p>During Q1 and Q2, the Digital Wisdom strategy was developed by key stakeholders, which then went on to form a key element of the Guernsey Digital Greenhouse project. The Digital Wisdom work will form a key element of the ongoing work on the Digital Greenhouse project.</p> <p>A Skills Gap Analysis was conducted during Q3 and Q4 2014, culminating in a series of focus group meetings covering key sectors of the economy. The results will help inform which key skills need to be developed across a range of sectors.</p>	Follow up work in implementing the findings of the Skills Gap Survey. Extent of C&E involvement will depend on direction which the Skills Guernsey Group wishes to take.	Economic Development Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started




Strategic Aim 15 - Achieve greater audience understanding and articulate Guernsey's proposition					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion	Strategy for High Net Worth Individuals - Establishment of Guernsey First.	Activities undertaken to enhance the businessguernsey.gg portal, a States of Guernsey 'Relocation Team'. Commission independent research to work on understanding behaviour and opportunities with regard to attracting High Net Worth Individuals to Guernsey.	Building on work carried out in late 2014, research potential for new policy, with a view to drafting a business case to apply for funding from the Economic Development Fund for promoting funds and resource.	Economic Development Unit	●
Strategic Aim 16 - Develop a "Business in Guernsey" Identity to encourage investment in the Island					
Element (s)	Action Item	Activity in 2014	Aims for 2015		Status
 Economic Development  Promotion	BusinessGuernsey.	Online portal www.businessguernsey.gg was launched in 2014 and met with a positive reception. Work into social media and site visibility is ongoing but the original set up project is now successfully closed.	Any future amendments to the business portal will be as part of the 'Guernsey First' project.	Economic Development Unit	●
Strategic Aim 17 - Developing channels of Communication to promote the "Business in Guernsey" brand effectively					
Element (s)	Action Item	Activity in 2014	Aims for 2015		Status
 Economic Development  Promotion	Communication to promote BusinessGuernsey.	Profile of Business Guernsey brand has been raised significantly throughout the year. Work has been done to optimise and publicise the website more comprehensively.	This workstream dovetails into the broader project to raise the profile of Guernsey as a relocation option for HNWI's and businesses who will be economically active. Digital Guernsey evaluation will drive tactical promotion in Q3/4 2015.	Economic Development Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started




Strategic Aim 18 - Investigate the establishment of an “angel” investment fund					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Regulation & Advice	Investigations into seed funding/business angels network.	Oxford Economics contracted to research evidence of need. Oxford's report presented to the Fiscal and Economic Policy Group 03-07-14; evidence of market (lender) failure not found. Report identified, inter alia, need for greater clarity regarding access to business finance.	The recommendations of Oxford's report will be implemented as part of the Digital Greenhouse project.	Economic Development Unit	●
Strategic Aim 19 - Ensure appropriate levels of regulation and legislation					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Status	
 Regulation & Advice	Improved land use risk modelling to enable better detailed advice to the Environment Department for planning decisions in proximity of major hazards sites.	Project initiated late in 2014.	A consequence based, site specific model is being developed to provide accurate planning advice in relation to developments with the Control of Major Accident Hazards (COMAH) zones. A risk based, quantitative model is also considered in the future, once sufficient scientific data is available.	Health and Safety	●
 Regulation & Advice	Red Tape Audit - To research and monitor effects of legislation overload.	Project outlined in the Economic Development Framework. Research and scoping work commenced in Q4 2014.	Identify the extent of the restrictions on gainful activity experienced by businesses as a result of governmental rules, regulations and processes. Establish the most problematic and consider viability of removing them. Initial research and investigation to be completed Q3/Q4 2015.	Economic Development Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started

Strategic Aim 20 - Investigate ways of overcoming barriers to doing business in Guernsey					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Regulation & Advice	Review of Guernsey's Sunday Trading legislation.	Public consultation issued in Q4 2014 with a closing date of Q1 2015. Further research work and engagements will be dependant on consultation.	Analyse responses to Sunday Trading consultation and prepare Board report on outcome of consultation. Report to States to follow in 2015.	Trading Standards	●
Strategic Aim 21 - Provide advice and support for business					
Element (s)	Action Item	Activity in 2014	Aims for 2015		Status
 Regulation & Advice	Provide a series of employment law workshops for small businesses covering a wide range of employment relations and management issues. Course for States HR staff also under consideration.	Workshops were run for private sector March 2014 and public sector Q3 2014.	Workshops will be provided to coincide with the introduction of new legislation impacting on employment relations as necessary (maternity and disability).	Employment Relations	●
 Regulation & Advice	Develop a strategy to improve occupational health on Island.	Commencing in 2015.	Working with health and safety professionals, industry representatives and medical providers, with a view to promote good occupational health practice, and educate employers and workers about health risks.	Health & Safety	●


6: Projects and initiatives

Economic Development Framework





Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started

Strategic Aim 21 - Provide advice and support for business

Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Regulation & Advice	Capital project to secure a replacement Sea Fisheries patrol vessel.	<p>Strategic and Outline Business Cases prepared and submitted for Project Assurance Review as part of the SCIP process.</p> <p>Project was approved as part of the States' Portfolio. Completion of the OBC and PAR2 will lead to the submission of a States Report seeking project funding.</p>	Completion of States Report and completion of Full Business Case leading, if successful, to commencement of vessel build.	Sea Fisheries	●

Strategic Aim 22 - The provision of reliable, sustainable and affordable air links






Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Regulation & Advice	Explore, identify and pursue opportunities to extend network of air routes to Guernsey.	Meetings with current carriers scheduled for January 2015.	Review opportunities with respect to: <ul style="list-style-type: none"> • Code Share • Development of air links (including options for financial support) • Appropriateness of current Licensing Regime. 	Economic Development Unit	●
   Economic Development Promotion Regulation & Advice	Provision of reliable, sustainable and affordable air links.	Seek to maintain existing links. Expand connectivity and/or carriers; both partly informed by C&E air route survey conducted by in Q3 2014. Examine air route licensing regime.	External Transport Group initially meeting with current carriers Q4 2014 and Q1 2015. Evaluation of options and any immediate progress opportunities Q2/3.	Economic Development Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started






Strategic Aim 23 - The provision of reliable, sustainable and affordable sea links					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion  Regulation & Advice	Provision of reliable, sustainable and affordable sea links.	<p>During Q3 2014, Guernsey and Jersey agreed a revised pan Island Joint Policy Statement on Roll On/ Roll Off car, passenger and freight services to 31 December 2024.</p> <p>Jersey underpinned with commercial Operating Agreement with Condor; Guernsey extended its Memorandum of Understanding with the company.</p>	<p>A States Report recommending the development of relevant legislation to safeguard Guernsey Strategic sea links should be placed before the States Q2 2015. An Operating Agreement with Condor, similar to Jersey's will also be developed. Legislation is expected to come into effect during Q1 2016.</p>	Economic Development Unit	●
Strategic Aim 24 - Ensure an adequate supply of commercial premises and investigate the affordability of commercial premises					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Regulation & Advice	Develop interim land use policies.	Initial scoping work undertaken in 2014.	Develop C&E policy statements on commercial premises needs for the interim period between now and the introduction of the new Island Development Plan.	Economic Development Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started





Strategic Aim 24 - Ensure an adequate supply of commercial premises and investigate the affordability of commercial premises					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Regulation & Advice	Review of processes for responding to request for comments.	<p>As at the end of November 2014, C&E, across its various business units, received more than 90 planning applications in 2014, for comment.</p> <p>In Q4, C&E and Environment began work to enable Environment to reduce, as appropriate, the number of applications referred to C&E and, also as appropriate, for C&E to simplify its consultation responses.</p>	Work with the Environment Department to improve the process by which C&E's comments are sought and provided in respect of planning applications relating to economic development, and to reduce the number of applications referred to C&E for comment by providing guidelines.	Economic Development Unit	●
  Economic Development Regulation & Advice	Adequate supply of commercial premises - Investigate and engage on policy opportunities. Investigate need for premises and if confirmed, determine type/structure, how to introduce and to whom.	In 2014, the Department contributed to the formal consultation stages of the review of the Island Development Plan, to promote the commercial premises needs of businesses in Guernsey.	C&E will continue to contribute to the formulation of the Development Plan and provide evidence based needs of industry's requirements within principal economic sectors and commercial premises types.	Economic Development Unit	●
  Economic Development Regulation & Advice	Affordability of commercial premises - Investigate and engage on policy opportunities. Investigate need for premises and if confirmed, determine type/structure, how to introduce and to whom.	Commencing in 2015.	Carry out research to identify if there are any issues of affordability amongst the key commercial premises types.	Economic Development Unit	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started






Strategic Aim 25 - To ensure the provision of sustainable energy supplies					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion  Regulation & Advice	<p>Energy Policy Review - Economic justification for rebates for large electricity consumers - OUR asked to consider matter further as part of Electricity Price Review. Implications of favouring low-carbon power generation - OUR asked to consider as part of Energy Price Review. Research and report on incentives for Energy efficiency</p>	<p>Contribution made to the States Report drafted by Treasury and Resources in reference to the provision of cables for the island. Guernsey Electricity update on current issues Q1 2014. Electricity Strategy Report and Treasury and Resources States Report on Electricity Cables Q2 2014.</p>	Ongoing work	Renewable Energy Team	●
 Economic Development	<p>Energy—Macro Renewable Energy Workstream - Renewable Energy Team to develop strategy for macro renewables and work with CI authorities.</p>	<p>RET updated the Board throughout 2014 and the year has seen further progress across all areas as RET prepares Guernsey for local macro renewable energy including progress of secondary legislation to consultation; work with other Channel Islands, France and the UK as well as progressing offshore wind and PV potential</p>	<p>Continue with existing work with a particular focus on:</p> <ol style="list-style-type: none"> 1. Undertake the next stage of research into offshore wind to take Guernsey closer to making a final decision. 2. Commercial PV – project completed / near approval. 3. Secondary legislation (finalised) / licensing / territorial seas and seabed rights (progressed). 4. Substantial progress in Public consultation – conclusion of Public Perception PhD. 	Renewable Energy Team	●

6: Projects and initiatives

Economic Development Framework

Detailed description of Economic Development Framework projects

● Project on track ● Project closed ● Project not started

Strategic Aim 26 - Continue the development of the economic data set in order to measure and track the performance of the economy in the Bailiwick of Guernsey					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development	Tracking the development of the economy	Commencing in 2015	Working with Policy Council to improve the provision and collection of key economic statistics.	Economic Development Unit	●
   Economic Development Promotion Regulation & Advice	Produce an Economic Development Strategy for Guernsey.	In February 2014, the Department published the Economic Development Framework. This important document sets out the Department's strategy for the continued development of the Guernsey economy and for ensuring that conditions are right for businesses to continue to thrive in Guernsey. The framework contains 4 strategic objectives and 27 strategic aims aimed at developing new as well as existing sectors of the economy. The document sets out timelines for achievement of objectives and these have been regularly reviewed during 2014.	In the first quarter of 2015 the Economic Development Framework will be updated to incorporate new projects.	Economic Development Unit	●
Strategic Aim 27 - Achieve a greater understanding of the various business needs in the Island					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development	Visits to businesses	A programme of visits to businesses were undertaken by the Department's political members and Economic Development Unit. The Unit also continues to engage with business groups representing the various economic sectors.	Visits will continue and be conducted more frequently for the foreseeable future in order to understand the experience and possible barriers to doing business in Guernsey.	Economic Development Unit	●

Summary of projects outside of the Economic Development Framework



 Workstream with end date
 Ongoing workstream

Project description	2014 Q3	2014 Q4	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016 Q1	2016 Q2
Engage with the Public Services Department regarding the Ports Master Plan	Continue to engage with PSD							
Competition and Regulation – Review of regulation of Electricity and Post	<div> <div>Electrical Installations Report</div> <div>Utility Regulations States Report</div> </div>							
Contingency Planning – Security of Supplies	<div> <div>Fuel security work with T&R</div> <div>Food continuity presented to Board</div> <div>Security of Electricity supply work ongoing</div> <div>Electrical Installations Report</div> </div>							
Assist in States of Guernsey Management of property portfolio	Project ongoing							
Dairy Farm Management	<div> <div>Revise Biodiversity Action plan</div> <div>Implement Manure Management Plans</div> </div>							
Dairy Industry Review	<div> <div>Draft of new milk ordinance</div> <div>Governance Review</div> <div>Review of Distributing and retailing</div> </div>							
Development of appropriate agricultural legislation	<div> <div>CITES Ordinance</div> <div>GMO Ordinance</div> </div>							

6: Projects and initiatives

Projects outside of the Economic Development Framework

Summary of projects outside of the Economic Development Framework

 Workstream with end date
  Ongoing workstream






Project description	2014 Q3	2014 Q4	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016 Q1	2016 Q2
Official (specified) animal disease freedom status for the Island			Business Case and Testing Development					
Control of firework nuisance for phonophobic pets.	Presented to Board		Review of funding options					
Consumer protection – Raise awareness of scams			Develop a Business Case					
Development and revision of trading standards and consumer protection legislation			Consumer protection legislation		Prescribed Quantity legislation			

6: Projects and initiatives

Projects outside of the Economic Development Framework

Detailed description of projects outside of the Strategic Framework for Economic Development

● Project on track ● Project closed ● Project not started




Projects outside of the Strategic Framework for Economic Development					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Promotion	Engage with the Public Services Department regarding the Ports Master Plan	Focus has shifted to ports vision set out in the Guernsey Harbours Business Plan, released 4/4 2014. Public Services Department public consultation closed 17 November. C&E wrote to PSD December 2014 seeking clarification over a number of issues potentially affecting general and visitor economies.	Await response to December 2014 letter. Work collaboratively with Public Services Department to strike balance between need for port and facilities upgrades and need to sustain sea connectivity and visitor economy.	Economic Development Unit	●
 Regulation & Advice	Competition and Regulation—Review Electricity Ordinance/ Safety of Electrical Installations Provisions	C&E (Economic Development Unit) and Environment (Building Control) meeting scheduled Q4 2014.	C&E to continue liaising with Environment Department and other stakeholders to determine alternative options. Target is a States Report Q3 2015.	Economic Development Unit	●
 Economic Development  Regulation & Advice	Competition and Regulation Review of Utility Regulation / Review of Economic regulation of GEL and GPL	States Report has been drafted jointly by T&R and C&E. Statutory consultation undertaken in October/ November 2014 with the GCRA and governments of Alderney and Sark. Joint States Report submitted for debate in March 2015.	Further work may be required to address legislative issues arising out of the Department's joint proposals. The joint States Report was submitted for consideration by the States in Q2 2015 but there are likely to be residual actions needed to bring into effect the Department's joint proposals, which could extend well into 2015. Additionally, C&E may need to take on additional statutory roles and functions	Economic Development Unit	●

6: Projects and initiatives

Projects outside of the Economic Development Framework

Detailed description of projects outside of the Strategic Framework for Economic Development

● Project on track ● Project closed ● Project not started







Projects outside of the Strategic Framework for Economic Development					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Regulation & Advice	Contingency planning - Security of Supply - Food Continuity Plan	Report into the Security and Continuity of Bailiwick Food Supplies presented to Board Aug 2014. Working with Civil Contingencies Officer to review Aug 2014 report. This is required as a result of Co-Op's plans to close its warehouses.	Working with Civil Contingencies Officer to review Aug '14 report. This is required as a result of Co-Op's plans to close their warehouses.	Economic Development Unit	●
 Regulation & Advice	Contingency planning - Security of Supply – electricity, telecoms, post	Review of post, telecoms and electricity supply capability (supported and facilitated by CICRA) presented to former Emergency Powers Advisory Group March 2012. Consideration of a refresh in March 2015.	Awaiting confirmation of expected refresh requirement from Civil Contingencies Advisory Group following its January 2015 meeting.	Economic Development Unit	●
 Regulation & Advice	Assessing and addressing risks of interruption to fuel supplies. Importation of Fuel	<p>The Department has continued to work with the two fuel importers on possible options to mitigate risks to the interruption of importation of fuel into the Island. This is an ongoing process involving liaison with the Treasury and Resources Department.</p> <p>The Department has also kept a watching brief on changing fuel specifications as a result of amendments to EU regulations.</p>	<p>Continue to work with T&R to investigate ways to improve fuel importation arrangements.</p> <p>Maintain watching brief on fuel specification changes</p>	Economic Development Unit	●

6: Projects and initiatives

Projects outside of the Economic Development Framework

Detailed description of projects outside of the Strategic Framework for Economic Development

● Project on track ● Project closed ● Project not started










Projects outside of the Strategic Framework for Economic Development					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Regulation & Advice	Assist with States of Guernsey Management of property portfolio	<p>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.</p> <p>Awaiting corporate introduction / prioritisation as to the potential consolidation of States of Guernsey buildings and grouping of services delivery by function.</p>	The project will continue throughout 2015 with C&E consulting when necessary.	All Units where necessary	●
 Economic Development  Regulation & Advice	Dairy Farm Management	Reinstated after 5 year life of existing plans	Revision of the existing Farm Biodiversity Action Plans that were prepared in 2009. A map based identification of areas and work to be undertaken to maintain habitats and wildlife on individual dairy farms as part of the Dairy Farm Management Contract.	Farm Services	●
 Economic Development  Regulation & Advice	Dairy Farm Manure Management Plans – Review and Revise	Dairy Farm Manure Management Plans – Review and Revise	Completion of Manure Management Plan for 15 dairy farms	Farm Services	●
	Dairy Industry Review	Milk Ordinance - Review of Governance and review of distributing and retailing approved by States in September	Consultation and drafting of legislation to commence	Farm Services	●

6: Projects and initiatives

Projects outside of the Economic Development Framework

Detailed description of projects outside of the Strategic Framework for Economic Development

● Project on track ● Project closed ● Project not started





Projects outside of the Strategic Framework for Economic Development					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Regulation & Advice	Development of appropriate agricultural legislation	CITES Ordinance drafted with the UK's Department for Environment, Food and Rural Affairs (DEFRA) and Convention on International Trade in Endangered Species (CITES) Secretariat.	CITES awaiting submission to Legislation Select Committee. Genetically Modified Organisms (GMO) Ordinance to be drafted.	Farm Services	
 Regulation & Advice	Employment Relations - Review and develop legislation	Delayed due to competing priorities. Relates to Industrial Disputes and Conditions of Employment (Guernsey) Law, 1993, Maternity Leave Ordinance, Disability Legislation.	Publication of consultation papers leading to report to the C&E Board and, if so approved, the preparation and debate of a States Report with any proposals to amend the laws.	Employment Relations	
 Regulation & Advice	Modernisation of Health and Safety Framework	Control of Poisonous Substance Regulations 2014 drafted	Review modernisation of the health and safety framework in Guernsey, including: Construction, Substances Hazardous to Health, Management of Health and Safety Ordinance (3 year project due to drafting time), explosives legislation.	Health and Safety	
 Economic Development	 Regulation & Advice	Digital records and reports for the reporting of accidents, incidents and complaints in the workplace with easily accessible health and safety advice.	Commencing in 2015	An enhanced web presence is planned to allow online complaints, reporting of accidents, incidents and diseases. Some legal work is required to enable electronic reports to be acceptable. Registers of enforcement, pesticides and licences will be considered.	

6: Projects and initiatives

Projects outside of the Economic Development Framework

Detailed description of projects outside of the Strategic Framework for Economic Development

● Project on track ● Project closed ● Project not started



Projects outside of the Strategic Framework for Economic Development					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Economic Development  Regulation & Advice	Plant Health - Improve process and equipment for diagnosis of quarantine organisms to European and Mediterranean Plant Protection Organisation (EPPO) standard	<p>Current laboratory not equipped to diagnose quarantine organisms to the EPPO standard. DNA-based technology lacking.</p> <p>We have completed the intensive survey work to prove that we are free of this pathogen and are in the early stages of collating the data. It is anticipated that contact will be made in 2015 with DEFRA or the Ministry of Agriculture and Forestry in New Zealand regarding the results.</p>	<p>Possible use of portable PCR equipment to diagnose basic quarantine pests to support Plant Health.</p> <p>Liaison with UK Plant Health laboratory for backup.</p> <p>Contact will be made with DEFRA and MAFF in New Zealand to progress the project.</p>	Plant Health	●
 Regulation & Advice	Development of Plant Health Legislation	<p>Delegation of Powers: new Pesticide Regulation Q2 2014 and Control of Poisonous Substances (Guernsey) Regulations, 2014. This delegation replaces that previously agreed for the previous set of regulations. The regulations now in force are parallel to the UK/EU regulations and use the same lists for reference and enforcement. There are some anomalies that will need to be addressed on an ad-hoc basis. The Plant Health (Enabling Provisions) (Guernsey) Law granted Royal Sanction and registered</p>	<p>The new Poisonous Substances Regulations 2014 allows the continued use of licensed pesticides. Important to maintain flexibility as fewer products are available and an EU decision on Endocrine Disruptors could see the demise of over 80 active ingredients, some important locally. Lack of BASIS approved advisor. Draft plant health Ordinance. Consultation regarding implementation</p>	Plant Health	●
 Regulation & Advice	Review Sea Fisheries Ordinance, 1997.	<p>First Phase Public Consultation launched Sept 2014, closing December 2014.</p> <p>The second phase consultation is planned for Q2 2015</p>	<p>Review of responses to the consultation and report to the C&E Board</p> <p>If legislative changes are required a States Report will be prepared</p>	Sea Fisheries	●

6: Projects and initiatives

Projects outside of the Economic Development Framework

Detailed description of projects outside of the Strategic Framework for Economic Development

● Project on track ● Project closed ● Project not started





Projects outside of the Strategic Framework for Economic Development					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Regulation & Advice	Amendment of Medicines Law to allow regulation of suitable veterinary medicines and Animal Welfare Law	Draft States Report on new veterinary medicine legislation. Consultation with Alderney and Sark. Review of conditions for licensed activities.	Report to the States by Q3 2015 Awaiting legal drafting resources Complete review and consult interested parties. Enact relevant provisions of the Ordinance.	Agriculture and Environmental Services	●
 Regulation & Advice	Official (specified) animal disease freedom status for the Island	Despite various representations and strong evidence of actual disease freedom, EU animal health authorities have ruled that Guernsey (and Jersey) have not complied with the necessary testing regime to establish - in accordance with their standard formula disease freedom for bovine TB, brucellosis and EBL. The Islands are not considered to be free of these diseases. At the present time, live cattle, semen (or bovine) embryos cannot be exported from Guernsey to EU countries (including the UK). Work completed in collaboration with Jersey to establish required testing regimes. System of lay TB testers accepted in the UK	Test regimes for disease freedom will take several years (up to 6) to complete and will require increased levels of testing and hence costs each year. A business case and C&E Board briefing will be developed. TB test training to be completed	Agriculture and Environmental Services	●

6: Projects and initiatives

Projects outside of the Economic Development Framework

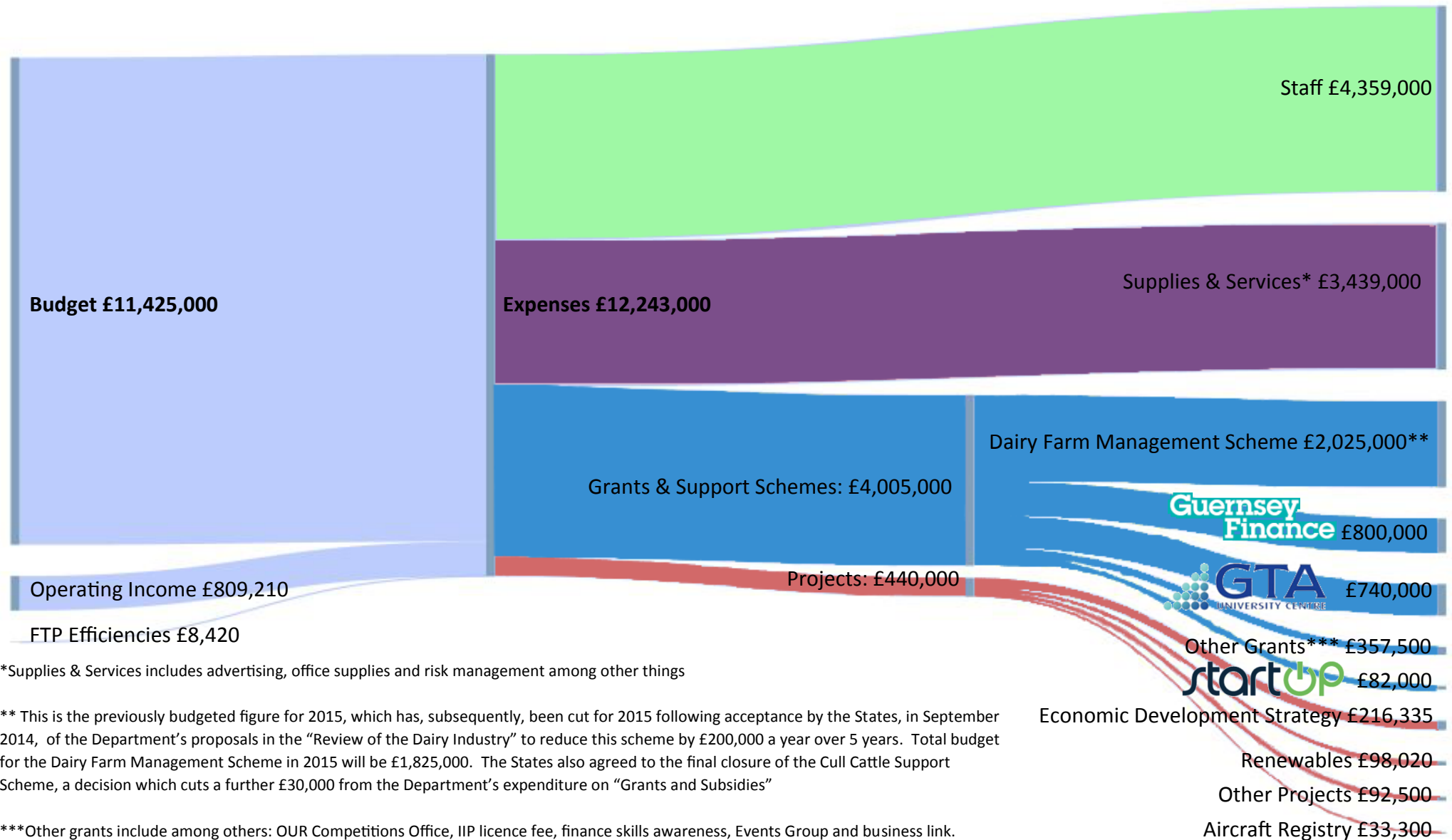
Detailed description of projects outside of the Strategic Framework for Economic Development

● Project on track ● Project closed ● Project not started

Projects outside of the Strategic Framework for Economic Development					
Element (s)	Action Item	Activity in 2014	Aims for 2015	Business Unit	Status
 Regulation & Advice	Control of firework nuisance for phonophobic pets.	Internet based alerts system investigated and reported to C&E Board. Not proceeded with due to funding constraints	Review of funding and options including greater control over firework availability	States Veterinary Officer	●
  Economic Development Regulation & Advice	Consumer protection – raise awareness of scams	Commencing in 2015	Write and implement a project plan to demonstrate how Trading Standards will be working with partners; Guernsey Police, voluntary sector and the media to raise the public's awareness of scam based crimes and how to avoid becoming a victim	Trading Standards	●
 Regulation & Advice	Development and revision of trading standards and consumer protection legislation	Development and revision of trading standards and consumer protection legislation	Following developments in the UK and the EU prepare positioning report for Board with recommendations for new law to enhance Trading Standards legislation. Work to commence on necessary amendments to Weights and Measures law and regulations.	Trading Standards	●

7: Finance summary

2015 Budget



*Supplies & Services includes advertising, office supplies and risk management among other things

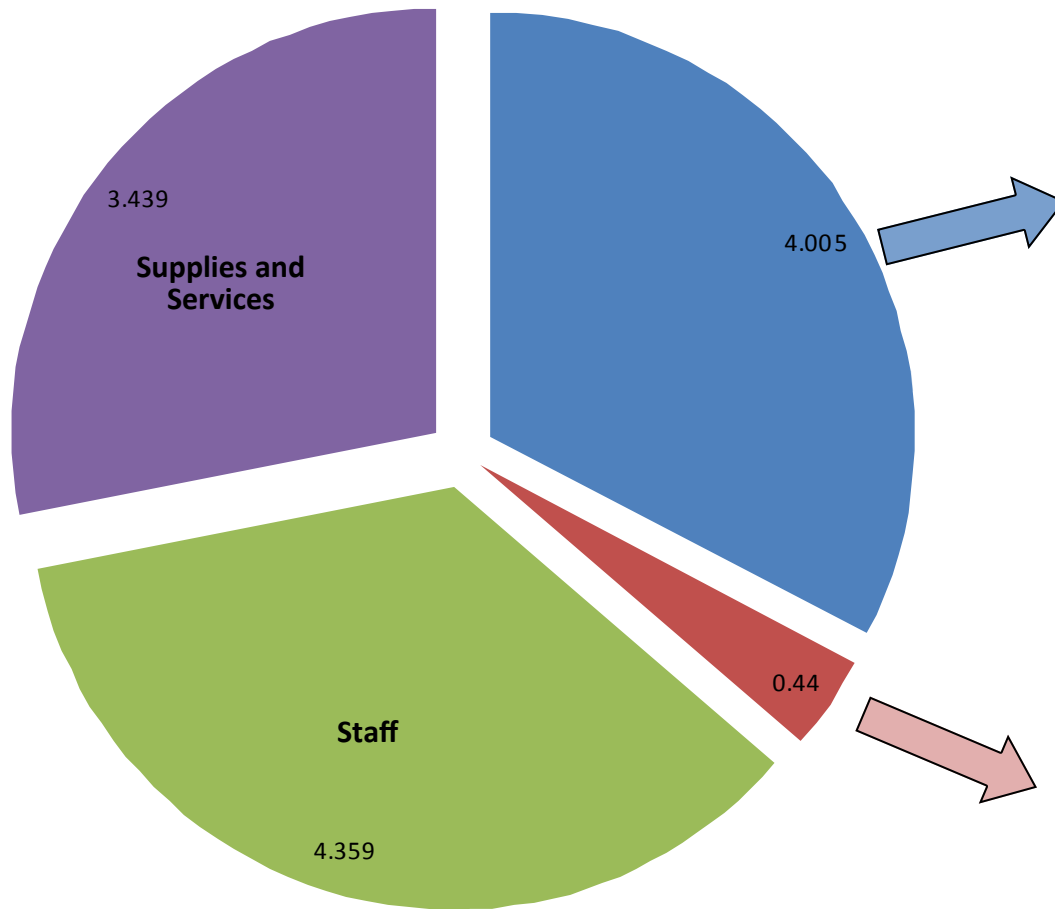
** This is the previously budgeted figure for 2015, which has, subsequently, been cut for 2015 following acceptance by the States, in September 2014, of the Department's proposals in the "Review of the Dairy Industry" to reduce this scheme by £200,000 a year over 5 years. Total budget for the Dairy Farm Management Scheme in 2015 will be £1,825,000. The States also agreed to the final closure of the Cull Cattle Support Scheme, a decision which cuts a further £30,000 from the Department's expenditure on "Grants and Subsidies"

***Other grants include among others: OUR Competitions Office, IIP licence fee, finance skills awareness, Events Group and business link.

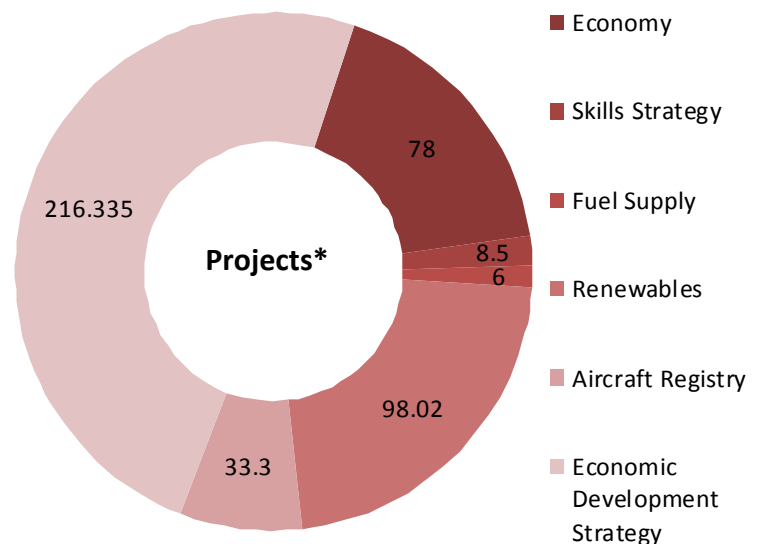
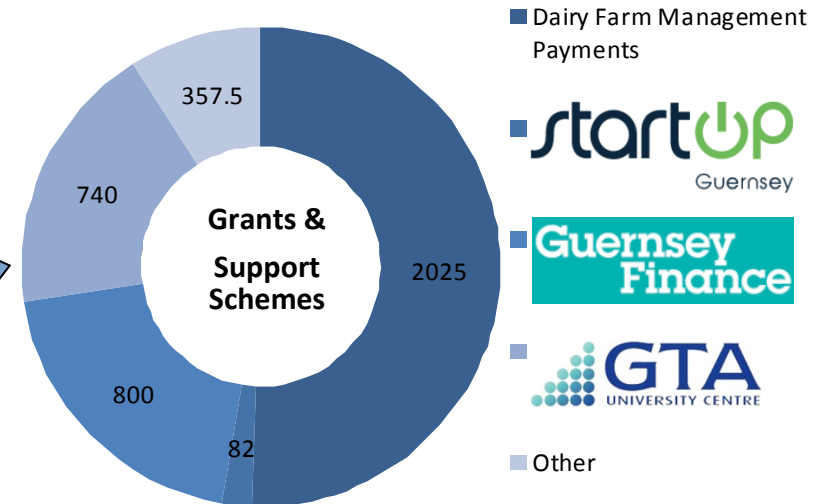
7: Finance summary

2015 Budget

Budget (m) - £11.425 total



Variable Budget (000's)



* Additional funding for certain projects will come from the States Strategic Fund and Economic Development Fund which sit outside of the Department's budget