

The Policy & Resource Plan

1 community
8 outcomes
23 policies



States of
Guernsey

Final

Approved by the States
on 8 November 2017

What is the Policy & Resource Plan?

The Policy & Resource Plan determines which policy initiatives should be prioritised by the States of Guernsey, and how this work will be resourced.

The Plan incorporates the Medium Term Financial Plan, which sets out the fiscal rules that the States will stick to, and it includes the capital portfolio of major projects to be progressed.

It also works alongside Public Service Reform, an ongoing 10-year programme of operational transformation endorsed by the States in September 2015. This sets out the direction for the transformation of public services that will make sure the States operates efficiently and has the resources necessary to deliver that list of States priorities whilst also improving our public services.

Policy and operational priorities must be aligned with, and supportive of, the Policy & Resource Plan, the Medium Term Financial Plan and Public Service Reform.

How was the Plan agreed?

In June 2017 the States approved the policy plans of the six Principal Committees and the Policy & Resources Committee. Each set out their respective policy priorities.

The States then directed the Policy & Resources Committee to “work with Principal Committees to refine their policy plans to the extent needed to enable the prioritisation of resources to take place and report back to the States of Deliberation as part of the 2017 Budget Report.”

Consequently the Policy & Resources Committee sought further detail from the Principal Committees to identify the policy initiatives that should be prioritised.

What is the plan?

The Plan is centred on the 20 year vision for Guernsey. This is:

We will be among the happiest and healthiest places in the world, where everyone has equal opportunity to achieve their potential. We will be a safe and inclusive community, which nurtures its unique heritage and environment and is underpinned by a diverse and successful economy.

To help move us towards achievement of the vision, four themes have been identified. All work in support of the vision will fall into one or more of these areas.



Focusing on these outcomes has resulted in the prioritisation of 23 policies from the Committee Policy Plans. These are set out below. (Please note that the numbering does not indicate priority within this list.)

1 Economic Development

A set of connected initiatives that will:

- Support, promote and work with a diverse finance sector to ensure that Guernsey remains a leading international finance centre
- Support the effective operation of the local economy, outside of the finance sector, through the development of policy to remove barriers to commerce
- Investigate and support new opportunities to diversify the local economy with a particular focus on using digital technology to enable commerce of all types
- Encourage high net worth individuals and new high added value and sustainable businesses to become established on the island
- Support the development of skills, talent and entrepreneurialism within firms and the workforce
- Investigate and support the development of the tourism offering of the island

2 Air & Sea Links

This priority will provide support to the maintenance and investigation of options for the expansion of air and sea links so that Guernsey is well connected with the UK and Europe. It is essential that the island has robust, sustainable, reliable and affordable air and sea links in order to deliver a dynamic and growing economy. This incorporates business travel to/from the island, visitor and local travel to/from the island, and the import/export of freight.

Connectivity to major UK and international airport hubs is also a key requirement for both business and leisure travellers, and a reliable schedule and frequency of air and sea services is vital if Guernsey is to facilitate and develop its economic development opportunities.

3 Brexit Policy

This policy will require us to work with others (including Jersey in a pan-CI arrangement) so that, post-Brexit, the trading opportunities for the island's goods and services are secured and where possible enhanced, and any risks are identified and managed. It is essential that Guernsey maintains its current position with respect to its relationship with the UK and relevant existing agreements with the EU and the Rest of the World as the UK exits the EU, and to make full use of opportunities that exist for Guernsey to present itself as a stable economic regime.

This work will include preparing proposals for Guernsey to have the UK's membership of the World Trade Organisation extended to the island, establishing customs agreements in relation to the movement of goods and analysis of the risk to the availability of skilled labour and seasonal labour from the EU if the Free Movement of People is not a policy that is secured post-Brexit.

4 Digital Connectivity

The digital industry, and the digital enablers for industry, are a strong focus for the States of Guernsey, owing to it being a high value, low footprint economic activity, suitable for a small island where land and workforce are at a premium. Digital connectivity is a priority in order to facilitate and support that industry. Additionally, there is also a need for government and local businesses to become digital by default if they are to remain competitive. The island's aims for this policy are set out in the Digital Sector Strategic Framework Document, which prioritises the following:

- Driving digital sector growth
- Delivering next generation digital infrastructure
- Developing the digitally skilled workforce of the future
- Providing world leading and proportionate legal, compliance and regulatory environment

Actions to achieve these goals will be further developed over the next year.

5 Harbour Area Enhancement

This priority specifically concerns the development and co-ordination of the policies for the enhancement of the St Peter Port Harbour Action Area (SPPHAA). It is recognised that this work will have to take into consideration a number of States' strategies and will require input from a number of different stakeholders including the third and private sectors. The work will initially include the production of a master plan for the SPPHAA as part of a Local Planning Brief, which will be considered at a public Planning Inquiry before being delivered to the States for consideration and approval. Once approved, improvements to infrastructure and service provision and opportunities for economic, social and environmental enhancements within the area can then progress.

6 Medium Term Financial Plan

This policy will support the delivery of the outcomes in the Policy & Resource Plan, and will ensure the States is able to achieve and maintain a balanced budget before moving into a sustainable surplus over the next four year period. This will then enable the re-building of reserves and the investment in future public services in support of achieving those outcomes.

The Medium Term Financial Plan balances the initiatives required to achieve the desired outcome between the delivery of savings through ongoing public service reform and tax increases from those best able to pay. It will also work to establish a social investment commission to support the sustainability of the charitable sector in Guernsey.

7 Justice Policy

The Justice Policy builds on the work of the Criminal Justice Strategy, recognising and supporting the role of all partners who administer justice in its various forms. This includes:

- Tackling crime and its causes
 - Identifying and recovering the proceeds of crime
 - Securing the borders and managing the impact of Brexit
 - Ensuring appropriate statutory frameworks for dealing with corruption, extradition and fraud
 - Transforming the way we tackle domestic abuse, alcohol related harms and hate crimes
 - Playing our part in global efforts in defeating modern slavery, people trafficking and violence against children
 - Ensuring a modern legislative framework in respect of sexual offences, violence against women, inciting terrorism and hate crime and other matters of major public concern
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8 Security & Cyber Security Policy

We will continue to secure our borders efficiently and effectively in light of global threats, while enabling the seamless legitimate movement of people and goods, which is essential to ensuring Guernsey remains a successful society.

Proactive consideration of how best to develop our cyber security as a jurisdiction is essential for our continued success as an international financial services and digital centre. We need to ensure that existing legislation is fit for purpose, and has appropriate flexibility to respond to evolving threats. We also need to ensure that we have the correct expertise and capability in order to best respond to evolving opportunities, and to raise and promote cyber awareness across businesses and individuals.

9 Future Delivery of Health and Care

This policy forms the foundation for the continuing transformation of health and care across, and in partnership with, the public, private and third sectors. This will provide a more sustainable health model that will not only deliver a good outcome for service users but will contribute to maintaining sustainable public finances. It will provide much greater integration between the core elements of the existing system, collectively focusing on delivering user-centred care.

10 Health & Wellbeing

Under a Bailiwick Health and Wellbeing Commission responsible for health promotion and health improvement activities, this policy will bring together the following strategies:

- Healthy weight
- Drug and alcohol
- Active travel
- Be Active initiative
- Breastfeeding
- Tobacco control

The policy will also support the implementation of the new mental health and wellbeing strategy and the disability and inclusion strategy.

11 H&SC Regulatory & Support Policy

This policy will see the introduction of an effective and proportionate regulatory regime. Work to develop comprehensive regulation for health and care has already begun, including exploring the options for working with other jurisdictions including Jersey. In order to protect individuals, a Capacity law will be introduced, and our adult safeguarding framework will be strengthened. In addition to this, work will commence on the development of a Care & Support Framework to support those who care for family and friends, and assistance will be given in developing a reablement strategy as part of SLAWS.

12 Improving Education Outcomes

In order to achieve the aims of this policy, the following objectives will need to be completed:

- Develop and ensure all schools and post-16 environments are centres of excellence through the continued delivery of high quality learning and teaching; promoting and sharing best practice across all institutions
 - Develop and enhance the school improvement strategy; supporting, challenging and monitoring outcomes through internal and external validation processes; using 'How Good is our School?' and on-going self-assessment
 - Implement the new Bailiwick curriculum developing joyous and purposeful learning with innovative teaching approaches
 - Continue to develop, consult and refine the curriculum framework with key stakeholders ensuring that all children have successful outcomes
 - Continue to develop curriculum and qualification options ensuring that all children and young people have opportunities to progress into a wide choice of post-16 pathways
 - Review the reporting of outcomes for all children and young people
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13 Secondary & Post-16 Education Transformation

This policy focuses on the implementation of an all-ability secondary education system for the island and the associated improvements in educational outcomes. This transformation will require resolution by the States of how the island's education estate is best utilised, with the associated capital prioritisation. It also involves workforce planning, admission and transport logistics, and the application of appropriate governance structures and empowerment of schools. The details of the funding arrangements of the grant-aided colleges, within the parameters set by the States in September 2017, will also require approval.

14 SLAWS (Supported Living & Ageing Well Strategy)

This strategy will improve the co-ordination in the provision of care and support for the older members of the community, and will also identify gaps and address existing needs which are not currently met. The drive behind the strategy is the growing issue of an ageing demographic against decreasing public revenues due to the shrinking working population.

This strategy aims to produce positive outcomes for the community because it is centred around the needs of the individual through a co-ordinated approach. Focusing on meeting people's needs and encouraging them to take responsibility to maintain an independent life for as long as possible, will slow the increase in costs in the long-term.

15 CYPP (Children & Young People's Plan)

The CYPP sets out a number of commitments which focus on early help and prevention which will reduce the demand on costly services in the future. It will also ensure that there is equality of access to services for children and their families to enable all children and young people to get the help they need to enjoy a fulfilled life.

Improvements to data collection and IT systems will ensure staff work more effectively but, importantly, will also provide a better understanding of the level and nature of need to plan appropriate services in the future.

The Plan also includes work on reforming the safeguarding of young people, input on the development of the disability & inclusion strategy and the establishment of an early years strategy.

16 Disability & Inclusion

This strategy will progress the adoption of legislation to provide equality for people with disabilities in all aspects of life and proposals which would allow the States to establish an equality and rights organisation to promote the value of inclusion and accessibility. This organisation will also assist employers and service providers and advocate for people who face discrimination or exclusion.

17 Social Welfare

The priorities in welfare reform focus on the implementation of the recommendations of the Social Welfare Benefits Investigation Committee (SWBIC) and the introduction of secondary pensions. The work of the SWBIC involves the merging and improvement of two existing schemes of financial assistance; namely supplementary benefit and rent rebate. Combining these two schemes into a single scheme of income support is intended to rationalise and simplify the systems, and to improve accessibility. This will help to alleviate the levels of financial deprivation and social exclusion which some individuals and families suffer in Guernsey.

The secondary pensions project, involving a system of automatic enrolment with the ability to opt out, is intended to increase people's financial provision in retirement, adding to their old age pension.

18 Affordable Housing (including Social Housing)

This priority focuses on improving affordable housing options to ensure appropriate availability, quality and affordability. This relates to both States' housing and the housing provided by the housing associations with which the States has a close relationship. The priority also focuses on the supply of an appropriate amount of housing of the required mix to meet the island's housing needs in an affordable and sustainable way.

Policy objectives include timely access to homes of a good standard and an appropriate size, and a significant reduction in waiting lists for social housing. They also include investigation of measures which may contribute to the affordability and availability of housing. The intention is for the States to strengthen its partnership with the Guernsey Housing Association, and to review the provision of housing for key workers in the public sector. In addition, steps will be taken to reduce the misallocation of housing units.

19 Strategic Population Policy

The size and composition of the population, and in particular the working population, is a significant factor in Guernsey's economic prosperity. Therefore it will be important to develop strategic population policies that underpin the economy. The review of the Population Management Law and its underpinning policies will support the work on strategic population policy. Future work will include consideration of how dependency ratios might be improved, and development of strategic population policies that will enable the economy to flourish whilst respecting the fact that Guernsey's infrastructure is unable to support unlimited immigration.

20 Lifelong Learning Policy

The rationale for this policy is to provide educational and training provision and guidance that supports the evolving needs of the island's workforce and employers by maximising the opportunities offered by the Guernsey College of Further Education, Guernsey Training Agency and the Institute of Health and Social Care Studies, while ensuring core provision is maintained for young people, professional and vocational training.

Objectives include the development and implementation of the Guernsey CoFE outcome agreement, the establishment of an Adult Careers Information Advice & Guidance Strategy, and the design of a devolution model to maximise the synergies of delivery within training and further/higher education provision.

21 Long-Term Infrastructure Investment

This policy will provide a targeted Infrastructure Plan which focuses on the identification, co-ordination and prioritisation of the infrastructure required to deliver the States' identified priorities. It is intended that the Plan will extend beyond simply identifying assets and fiscal requirements, and will also identify future requirements in accordance with States priorities. This will make it a valuable tool from an island-wide and marine planning/development perspective, as well as highlighting where public/private partnership might be beneficial to deliver infrastructure. It will also outline the scale of resources and long-term investment needed for delivery as well as identifying opportunities for co-ordination of strategies, operational efficiencies and ongoing maintenance.

22 Energy Policy

This policy encompasses renewable energy, infrastructure and security of supply of essential commodities (i.e. affordable and resilient supply of fuels). The main work streams within this policy are the formulation of an overarching Energy Policy for Guernsey which will address sustainability measures and which will inform future work in relation to the supply of hydrocarbons and the use of renewable energy.

23 International Standards Policy

This policy covers a variety of work streams, and supports ongoing work in:

- Meeting appropriate global standards of cooperation, transparency, financial stability, risk, equivalence and new data protection standards to support competitiveness
 - Meeting UN, Council of Europe and other Conventions that support social and environmental policy priorities, human rights and international standards
 - Meeting international maritime standards as well as in relation to Guernsey's territorial seas
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What happens next?

The 23 policy priorities outlined in this document will help clarify what government will be focusing on over the next few years. Committees will be held accountable, via the annual updates, for progress against these priorities. The first annual update will be in June 2018.





States of
Guernsey

For more information go to
[gov.gg/policyandresourceplan](https://www.gov.gg/policyandresourceplan)