

# The Policy & Resource Plan

1 community  
8 outcomes  
23 policies



States of  
Guernsey

2018 Update

# Introduction

**In November 2017, the States Assembly agreed its policy priorities for the rest of this term. This is called the Policy & Resource Plan.**

These priorities were set out by the Island's political Committees in order to support the high level 20-year vision of the Policy & Resource Plan agreed in November 2016 by the States Assembly namely:

“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.”

The Policy & Resource 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 Assembly in September 2015. This sets out the direction for the transformation of public services that will make sure the States operates efficiently, and that it has the resources necessary to deliver the States' priorities whilst also improving our public services.

Each year the Policy & Resources Committee will work with the political Committees in order to bring an update to the States' Assembly, and also to our community, on the progress that it is making.

**The 2018 update is the first to have been undertaken.**

# What has the States learned from the Policy & Resource Plan?

1. The Policy & Resource Plan is bringing greater transparency and accountability and gives the States, and in turn the community, clarity in terms of (a) priorities, (b) the States' progress against those priorities, and (c) the role of each political Committee in supporting those priorities.
2. A core objective of the Plan is to enable better and increased cross-Committee working through appropriate governance and administrative structures and the sharing of resources and expertise. This is critical in delivering the States-agreed priorities. We are now starting to achieve this as demonstrated in priority areas such as Brexit and the Supported Living and Ageing Well Strategy. However, more needs to be done to ensure cross-Committee working is straightforward and becomes the norm. The Policy & Resources Committee is considering how best to approach this.
3. It is clear what the States have achieved, for example with Brexit, digital connectivity, and the Children & Young People's Policy, details of which are included later in this document. Elsewhere, while progress is more cautious, the foundations have been laid which will mean greater visible momentum is possible over the next 12 months, such as in the Seafront Enhancement work, the Health & Social Care Partnership of Purpose, and the Disability & Inclusion Strategy. There are also areas where a lack of progress is evident, and these will be given closer attention.
4. Committees are still undertaking work which the States has not agreed as a priority, or which does not directly support the objectives agreed by the States Assembly. This process has helped to remind all Committees that we need to focus first, and use our limited resources on areas of work agreed as a priority.
5. Although there are concerns with the overall deliverability of the Policy & Resource Plan's priorities, the Policy & Resources Committee is not yet recommending that reprioritisation is necessary.

# Progress against priorities

Focusing on these themes has resulted in the prioritisation of 23 Government policy areas from the Committee Policy Plans. Progress against these is set out below set out below. (Please note that the numbering does not indicate priority within this list.)

## 1 Economic Development

Significant progress has been made with the Digital Strategy, the Skills Strategy and the development of a jurisdiction-wide Finance Sector Strategy. The new Committee is also working with the retail sector and the construction sector to consider how better to support opportunities for growth, and it is closely involved in the strategic review of population management.

The new Committee for Economic Development will be publishing a revised plan in mid-2018 that will provide clarity on ongoing work, on new initiatives to support diversification and growth, and on making Guernsey even more competitive as a place to do business.

## 2 Air and Sea Links

The Committee for Economic Development has prioritised strengthening air and sea links after limited progress was made during 2017. An enhanced inter-island ferry service has been put in place for summer 2018, and a new air transport licensing framework will be put before the States in mid-2018. As part of the new licensing framework, a process to put in place Public Service Agreements for air links designated as lifeline is being progressed.

## 3 Brexit Policy

The cross-committee Brexit Strategic Group continues to provide co-ordination of the work being undertaken by the Policy & Resources Committee, the Committee for Home Affairs, and the Committee for Economic Development. It also includes representatives of the Channel Islands' Brussels Office, the Guernsey Financial

Services Commission and the Guernsey International Business Association. Its objectives are to minimise any potentially negative impacts, manage potential opportunities, and ensure legislation is in place in a timely manner. It has been successful at ensuring Guernsey's interests are understood and recognised, and at building effective relationships on and off-island.

## 4 Digital Connectivity

Guernsey is now one of the world's most digitally connected communities, and this work is part of the overall Digital Strategy. The digital strategy has made progress in relation to digital skills, supporting economic diversification and looking at how government can support opportunities through appropriate legislation and regulation. This includes, for example, putting in place the framework to meet the General Data Protection Regulation (GDPR).

This work will be further progressed in mid-2018 when the Committee for Economic Development publish its Telecommunications Sector Strategy.

## 5 Seafront Enhancement

Seafront Enhancement (formerly the Harbour Area Enhancement) specifically concerns the development and coordination 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 producing 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' Assembly for consideration and approval.

A cross-Committee Steering Group, led by the Policy & Resources Committee, has been established. Its terms of reference is to explore the opportunities to enhance the eastern seaboard and the harbour area to support economic, environmental and social objectives.

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## 6 Medium Term Financial Plan

The Policy & Resource Plan presents for the first time a fiscal strategy that can support the delivery of the States' priorities. It 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, which will enable the re-building of reserves and the investment in future public services.

A thorough and inclusive capital prioritisation process has allowed a picture to be built, not only of the capital requirements in the next four year period, but beyond that. The States Assembly has also agreed a pipeline of longer term projects which extends the planning horizon for these long-term investments. The States' Trading Supervisory Board met its 2017 budgeted target of a return of £5million to contribute to funding the current capital portfolio.

As part of the estates rationalisation programme, two buildings were vacated by the end of 2017: Cornet Street (Income Tax) and Grange Road House (Education Services), which has enabled staff to be located in an improved working environment as well as contributing savings to the overall Medium Term Financial Plan target.

Following consideration of the 2018 Budget Report, the States directed the Policy & Resources Committee to establish a social investment commission during 2018, to begin operation from 1 January 2019. Collaborative work with the third sector is underway to establish a governance framework; to identify and secure sources of funds; and to set out clear conditions for investment of these funds.

£25million has been committed to the Guernsey Investment Fund to support the development of innovation and technology, along with £12.5million of private sector investment. This investment, which is a little over 1% of the total investment portfolio overseen by the Policy & Resources Committee, is independently managed with an investment objective to achieve a return for its investors and support business in the Bailiwick or which will benefit the Bailiwick. There is an intention to develop infrastructure and property cells in the future which would attract further investment from the States.

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## 7 Justice Framework

The Committee for Home Affairs has scoped an inclusive Justice Framework that builds on the work of the Criminal Justice Strategy. The objective is to maintain and promote a safe, secure, stable and equitable society which values public protection and justice. Success will result in a community where crime rates are low and money invested in the criminal justice system secures better outcomes.

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## 8 Security & Cyber Security Policy

The Committee for Home Affairs published the Cyber Security Policy in November 2017 to develop the Bailiwick's cyber security capability. Targets were identified with the aim being to ensure that Guernsey people, businesses and the States are as 'safe and secure' online as they are in the physical environment.

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## 9 Future Delivery of Health and Care

The Committee for Health & Social Care has focused on developing a prioritised programme, ensuring that the resources are in place to deliver the Partnership of Purpose. This will be based on the key aims of:

- Prevention: supporting islanders to live healthier lives;
- User-centred care: joined-up services, where people are valued, listened to, informed, respected and involved throughout their health and care journey;
- Fair access to care: ensuring that low income is not a barrier to health, through proportionate funding processes based on identified needs;
- Proportionate governance: ensuring people to self-refer to services where appropriate;
- Effective community care: improving out-of-hospital services through the development of Community Hubs for health and wellbeing supported by a Health and Care Campus at the Princess Elizabeth Hospital site delivering integrated secondary care and a Satellite Campus in Alderney;

- Focus on quality: measuring and monitoring the impact of interventions on health outcomes, patient safety and patient experience;
- A universal offering: giving islanders clarity about the range of services they can expect to receive, and the criteria for accessing them;
- Partnership approach: recognising the value of public, private and third sector organisations, and ensuring people can access the right provider; and
- Empowered providers and integrated teams: supporting staff to work collaboratively across organisational boundaries, with a focus on outcomes.

## 10 Health & Wellbeing

Significant emphasis was placed on the importance of prevention in healthcare and progress has been made on the establishment of a Health Improvement Commission. The Committee for Health & Social Care has moved to a more collaborative approach of commissioning which reflects the intent of the Partnership of Purpose Policy Letter.

This approach will be enhanced by ongoing work to develop a Public Health Outcomes Framework. This will provide an overarching vision for Public Health, desired outcomes and measured indicators, enabling benchmarking with other jurisdictions. The measures will take into account four key areas:

- Improving the wider determinants of health
- Health improvement
- Health protection
- Healthcare Public Health and Preventing Premature Mortality

## 11 H&SC Regulatory & Support Policy

This policy will see the introduction of an effective and proportionate regulatory regime. Work includes the introduction of a Capacity Law and a strengthened adult safeguarding framework. In addition to this, work has begun on a Care & Support Framework to support those who care for family and friends, and assistance will be given in developing a re-ablement strategy (helping people to regain their independence after leaving hospital) as part of the Supported Living and Ageing Aell Strategy.

## 12 Improving Education Outcomes

In order to achieve the aims of this Policy, the following objectives 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 and ongoing 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.

## 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. The 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 through the development of a new education law.

In January 2018, the States agreed the future structure of secondary and post-16 education, including merging the existing selective 11-18 school and three 11-16 high schools into one organisation on two sites under a single board of governors and Executive Headteacher. The Committee for Education, Sport & Culture has now to identify the resourcing requirements for the revised work streams with the Policy & Resources Committee.



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## 14 SLAWS (Supported Living & Ageing Well Strategy)

There are three priority work streams being pursued under the supported living and ageing well strategy:

- Development of a new reablement service
- Development of a Carers' Action Plan
- Development of policy proposals to address strategic funding

The Committee for Health & Social Care has plans to invest in the development of a new Reablement Service in Community Service. This new service will support people to remain or return to their own homes and continue to live as independently as possible and by doing so not only improve their health outcomes but also ease pressures elsewhere in the service.

During 2018 a Carers' Action Plan will be published; and the Committee for Employment & Social Security will report to the States on the strategic funding resolutions.

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## 15 Children & Young People's Policy

A supervisory group brings together the Committee for Health & Social Care (the lead committee), the Policy & Resources Committee, the Committee for Home Affairs, the Committee for Education, Sport & Culture and representatives from the Youth Commission and the Guernsey Community Foundation. The group is responsible for facilitating the cross-Committee and cross-sector working required to deliver the Policy and acts as the Corporate Parenting Board, which champions and supports the needs of children in care.

Now well established as a mature policy area progress includes: a reduction in the number of children on the child protection register and in those on the register for a second time in two years; a reduction in under 18 pregnancies; an increase in early years education; and a narrowing in the attainment and progress gap between the most vulnerable learners and their peers.

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The Committee for Education, Sport & Culture will lead the development of an early years' action plan, working with all relevant committees, to support children up to five years of age. The action plan will support the objectives of the States' funded pre-school education policy and support the resolution 'to identify the need for early intervention and early years' services for children under the age of three'.

The Committee for Health & Social Care has prioritised resources from its 2018 budget to support the early intervention and prevention work streams of 1001 days, Strengthening Families, and the Multi Agency Support Hub (MASH), alongside a commissioning budget to target service provision where it is most needed. In addition the Policy & Resources Committee has authorised resources from the Transformation and Transition Fund to support the Plan's implementation.

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## 16 Disability & Inclusion

The Committee for Employment & Social Security has put particular focus on establishing an Equality and Rights Organisations (ERO), on the development of legislation, and on awareness-raising as part of the disability & inclusion strategy, and it is developing this work in partnership with the third sector.

The Policy & Resources Committee has established a working group for the review of the Matrimonial Causes Law, with the aim of a draft Policy Letter being produced by the end of 2018.

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## 17 Social Welfare

Proposals to implement a social welfare system which unifies housing and income benefits based on the recommendations of the Social Welfare Benefits Investigation Committee (SWBIC) were approved by the States in February 2018. The objective is to establish a level of income below which it is considered intolerable for any individual in Guernsey to be expected to live. The new system will be introduced on 6 July 2018, with transitional arrangements in place for three years.

The introduction of secondary pensions in 2020, with the ability to opt out, is designed to encourage working age people to save for their retirement, as a supplement to the existing basic old age pension. A tender for a provider of the new pension scheme is in progress, and detailed proposals for the implementation of the scheme will be presented to the States in the first quarter of 2019.

## 18 Housing Policy

This work focuses on improving affordable housing options to ensure appropriate availability, quality and affordability, including the supply of an appropriate amount of housing of the required mix to meet housing needs in an affordable and sustainable way. Objectives include significantly reducing waiting lists for social housing, and to review the provision of housing for key workers in the public sector. The intention is for the States to strengthen its partnership with the Guernsey Housing Association..

The Committee for the Environment & Infrastructure will publish a Policy Letter in mid-2018, responding to the recommendations in the housing supply review published in 2017. This will include setting a strategic housing indicator and an affordable housing indicator.

## 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. A Population Management Review Panel has been established, and is chaired by the President of the Policy & Resources Committee. The Panel has determined its recommendations for the principles that should apply to the size and make-up of the working population, which have been considered by both the Committee for Home Affairs and the Policy & Resources Committee.

Further work will include consideration of dependency policies that will enable the economy to flourish whilst respecting the fact that Guernsey's infrastructure is unable to support unlimited immigration. The Panel will be engaging with employers by mid-2018, with specific focus on Short-Term Employment Permits, and will be developing policy to include consideration of the ways in which an individual can become a Permanent Resident.

## 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. Going forward it will be delivered through the programme of Secondary and Post-16 Education Transformation.

## 21 Long-Term Infrastructure Investment

This policy will provide a targeted Infrastructure Investment Plan which focuses on the identification, coordination and prioritisation of the infrastructure required to deliver the States' identified priorities. It is intended that the Infrastructure Investment Plan will extend beyond simply identifying assets and fiscal requirements, and will also identify future requirements in accordance with States' priorities.

## 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, the use of renewable energy and the Infrastructure Investment Plan.

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## 23 International Instruments

This policy priority embraces a wide variety of work streams. The External and Constitutional Relations team at the Policy & Resources Committee has an initial high level coordination role and can assist with ongoing facilitation between the Bailiwick and the UK, where required.

The International Instruments which are actively being researched or awaiting further progress or drafting can be categorised as:

- Tax and financial services
  - Trade and the economy
  - Environment
  - Human rights and fundamental freedoms [including the UN Convention on the Rights of the Child (UNCRC), the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), UN Convention of the Rights of Persons with Disabilities (UNCPRD), and labour rights]
  - Health and social care/services matters
  - Transport
  - Justice
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