



Strategic and Corporate Plan

Draft Revised Plan put to the States for approval
at the 2000 Policy and Resource Planning Debate

This Strategic and Corporate Plan has been prepared by the Advisory and Finance Committee in pursuance of Section 2(1) of the Island Development (Amendment) (Guernsey) Law 1990 and laid before the States in pursuance of Section 2(3) of that Law. It sets out the strategic objectives to be followed by the Island Development Committee under the Island Development (Guernsey) Law 1966, as amended.

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Section 1 Strategic Objectives

1.1 Statement of Principles

Adopted by the States of Guernsey in July 1996 (Billet d'État XIV of 1996)

1. The community of Guernsey aspires:

- a. to foster and develop the conditions by which people may secure their wellbeing and realise their full potential;
- b. to protect those who are unable to safeguard their welfare or to enjoy an adequate quality of life;
- c. to sustain the general wellbeing and culture of the whole community; and
- d. as part of an international community, to consider the impact of its actions on the welfare of people elsewhere.

2. Every member of the community has:

- a. a right to benefit from these aspirations;
- b. a duty to contribute to fulfilling them; and
- c. a responsibility to safeguard his or her own welfare.

3. The actions of the States are exercised through

- a. a constitutional framework, which defines the terms on which measures may be taken, ensures representation in the decision-making process and provides mechanisms for accountability;
- b. a legislative and judicial framework, which defines and safeguards the scope and limits of authority; and
- c. an executive and administrative framework, which implements the decisions of the duly constituted authority.

4. The States has the duty

- a. to serve and protect the community and its members;
- b. to recognise and respect the rights and independence of individuals as members of the community;
- c. to act as the steward of the Island, not only for present but also for future generations;
- d. to protect the international constitutional status of the Island;
- e. to manage Guernsey's affairs on a sustainable and cost-effective basis;
- f. to develop and implement measures to meet the aspirations of the community.

5. To this end the States undertakes

- a. to secure the provision of an infrastructure of resources and services for the people of Guernsey;
- b. to secure the provision of services and benefits which protect and enhance the welfare of individuals, groups and the whole community;
- c. to facilitate economic activities which make best use of available resources to create wealth for the community;
- d. to secure the maintenance and improvement of the environment of the Island; and
- e. to secure the representation of the Island's interests on international matters.

nb. For the purposes of this Strategic and Corporate Plan the "community of Guernsey" is generally taken to be those who are legally, ordinarily resident in the Island and members of their household. Its application to others, including residents of Alderney and Sark, is determined by appropriate legislation or resolution of the States.

1.2 Strategic Policy Statement on the Economy

1. **The aspirations of the community can best be met if economic conditions are such that there is:**
 - a. a sustainable rate of economic development;
 - b. an economic structure of sufficient diversity to provide a range of employment opportunities appropriate to the skills and abilities of the Island workforce;
 - c. the availability from within the Island population of a workforce sufficient in numbers and with the skills necessary to service the present and ongoing essential economic, social and environmental needs of the community.

2. **To facilitate the maintenance of these economic conditions the States will:**
 - a. seek to maintain and where possible enhance the Island's competitive position in such areas as the direct and indirect tax structure and the legislative framework;
 - b. favour the development of enterprises which satisfy as closely as possible the following attributes:
 - (i) produce a high added value in the use of Island resources;
 - (ii) make efficient use of Island resources;
 - (iii) provide a high net contribution to the Island economy and to public sector revenues;
 - (iv) contribute to the achievement of social and environmental objectives.
 - c. encourage the workforce to achieve its optimum earnings potential and productivity through education, training and retraining to develop the skills needed to sustain economic growth and to enable individuals to exploit fully the opportunities which such growth can bring;
 - d. control through the Housing Licensing system the importation of outside labour in a manner consistent with the achievement of economic, social and environmental objectives;
 - e. encourage investment in advanced technology and other capital items which improve productivity or the quality of local products and services;
 - f. provide in an efficient, economic and effective manner the level of essential public services sought by the community and fund them on a long term basis by the generation of public sector income from taxes on profit, personal income, consumption of goods and other sources.

1.3 Strategic Policy Statement on Social Issues

1. **The aspirations of the community can best be met if social conditions are such that people:**
 - a. feel secure and part of an Island community which has:
 - (i) a concern for the wellbeing of individuals;
 - (ii) respect for the community values, culture and heritage of the past which can enlighten the attitude to the future;
 - b. are adequately housed, fed and clothed;
 - c. have the opportunity to develop their potential through education, training and leisure pursuits;
 - d. have access to services which will assist them in maintaining and improving their physical, mental and social wellbeing;
 - e. have access to support and protection in conditions of dependency, such as childhood, old age, disability and special need.

2. **To facilitate the maintenance of these social conditions the States will:**
 - a. develop and maintain a legislative and administrative framework which protects people's rights and freedoms;
 - b. assess social needs and identify how, within the resources available to the community, these might best be met through a combination of services:
provided by
 - family support and voluntary/charitable bodies or
 - private enterprise or
 - the States;**where access is**
 - through a commercial transaction (including social security contributions) or
 - based on an assessment of need or
 - is universal by way of right;**and where any charge for accessing the service is met**
 - by the individual or
 - by the States or
 - jointly by the individual and the States;
 - c. seek to deliver in an efficient, economic and effective manner the range of coordinated and responsive social services required of it. 1.4

1.4 Strategic Policy Statement on the Environment

- 1. The aspirations of the community can best be met if environmental conditions are such that:**
 - a. renewable resources are conserved;
 - b. non renewable resources and irreplaceable environmental assets are used prudently and are not depleted below a level which is necessary to maintain the health and quality of life of the existing population and of future generations;
 - c. in the development of policies and programmes, immediate and longer term environmental factors are given equal consideration alongside economic and social factors;
 - d. in the implementation of policies and programmes, measures are undertaken:
 - (i) both to protect and achieve an overall enhancement of the environment;
 - (ii) to minimise any detriment to the environment and when such detriment does arise to provide for compensatory beneficial measures.

- 2. To facilitate the maintenance of these conditions the States will:**
 - a. develop and maintain a legislative and administrative framework for the protection and enhancement of the environment;
 - b. develop and maintain an audit of the Island's natural and built environmental assets and identify and agree priorities for the maintenance and protection of those assets;
 - c. set targets for the protection and enhancement of the environment and agree actions for meeting those targets in an efficient, economic and effective manner within the resources available to the community;
 - d. require that environmental implications are clearly presented in all policy proposals submitted to the States;

promote and encourage the adoption of best environmental practices in the Island particularly through the example of the administration and management of its own land, property and other resources.

Section 2 Corporate Practices

2.1 Corporate Practices

- a. The States of Guernsey is a corporate body and every States committee and its employees should:
 - (i) be committed to the States' strategic objectives and the policies being pursued to achieve them;
 - (ii) in all activities, be seen to act impartially, consistently, equitably and with confidentiality, in accordance with the law, States policies and generally accepted principles of best practice;

States committees are accountable to the States for the efficient, economic and effective management and safeguarding of public funds and other resources entrusted to them.

- b. The processes for the preparation and consideration of the Policy and Resource Planning Report and for the adoption of the Strategic and Corporate Plan provide the means by which the States can debate and resolve on its strategic objectives and policies.
- c. One of the Advisory and Finance Committee's responsibilities is the development and maintenance of administrative and accounting guidelines on what constitutes accepted best practice and against which the activities and practices of States committees and their employees can be audited.
- d. To ensure impartiality, consistency and equality of treatment across the whole of the States, the Civil Service Board is responsible for the setting of pay levels and conditions of service for States employees except for a small number of specifically excluded groups.

2.2 Financial Policies

1 A Balanced Budget

- a. The General Revenue Account is the mechanism within which General Revenue Income is accrued and from which annual allocations are made for revenue and capital expenditure and for allocations to reserves.
- b. The level of income is reviewed and rates of taxation revised annually with the aim of ensuring that sufficient monies are available to cover the coming year's revenue expenditure, appropriations to the Capital Fund and to reserves.
- c. Within the General Revenue Account, provision is made each year to maintain a residual balance, the General Revenue Reserve, against unforeseen variations in levels of income and expenditure. The long term target for the General Revenue Reserve is 5% of general revenue income. The actual balance accrued at the end of the year is carried forward and is available to assist in balancing the following year's budget.
- d. There is a general presumption against raising monies to fund capital expenditure by way of borrowing. Such borrowing would not be ruled out, however, in exceptional circumstances such as for a project of immense cost but which would bring very long term direct benefits to States finances.

2 Raising Public Sector Income

- a. (i) The major proportion of general revenue income is raised on an "ability to pay" basis through Income Tax.
- (ii) There is a fundamental presumption that the basic rate of income tax will be set annually at no more than that of directly competing offshore financial jurisdictions, which is currently 20%.

- (iii) Allowances against taxable personal income are applied in a consistent manner to all Island residents.
- (iv) Business profits are taxed so as to achieve a balance between consistency of treatment across all business sectors and enhancing the Island's competitive trading position.
- b. Whilst a relatively small proportion of general revenue income is raised through a tax or duty on specified goods, transactions and property ownership, there is a presumption against the introduction of a general Value Added Tax on consumption in the present economic circumstances.
- c. Income raised by way of tax, duty and other sources accrues to the General Revenue Account for allocation across the whole range of States general revenue activities. Such income is not earmarked for expenditure in the area from which it was raised.
- d. The entire services of a number of committees of the States, and some services within the mandates of other committees, are operated on a trading basis with income being generated through the charging of fees for services. With one major exception (the philatelic operation of the Post Office Board) trading undertakings are currently not required to contribute funds for the General Revenue Account.
- e. The services provided by the Social Security Authority under the Health Service and Social Insurance Schemes are funded by contributions from employees, employers, the self employed and the non employed earned income above specified levels. There are grants from general revenue to supplement contributions from those on lower incomes.

3 Expenditure and Reserves

- a. Each year total revenue expenditure and that for individual committees is subject to a limit imposed by the States which reflects the priorities which the States attach to services, the demands for those services, the requirements of the capital programme and a projection of income.
- b. In rare instances, elements of revenue expenditure are considered to be **formula led** in that expenditure is incurred in compliance with legislation or some other requirement over which a committee can exercise little control in the short term. Such elements of expenditure are not subject to a predetermined limit.
- c. Individual committees are able to retain **unspent balances** remaining on revenue expenditure at the end of the year other than in respect of Formula Led expenditure. Subject to the approval of the Advisory and Finance Committee, unspent balances are available to the individual committee to offset overspends or an increase in expenditure in other areas, or to convert into a capital allocation.
- d. Funds for capital expenditure are allocated on the basis of a 3 year rolling programme. The magnitude of the new allocation made to top up remaining allocations each year is determined by the funds available and a review of capital requirements over the coming 3 year period. Having received an allocation, committees are required to obtain specific approval from the States (or for smaller projects the Advisory and Finance Committee) before capital projects may be undertaken.
- e. In addition to maintaining a General Revenue Reserve, whenever possible, monies are put to reserve funds which have been established with the following aims and targets:
 - (i) The Contingency Fund - a strategic reserve which it is intended will only be used to ease the transition to a reduced level of public sector expenditure in the event of a structural (ie major and long term) detrimental change in the Island's finances or to meet an emergency requirement of exceptional magnitude. The Advisory and Finance Committee announced in the 1997 Budget Report that the target for the Contingency Fund should be regarded as 100% of annual revenue expenditure.

- (ii) The Capital Reserve - a tactical reserve established in 1994 to contribute to the cost of unusually large capital projects foreseen for future years (Alderney Breakwater, Sewage Treatment etc) which cannot reasonably be financed from annual allocations without detriment to the ongoing capital programmes. The Reserve could also be used as a means of achieving a more even flow of capital spending over the economic cycle.

4. Manpower Policies

- a. The States has resolved that the States Civil Service Board shall control the total States establishment through the application of a Staff Number Limitation Policy.
- b. In applying the Policy, the Board is required to have regard to the Strategic and Corporate objectives, policies and priorities adopted by the States and the detailed arrangements approved by the States in December 1995 (Billet d'État XXIV).
- c. The long term aim of the policy is to achieve a reduction in the total establishment of the States and the immediate aim in any one year is to limit net growth to as close to zero as possible.
- d. The Civil Service Board has been directed to consider, in consultation with the Advisory and Finance Committee, refinements to the application of the Policy to make it more flexible but without fundamental changes being made until the States has resolved issues relating to the extent of its services and the regulatory framework within which they are delivered.

5. Information Technology Policies

- a. The basic thrust of the States IT Strategy is to decentralise the operational decision-making processes on the specification of hardware/software for specific applications but to exercise corporate regulation through the issuing of guidance notes, the establishment of an investment appraisal and post implementation review process and a requirement for committees to submit IT Policy Statements to the Advisory and Finance Committee for approval.
- b. As part of the IT Strategy process, an IT Forum made up of IT officers from various States committees has been formed to review and update the Strategy and, through sub groups, to develop guidance notes etc on an ongoing basis.

6. Reconciliation of Resource Requirements and Resource Availability

The Advisory and Finance Committee and the Civil Service Board have adopted the following approach to reconcile immediate and competing demands from committees for financial and manpower resources:

- a. to seek to meet demands for incremental increases in resource requirements through a reduction of requirements elsewhere or through increased efficiency;
- b. to seek to avoid a deterioration in the existing levels of essential health, education and other social services which might be caused by a lack of resource allocations;
- c. to ensure that any major development of services involving a significant increase in resource requirements is only undertaken with the prior approval of the States;
- d. in the use of any surplus of income over expenditure to give priority to:
 - capital projects which secure the continued availability of existing assets through repair or replacement;
 - capital projects which will result in savings in revenue expenditure or directly generate additional income to the States;
 - capital projects which meet unavoidable or generally accepted needs;
 - the building up of reserves to meet projected future requirements or to provide against future adverse circumstances.

Section 3 Corporate Policies

3.1 Benchmark Population Projection

- 3.1.1 One of the key factors when considering Strategic objectives and the resource and other implications of pursuing policies to meet those objectives is the projected size and make up of the Islands current and future population.
- 3.1.2 A detailed projection of population formed part of the Discussion Document on Population and Housing Policies published prior to consideration of the 1998 Policy and Resource Planning Report. A summary of that projection is reproduced below.
- 3.1.3 The projection is based on a number of assumptions and is therefore not a prediction of what the population **will** be in a given year but what it **would** be if the assumptions were accurate over the whole period of the projection.
- 3.1.4 Because the projection attempts to look forward 45 years, the assumptions used must be recognised as being what may be the **average** trends over that period. Short term influences will affect the actual trend over any given couple of years but changing the projection each year to take account of these short term influences does not provide a sound base for long term planning.
- 3.1.5 The projection looks forward 45 years to form the basis for long term planning. It is anticipated that targets for the implementation of policies, for instance on housing, will be aimed at meeting projected needs for the coming 15 year period. The projection will be reviewed in the light of the results of the next quinquennial Census in 2001 following which policies and targets may have to be revised.
- 3.1.6 It is anticipated that the Benchmark Population Projection will be the projection used by States committees for forward planning purposes but it is recognised that each committee with a responsibility which is influenced by population trends may need to flex the projection to make prudent provision for their specific policies and service provision.
- 3.1.7 The following assumptions were made in producing the projection:
- | | |
|---------------------------------|--|
| Fertility Rate: | 1.56 children per female of child bearing age based on the actual Island rate since 1974. |
| Mortality Rate: | based on UK rates which in 1998 gave males a life expectancy of 75 years and females 80 years. |
| Net Migration: | an average net migration rate of +200 over the 45 year period. |
| Presence of Short Term Workers: | a permanent presence of 700 workers who stay in the Island for less than one year and do not contribute to the natural increase in population. |
- 3.1.8 The detailed population projection at 5 year intervals over the next 45 years is shown below broken down into three age categories:
- | | |
|-----------------|---|
| 0 to 14 years: | which in broad terms may be considered to be the pre-school and school age group. |
| 15 to 64 years: | which in broad terms may be considered to be the potentially economically active age group. |
| 65+ years: | which in broad terms may be considered to be the retired age group. |

Benchmark Population Projection, Total Population and Age Breakdown

	0-14	15-64	65+	Total
1996	10344	39132	9205	58681
2001	10667	40035	9282	59984
2006	10363	41001	9720	61084
2011	10019	41826	10179	62024
2016	9586	41561	11779	62926
2021	9486	41511	12811	63808
2026	9581	40956	13970	64507
2031	9630	40074	15193	64897
2036	9484	39293	16144	64921
2041	9256	39136	16266	64658

- 3.1.9 Equally important to the actual numbers in each age category is the proportion of each category within the total population. This has economic and public sector expenditure implications in terms of the ability of the potentially economically active population to fund the health and other needs of the elderly. The table below shows the proportions of each age category for selected years.

Proportion (%) of Age Categories within Total Population

Year	0 to 14	15 to 64	65+
1996	18	66	16
2011	16	68	16
2021	15	65	20
2041	14	61	25

3.2 Population Policies

- (i) The growth in population should be limited to as low a level as possible consistent with achieving Economic, Social and Environmental objectives.
- (ii) The main population control measures should continue to be the Housing Control Law and the Right to Work Law.
- (iii) As far as possible, jobs should be filled by local residents. However, there continues to be a need to employ overseas labour to supplement the local labour force in specific areas.
 - (a) The vast majority of those employed from overseas should continue to be on short-term housing licences (ie. for periods up to 9 months or 3 years).
 - (b) Whenever possible the period of validity of other essential licences will be limited so that the majority of such licence holders do not reside in Guernsey for more than 5 consecutive years.
 - (c) Essentiality should be judged on the principles set out in clause (i) above.
 - (d) The issue of short term licences to the Horticultural and Tourist sectors should be judged on the basis of no suitable local labour being available to undertake the work.
- (iv) No members of the resident population, be they licence holders, Open Market residents or members of their households, shall be restricted from maximising their contribution to the economy through employment.

- (v) With the exception of licences granted in respect of cohabitation on a one to one basis, the Housing Authority should generally only grant licences, on compassionate grounds, to persons who:-
 - (a) are potentially qualified residents as specified in the Law; and
 - (b) are currently resident in the Island; and
 - (c) have already completed a substantial proportion of the specified qualifying period.
- (vi) The States should continue to encourage the use of new technology and the provision of training in order to increase the level of skills and productivity of the resident population and the Housing Authority, when considering an application for an employment related licence should take into account the extent to which the applicant is using new technology and providing training.

3.3 Energy Policies

- (i) Building regulations should be monitored and regularly reviewed so that they take account of any improved energy conservation standards which are introduced, particularly in the United Kingdom, and implemented as soon as possible following any changes there.
- (ii) The Board of Administration should continue to manage an ongoing public awareness campaign on the economic and environmental benefits of energy conservation.
- (iii) Private sector energy suppliers should be encouraged to make their consumers aware of ways of conserving energy.
- (iv) Energy use in States' departments should be reduced over a five year period by 20% based on 1990 consumption levels. (If expenditure is involved then this should be assessed on no more than a four year payback period).
- (v) The practicability of using renewable energy sources for producing electricity should continue to be monitored by the States Electricity Board and other States' departments. Individuals and businesses should be encouraged to use renewable energy resources wherever practicable. Progress on the use of renewable energy should be reported upon annually in the Policy Planning, Economic and Financial Report.
- (vi) Due weight should be given to the potential benefits both to the Island and globally, of reducing energy consumption and greenhouse gas emissions in the drawing up and implementation of traffic and other policies.
- (vii) The installation of combined heat and power systems where economically feasible should be encouraged. The States Electricity Board shall without delay draw up guidelines for connection to the electrical distribution network, and set a price for such electricity as is amenable to the Board and encourages potential combined heat and power system operators.

3.4 Law and Order

- 3.4.1 As an international finance centre, Guernsey recognises its obligations and responsibilities to the international community to strive to prevent the utilisation of the world-wide banking system and financial institutions for the purpose of money laundering and other financial crime.
- 3.4.2 The maintenance of law and order within the Island is also a prerequisite for the realisation of those aspirations of the community set out in the Statement of Principles at the beginning of this Plan.
- 3.4.3 Therefore, the States of Guernsey will strive:

To prevent all types of criminal activity operating in or from the Bailiwick and to pursue all criminal activity that may occur, including the provision of assistance to international law enforcement agencies.

3.4.4 In the implementation of this strategy:

- a) the States Committee for Home Affairs will continue to pursue those policies included in the Committee's Report to the States of January 1998 (Billet d'Etat II), and covering such aspects as community policing, public order, crime, financial investigation and drug, alcohol and solvent abuse.
- b) the Board of Administration will continue to pursue the Strategic Objectives set for the Customs and Immigration Department with respect to the combat of drug smuggling and money laundering as presented in the 1999 Policy and Resource Planning Report.
- c) the States Advisory and Finance Committee and other appropriate agencies will continue to pursue those policies identified in the volume relating to Guernsey of the "Review of Financial Regulation in the Crown Dependencies" (November 1998).

3.4.5 In July 2000 (Billet d'Etat XV) the States also endorsed the following key principles in relation to standards of regulation and law enforcement in the provision of financial services:

- The States of Guernsey will ensure that local standards of regulation of the financial services sector and co-operation in law enforcement remain at the forefront of developing international standards.
- International initiatives will continue to be monitored and internationally accepted initiatives will be adopted where they are in the best interests of the Island and seek to achieve a global level playing field.
- Money laundering is recognised as a critical adjunct to underlying criminal activities whilst at the same time tainting financial institutions and if unchecked undermining public trust in their integrity. As a consequence the States of Guernsey will continue to play an active part in the fight against serious crime and all reasonable steps will be taken to prevent money laundering activities within the Bailiwick and thereby to deny safe havens to criminals and their illicit proceeds.
- The regulatory and law enforcement agencies of the Bailiwick will continue to work closely together and share information to deny criminals and their illicit funds access to the global financial systems.
- The States of Guernsey will preserve an appropriate balance between, on the one hand, recognition of the legitimate right to confidentiality whilst on the other, the need to assist foreign law enforcement agencies to effectively fight serious crime including tax evasion and corruption.

Section 4 Strategic Land Use Plan

4. A Vision and Strategy for Sustainable Development

“Economic growth and environmental quality achieved through a balanced and sustainable strategy for the benefit of Guernsey”

4.1 The vision is founded on three interdependent principles of sustainable development. Reflecting the local context, these are expressed as:

- 1) To encourage the further social and economic development of the Island and to ensure as far as possible that sufficient land and support infrastructure are available to accommodate it.
- 2) To use land and buildings efficiently, and consequently to channel development activity into existing and committed urban areas, particularly through a rehabilitation and upgrading of the existing fabric and infrastructure thus constraining further inroads into undeveloped land and generally resulting in higher density development than at present.
- 3) Actively to conserve and enhance the quality of the environment of both urban and rural areas.

4.2 These principles underlie the seven strategic themes that have been developed to address the key issues, and on which the strategy is based:

- 1) **Housing**: making optimum provision for the Island's housing needs.
- 2) **Employment**: meeting the needs of a diverse economy
- 3) **Commercial Centres**: maintaining the vitality and viability of Town, the Bridge and other parish centres.
- 4) **Strategic Transport**: securing the provision of adequate air and sea links.
- 5) **Water and Waste**: sustainable management and the provision of essential infrastructure
- 6) **Social, Community and Recreation**: enabling the broadest possible access to facilities and services
- 7) **Countryside**: balancing the competing demands on the countryside.

Each of these themes provides the policies that underpin the Land Use Strategy.

5. Land Use Strategy

Housing

- 5.1 The Strategic Land Use Plan needs to consider the amount of new housing required over the plan period, and give guidance on where it should be located. It should also recognise the need to improve the quality of people's lives by ensuring good homes in a quality environment. The Plan requires that a range of housing options are available to meet changing requirements and that full and effective use is made of suitable sites.

Strategic Statement 1

The provision of adequate opportunities to meet the identified housing requirement, with minimum detrimental impact upon the environment and good design to create a high standard of living and social conditions.

Employment

- 5.2 The Plan provides the strategic land use framework to guide development including that needed to ensure a diverse economy for the Island. The aim is to facilitate sustainable economic activity. This means providing an appropriate range of opportunities for industry and commerce within the capacity of the Island's resources, and within an overall improvement of environmental quality and social well being.

Strategic Statement 2

The provision of an appropriate range of opportunities for employment and wealth creation within the capacity of the Island's resources, while conserving and enhancing environmental quality and social well being.

Commercial centres

- 5.3 The commercial centres in Guernsey serve an important social and economic function. The Town in particular provides jobs in shops, offices and other services as well as being a focus for shopping, social, leisure and cultural facilities. All the centres are important to the quality of life in the Island. The aim for commercial centres and shopping is to maintain and enhance the centres as attractive places to live, work, and enjoy, strengthening the role of the Town and The Bridge as the principal shopping and service centres. This means ensuring that everyone has convenient access to a wide choice of shopping, leisure and other facilities.

Strategic Statement 3

The support of commercial centres as attractive places in which to live, work and take enjoyment, strengthening the role of the Town and the Bridge as the principal centres, while ensuring that everyone has convenient access to a wide choice of shopping, leisure and other facilities.

Strategic transport links

- 5.4 The strengthening of external transport and other communication links is of strategic importance for the continued development of a sustainable economy. Good passenger and freight transport is essential for business and for permitting access to services. Strategic air and sea links to and from the Island therefore, need to be kept under review and improved where possible. Development will be encouraged which supports existing transport infrastructure.

Strategic Statement 4

The development of a safe, environmentally friendly and efficient transport infrastructure which serves the needs of local residents, industry and commerce.

Water and waste management

- 5.5 Adequate provision for water and waste management infrastructure is crucial not only to exploit business opportunities but also to retain and enhance the high quality environment, in itself an important economic resource.

Strategic Statement 5

The proper management of water and waste, with the aim of minimising the environmental impact and making the most effective use of existing resources and infrastructure.

Social, community and recreation

- 5.6 Access to a range of services and facilities is an important aspect of quality of life. Their existence also helps support the local economy and tourism. Recent years have seen a big increase in the demand for social, community, and leisure facilities and this is expected to continue in the future. Sport, entertainment and social facilities will be encouraged where appropriate. Catering for recreation in the countryside without damaging the environment, and developing the potential of the Town and eastern seaboard are also of paramount importance.

Strategic Statement 6

The encouragement of opportunities for leisure and the development of community facilities which are easily accessible to all.

Countryside

- 5.7 The quality of the environment affects people who live in the Island, and can deter or attract potential visitors, tourists and investors. The Island has much to conserve in its rural and urban environments, but it also has poor and degraded environments, which need improvement and enhancement. The land use strategy contains policies and proposals to reconcile and manage potentially conflicting demands on the countryside.

Strategic Statement 7

The conservation and enhancement of the countryside, including maintaining and improving biodiversity by protecting and enhancing habitats.

6. The Strategic Policies

“Adequate housing provision”

6.1 The housing requirement

6.1.1 The housing requirement is determined by the size of the Island’s population, its projected growth, the composition and size of households, and any population policies adopted by the States (see Section 3). The requirement is therefore affected by particular demographic factors and any discrete or “latent” demand for additional housing within existing households.

6.1.2 The 1996 Census revealed a total of 21,862 private households in the Island. Further analysis of the Census projects that by the year 2011 there will be a 30% increase in households over 65 years of age, a 25% increase in households under 65 and a 26% increase in households comprising couples living on their own. In addition, social and cultural trends continue towards smaller household size and there remains significant unfulfilled or “latent” demand for housing within the present population.

6.1.3 This analysis provided the benchmark target, incorporated in the Strategic and Corporate Plan, that “provision should be made to allow for an average aggregate of 250 new homes per year to be created over the statutory life of each successive revised Plan”.

6.1.4 Whilst the benchmark target of 250 additional new homes each year should be retained, it is acknowledged that the analysis of the housing target needs closer examination, definition and refinement. In assessing the supply and demand for housing the IDC shall be guided by forecasts of demand in the Strategic and Corporate Plan, or its reviews.

Strategic Policy 1

Provision should be made for an additional 250 new homes each year

6.1.5 The above policy sets out the additional housing provision that may be required in the period 2001-2016. These figures are provided as guidance for development plan preparation and infrastructure provision only and will require to be monitored on an annual basis and reviewed.

6.1.6 Better definition of the housing requirement with respect to the population age profile, household composition and unfulfilled demand should be aimed at establishing more closely the particular needs in terms of housing type, size and tenure. The present target of 250 additional homes each year is, therefore, expected to require adjustment in future years.

Strategic Policy 2

The housing requirement should be subject to regular monitoring and review.

Location of development

6.1.7 To accord with the development strategy’s objectives and strategic themes, policies for housing development aim to steer demand to appropriate locations within existing settlements. The development strategy seeks to achieve as much new housing as practical and possible within the existing urban areas and on previously-developed land, in order to minimise the amount of development which will be needed on open and undeveloped sites.

Strategic Policy 3

The majority of this provision should be within the Urban Area.

6.1.8 In order to encourage regeneration of the existing urban areas and to get development in place on previously developed land it is essential to control the release of new open and undeveloped land. Housing Target Areas may be identified in the Urban Area Plan but these should only be released for development when the States is satisfied that there are no reasonable options available for development within the existing built-up areas.

- 6.1.9 In order to meet the principles of sustainable development any new Housing Target Areas should conform to a number of general criteria. These include:
- i) sites should be well related to the existing pattern of development, with access to local facilities
 - ii) sites should be capable of being served by good public transport as an alternative to the private car
 - iii) there should be no detrimental effect on important landscape, conservation, wildlife or other environmental concerns
 - iv) appropriate infrastructure can be provided in a sustainable manner.

Strategic Policy 4

Greenfield sites may be allocated as housing target areas but land allocated as such will only be released for development if it can be demonstrated that there is a clear need for additional greenfield development. The release of such land should be phased to give firm priority to potentially suitable or available land within built-up areas.

Making the best use of sites in urban areas

- 6.1.10 The spread of housing development across the countryside is one of the most potent symbols of perceived environmental damage. Although to meet the anticipated household growth some greenfield land will need to be developed it will be a priority to seek to achieve as much new housing development within the existing built-up areas as possible. It is important that opportunities are taken to re-use previously developed sites and the potential to convert and re-use derelict or vacant buildings should be thoroughly explored.
- 6.1.11 Land within the urban areas is likely to have, or be capable of being provided with good public transport links, and good links to footpath and cycleway networks, all of which are important to encourage less use of the private car.
- 6.1.12 To reduce the land-take impact of new development an economical use of limited land resources is desirable. One way to maximise the number of dwellings that can be accommodated within existing urban areas is to design housing schemes to achieve the highest number of dwellings on a site without detriment to the quality of urban life.

Strategic Policy 5

Housing development should be of a type and design to achieve as high a density as compatible with achieving good standards of accommodation and residential amenity, particularly in areas well served by public transport and other services and facilities. The density of housing should take account of:

- i) The trends in the size of households, particularly towards smaller households;***
- ii) the need for good design;***
- iii) the need for mixed use in appropriate locations;***
- iv) the provision of open space and landscaping;***
- v) the reduced need for parking provision and road space.***

Affordable housing

- 6.1.13 'Affordable' housing is intended to meet the needs of local people who for financial reasons are unable to compete for accommodation in the open housing market. It is clear the operation of the housing market is not responding adequately to these needs. The solution to these issues does not lie solely with land use planning but will require innovative initiatives by the public and private sectors.
- 6.1.14 Where appropriate, the States will identify levels of housing need, indicate overall targets for the provision of affordable housing, and determine specific requirements for development

- 6.1.15 The pursuit of housing that is affordable should not result in housing that is of poor standard or offers inadequate amenities. Affordable housing does not mean housing of poor quality or design. This is becoming an increasingly significant issue as the focus shifts to higher density schemes in the Urban Area. Low standards of amenity and a lack of parking may have undesirable environmental and social consequences for the Town that could undermine its attractiveness as a place to live.

Strategic Policy 6

Detailed development plans may include policies to facilitate the provision of affordable housing where the need is identified. In this context, affordable does not mean substandard, but should be well designed, of a size which matches household size, with adequate standards of amenity.

Buildings suitable for re-use as housing

- 6.1.16 A significant amount of surplus accommodation exists which is of a lower standard and is no longer economically viable for its former use. For example, tourism policy is primarily aimed at the encouragement of higher spending tourists rather than a major increase in tourist numbers. Therefore, some lower standard tourism accommodation is being released from the sector, which is capable of being refurbished as housing.

Strategic Policy 7

Encouragement may be given to the re-use of surplus accommodation for housing purposes. This will enable its conversion and subsequent sale or rent as sheltered accommodation, residential or nursing homes and staff hostels.

Special needs

- 6.1.17 Housing quality and the ability to gain access to housing are key elements of meeting the strategic objectives and housing needs of people. The importance of housing which meets the needs of all sectors of society in contributing to the overall wellbeing and sustainable development of balanced communities is recognised. Two aspects are particularly important – affordability and the ability to accommodate a range of housing needs for all members of the community, including elderly people and those with disabilities.
- 6.1.18 The second aspect is particularly important to meet the existing and changing needs of all members of the community, including those of the ageing population. It is already known, for example, that there is under-provision of sheltered housing for the elderly. Measures have already been taken to facilitate the development of such housing, but further research and analysis will be required to determine the extent of such provision and to devise suitable mechanisms for ensuring that sheltered housing is accessible to those who need it. To ensure such housing is capable of meeting the changing needs of households the quality of design is crucial. The siting of this housing on flat ground, close to shops, other amenities and public transport links is also particularly important.

Strategic Policy 8

A wide mix of housing which reflects housing needs should be encouraged, including homes for families and small households; housing for elderly households and other households with special needs; and provision for people requiring community care.

Improving the existing housing stock

- 6.1.19 With respect to the existing housing stock, it is evident that a significant proportion of private rented accommodation, some new conversions and some purpose-built accommodation, particularly in St Peter Port, is also of poor standard and lacks amenity space.
- 6.1.20 In most cases it is better to make good use of the existing housing stock than to have large-scale clearance and redevelopment. However, adequate resources must be made available to tackle under-investment, and improve and renovate the existing housing stock.

6.1.21 Proposals to bring empty houses back into use should be supported. The available range of regulatory mechanisms – development control, building control and the preservation of heritage value – should be used to ensure that new development, and the re-development of run-down and derelict accommodation, is of adequate standard.

6.1.22 It is essential that improvements in the housing stock are accompanied by environmental and infrastructure improvements in order to improve the quality of life for local residents and ensure that the full potential of the housing stock is realised. A comprehensive programme of environmental, traffic and social improvements is required to ensure that the Town continues to be an attractive and desirable place to live.

Strategic Policy 9

Priority should be given to making better use of the existing housing stock. In particular, proposals would be supported which:

- i) maintain and improve existing houses to a high standard;**
- ii) bring empty houses back into use;**
- iii) reduce under-occupation;**
- iv) ensure that the environment of housing areas is of a good quality.**

6.2 Diverse employment opportunities

Office development

- 6.2.1 Redevelopment at Gategny Esplanade and Le Bouet will improve the stock of new office accommodation in the Island, secure other amenities, and above all enhance the perception of the Town as a place for investment, business and leisure. The ageing office stock of the Town also needs to be upgraded to provide attractive alternative opportunities for other uses, for example, housing.
- 6.2.2 Investment in new office schemes should be associated with improvements to the environment and accessibility; a greater diversity of uses, including housing and improved leisure and retail facilities; and should not increase traffic congestion or displace other essential uses.

Strategic Policy 10

The refurbishment of the existing office stock in the Town should be encouraged. New office development may be facilitated on redevelopment sites to secure a more diverse mix of uses including housing, subject to safeguarding the character of the Town.

Office based industry

- 6.2.3 A significant recent trend in employment generation has been the development of activities that cross the boundary between traditional industrial and office use. Such activities include data processing, software development, telemarketing, research and development, information technology, etc. Forecasts from GMEx and others suggest that significant employment opportunities exist in these sectors and demand exists for suitable sites and buildings.

Strategic Policy 11

The IDC should encourage a comprehensive range of accommodation to meet the needs of manufacturing and service employers.

Industrial land supply

- 6.2.4 The general industrial land supply represents an important base for economic development. This land provides accommodation for the development of local business initiatives as well as providing yard and storage space and is vital to the long-term health of the economy. Detailed Development Plans should, therefore, seek to maintain an adequate supply of local industrial land and to manage that supply flexibly.

Strategic Policy 12

To ensure an adequate supply of industrial land in terms of location, size and quantity, the Detailed Development Plans may identify a range of opportunities for industrial development.

Small-scale business development

- 6.2.5 A major aspect of the development strategy is to assist in the creation of small-scale economic activity to provide employment opportunities. The IDC will, therefore, work with the Board of Industry in seeking to encourage and create the conditions to develop local business opportunities and to diversify the local economy. This would include supporting the provision of small-scale business development, in appropriate locations. The cumulative impact of such developments must, however, be considered.

Strategic Policy 13

Provision may be made for the development or extension of small-scale businesses in appropriate locations.

Horticulture

- 6.2.6 With notable exceptions, the horticultural industry is contracting and significant areas of glass remain uncropped. In terms of the overall area under glass, therefore, there remains no requirement for the provision of new horticultural land. In order to permit the continued rationalisation of land holding, however, development or redevelopment on

existing holdings will be permitted in those cases where the Island Development Committee and the Committee for Horticulture jointly recognise that greenhouse or related horticultural development will make a valuable and needed contribution to the industry and is likely to continue to do so for the foreseeable future, by virtue of the site's suitability for commercial operations.

Strategic Policy 14

In order to permit the continued rationalisation of land, development or redevelopment on existing holdings may be permitted in those cases where the Island Development Committee and the Committee for Horticulture jointly recognise that greenhouse or related horticultural development will make a valuable and needed contribution to the industry and is likely to continue to do so for the foreseeable future, by virtue of the site's suitability for commercial operations.

Land reclamation areas

- 6.2.7 The Strategic and Corporate Plan supports the role of the ports and accepts the need to identify land for future port use and development by port related industry. Existing reclamation areas and future expansion at St.Sampson's Harbour will be concentrated on upgrading infrastructure in order to cater for the anticipated growth in future traffic flows.
- 6.2.8 The aim of policy SP15 is to preserve the land reclamation areas at St. Sampson for those activities that will benefit from the unique location. Such activities include those with a high environmental impact and which are of strategic importance.

Strategic Policy 15

Priority should be given to port related industrial development and activities with a high environmental impact in existing and future land reclamation areas at St Sampson's Harbour.

Development requiring an airport location

- 6.2.9 The Plan encourages the future development of the airport but only by businesses and industries that require an airport location. The land surrounding the airport is by definition, scarce and in a rural area of the Island. A range of other industrial locations will be identified for other companies that do not require an airport location.
- 6.2.10 The IDC will identify those types of 'airport related' use which are acceptable in the Detailed Development Plan.

Strategic Policy 16

In reviewing the Rural Area Plan, consideration may be given to provision for development requiring accommodation at or adjacent to the airport.

Tourism

- 6.2.11 The Strategic Land Use Plan recognises the employment potential of tourism in the local economy. Many of the policies and objectives of the Plan have as their ultimate aim the protection and enhancement of the natural and built environments, which are such an attractive feature of the Island and an important element in terms of promoting tourism. The Tourist Board is actively preparing a strategy for the development of the tourism sector.

Strategic Policy 17

Provision may be made for tourist related developments, taking into account the objectives for tourism set out in a strategy for tourism in Guernsey and approved by the States.

6.3 Attractive centres of activity.

“Reinforcing the role of the Town and the Bridge”

- 6.3.1 There is increasingly a requirement to focus attention upon the main town centre of St. Peter Port to reinforce its Island role in ways that enhance its unique character, and to ensure that development elsewhere does not dilute that role or further reduce its vitality and viability.
- 6.3.2 Both the town centre of St. Peter Port and the Bridge are focal points for a range of community, leisure, and commercial activity. The Town contains significant elements of built heritage in terms of both individual listed buildings and conservation areas. Focusing demand for services toward these centres will ensure continuing investment in the urban fabric.
- 6.3.3 The Town is facing rising pressures on the historic physical fabric, excessive traffic and the displacement of traditional local shops, which are an important element in the character of the Town. These pressures need to be managed in order to reduce traffic congestion, conserve the historic character and mix of shopping and other activities while attracting necessary investment in maintaining the physical fabric, and up-dating the facilities and general amenity of the Town.
- 6.3.4 A public/ private sector 'Town Centre Partnership' is being formed to co-ordinate a multi-agency approach involving The Chamber of Commerce, The St. Peter Port Traders, The Douzaine, States' Departments and other key interests. In these circumstances a positive vision, an agreed strategy and associated action plan accompanied with the ongoing monitoring of the condition of the centre are essential.
- 6.3.5 The Island Development Committee will seek to maintain and enhance the attractiveness of the Town with appropriate policies incorporated into Detailed Development Plans or other corporate policy documents and possibly by way of public/private sector initiatives.

Strategic Policy 18

The States will seek to instigate measures and support projects for the Town and the Bridge that:

- ***encourage a wide range of retail, commercial, leisure, business, culture and arts facilities and residential uses;***
 - ***promote the reuse of vacant buildings***
 - ***retain and increase residential accommodation;***
 - ***promote environmental improvement;***
 - ***safeguard the historic character;***
 - ***improve pedestrian and cycle access, improve public transport links and provide for appropriate levels of car parking.***
- 6.3.6 Implementation of this policy will involve a combination of strict control over the scale and nature of any new development to secure the conservation of the historic built environment, and safeguard the diversity of activity; and/or action by the States, in conjunction with other agencies, including local residents and traders, to secure improvements to the shopping environment.
- Local centres**
- 6.3.7 The provision of local shops and services is important in providing for local needs and reducing the need to travel. Facilities which are readily accessible by walking, cycling and public transport and which provide for day-to-day needs make an important

contribution to the overall sustainable development strategy of the Plan. It is important that local facilities are of a scale that is consistent with the function and character of the local centre so as to meet local needs

Strategic Policy 19

The retention and improvement of local shopping facilities and services, may be supported, provided that the development is of a scale consistent with the function and character of the local centre.

Large scale retail developments

6.3.8 Although the plan is aiming to direct development to the existing centres, there may be circumstances where retail development may be acceptable elsewhere. It should be possible in many cases to locate these types of development in the allocated areas at Le Bouet and at Leale's Yard, or in other appropriate edge of centre locations. If there are no such sites available, and there is an acknowledged demand for the development concerned, then other suitable sites, having regard to the Board of Industry's forthcoming Rural Retail Policy may be considered.

6.3.9 For instance, certain types of specialist retailer such as DIY stores and garden centres need extensive space and have particular site and locational requirements. These cannot always be met within existing centres. Nevertheless, the potential urbanising effect of such developments needs to be recognised.

Strategic Policy 20

Where there is an acknowledged demand which can reasonably be provided within the Island for out-of-town retail developments, additional provision may be made, provided that the vitality and viability of any commercial centre would not be undermined and the local environment would be improved.

6.4 External transport links

Harbours

- 6.4.1 Ports and harbours fulfill an important role in the economy. This has already been recognised by Policy SP 15. St. Sampson is the main strategic port offering opportunities for further growth, both in terms of trade and development land, and should be safeguarded against inappropriate development. Similarly, port-related development should not be constrained by the inappropriate use of land immediately adjacent to the port areas and detailed development plans should reflect this accordingly.

Strategic Policy 21

A strategy for the future roles and development of the Harbours should be prepared and kept under review.

The Urban Area Plan should accommodate proposals for the development and promotion of the Harbours together with their associated land uses.

Airport

- 6.4.2 Guernsey Airport is a major asset for the future of the Island's economy. This is recognised in part by Policy SP16. However, any expansion of airport-related facilities at Guernsey Airport will impact upon the local environment. Any future development or operational changes, therefore, requires careful consideration and, within the context of an overall strategy, should be related to specific demands, and the prospects for growth at the Airport, as well as to the development of unused land both within the airport itself and in the surrounding area.

Strategic Policy 22

The provision of airport-related facilities for Guernsey Airport may be supported, provided that adequate measures are taken to mitigate any harmful environmental consequences of the airport's operation.

6.5 Sustainable water and waste management

Water resources

- 6.5.1 Since 1992, the Water Board's management of water resources has been based on the following objectives:
- i) Increasing the water catchment to practical economic limits;
 - ii) Increasing the water storage capacity (although the Board estimates a requirement for at least a further 1,000 Megalitres of storage. Les Vardes and St Andrew's Quarries offer the most significant storage opportunities for reserves);
 - iii) Development of the abstraction and transfer infrastructure to provide a comprehensive raw water grid linking 21 stream sources to 15 reservoirs and 3 treatment works;
 - iv) A water conservation and leak reduction programme;
 - v) Improvements in stream water quality, by reducing nutrient pollution from agriculture and horticulture;
 - vi) Researching the availability of the groundwater supplies.
- 6.5.2 Although the probability of a serious and sustained drought is low, rising demand and the uncertainties of climate change bringing a prolonged period of exceptionally low rainfall, cause the Board sufficient cause for concern to recommend a contingency plan to provide the security of water supplies in the event of extreme circumstances.
- 6.5.3 The Board's contingency plan would require an area of land on which a desalination plant could be constructed within a maximum of 12 months. Subject to approval of such a plan by the States, and provided the site and construction plans were readied in advance, the plant itself would not be constructed until made necessary by the onset of a severe drought which could otherwise exhaust the available reserves of water in storage.

Strategic Policy 23

In order to conserve potable water resources, the efficient use and reuse of all available sources of water should be maximised.

Surface water drainage

- 6.5.4 The St. Sampson's Marais catchment forms a major part of the surface water drainage system of the Urban Area, and is of immediate interest in relation to the development of the Belgrave Vinery site. In effect, the St. Sampson's Marais represents 20% of the Island's water catchment and steps need to be taken to ensure that the amount of water directed to the public supply from this catchment is protected and, if possible, enhanced.
- 6.5.5 In this regard the States will promote a policy of Sustainable Urban Drainage, by the incorporation of Best Management Practices (BMPs) acceptable to the relevant authorities, with a view to dealing with runoff from the projected developments, preventing the flooding of these and other developments, and maximising the quantities of water recovered for the public supply.

Strategic Policy 24

The effect of development on the aquatic environment should be managed by the use of sustainable urban drainage systems (SUDS), incorporating Best Management Practice at appropriate developments.

Flood management

- 6.5.6 It will be necessary for the risk of flooding in all low-lying land within the "Urban Area Plan" to be carefully assessed against a range of flood events so that preventative measures may be adopted, where necessary. A further concern is the possible rise in sea levels resulting from climatic changes. While estimates vary as to the timescale during which this might occur, it is clear that additional coastal protection measures may well be necessary in due course and priorities might need to be reassessed in some areas. This makes

flooding events increasingly difficult to predict and reinforces the need for a precautionary approach.

- 6.5.6 Notwithstanding the above there must be an element of risk tolerance in flood management especially in the Urban Area. The nature of the risk in any given circumstance must be weighed against competing economic, employment, social, environmental or recreation benefits that might accrue. There may be instances therefore, where the planning benefits of placing buildings or services in vulnerable locations may outweigh the risks from flooding.

Strategic Policy 25

The risk of flooding of all low-lying areas shall be carefully assessed and taken into account in planning for new development

Waste water

- 6.5.7 In June 1997 (Billet d'Etat XI) and May 1999 (Billet d'Etat XI), the States resolved a number of issues and actions leading to the adoption of strategies for the disposal, reduction and management of liquid wastes in accordance with strategic policy on the environment, as an alternative to total reliance on disposal by long sea outfall and cess pits. The States acknowledged that new wastewater treatment works would be required to achieve these objectives.

Strategic Policy 26

The identification of sites for sewage treatment works may be incorporated into the relevant Detailed Development Plans and technical assessments of methods of sewage treatment shall be taken into account in the identification of those sites.

Solid waste

- 6.5.8 Following consideration of the options and policies for the disposal of solid waste, a solid waste strategy was adopted by the States in 1998 (Billet d'Etat XII).
- 6.5.9 The strategy is founded on the assessment that Les Vardes Quarry is unsuitable for the disposal by landfill of putrescible waste and that the principal means of disposal of solid waste should be through a Waste-to-Energy plant.
- 6.5.10 The Island Development Committee was directed to identify appropriately located sites for the collection, sorting, transfer and recycling of solid wastes.
- 6.5.11 The Board of Administration was directed to review the charges for the collection and disposal of all island wastes and to prepare a Waste Disposal Plan, pursuing the feasibility of commissioning a Waste-to-Energy plant for intended operation in 2002.
- 6.5.12 The Advisory and Finance Committee was directed to commission environmental impact assessments of suitable sites for the location of a Waste-to-Energy plant, including any Materials Recovery Facility, waste sorting, separation and transfer operation etc.

Strategic Policy 27

Specific provision for sites for the disposal and ancillary operations relating to solid waste, in accordance with strategic policy on the environment, the principles of the Solid Waste Strategy, and revised Environmental Health legislation, should be investigated with a view to commencing implementation of infrastructure in 2000.

6.6 Accessible social, recreation & community facilities

“making maximum use of existing resources”

- 6.6.1 There is already considerable use of education facilities such as playing fields, swimming pools, the assembly halls and classrooms by members of the local community outside of school hours. There is further scope for the use of education facilities though not all schools are suitable. When new schools are built, this provides an opportunity to include additional facilities, which can be used by schoolchildren and the public.

Strategic Statement 28

Measures designed to make maximum use of existing facilities may be supported, with particular emphasis on the joint provision and dual use of education facilities for leisure purposes.

Co-ordinated social recreation and community provision

- 6.6.2 The planned provision of adequate social, recreation and community facilities requires a strategy, which assesses demand in relation to existing provision, so that need can be identified. The Education Council, Board of Health and Recreation Committee have all identified certain indicative needs, but further work is required to arrive at a more refined position. There is scope to promote further co-ordinated provision of new or improved community facilities.
- 6.6.3 It will be for the Detailed Development Plans to identify where existing facilities should be retained and where new facilities should be provided.

Strategic Statement 29

The States will seek a strategic approach to the provision of social, recreation, and community facilities by assessing needs (including social needs) and local demand (including latent demand). The Detailed Development Plans will make provision for the protection, enhancement, and new development of such facilities.

6.7 Countryside

Landscape

- 6.7.1 The Island contains a variety of different landscapes ranging from coastal landscapes of cliffs and bays, to the lowland landscapes of marais and hougues, and the upland landscapes of valleys and escarpments. The distinctive character for each of these different areas must be maintained and enhanced, and new development should contribute to that character

Strategic Policy 30

Careful consideration may be given to protecting and enhancing the quality and amenity of the Island's landscapes.

Wildlife and Nature Conservation

- 6.7.2 The Island contains a wide variety of ecological habitats. These range from unimproved grassland and orchid meadows to reedbeds and water filled quarries. The protection and enhancement of ecological habitats will maintain the diversity of the countryside and encourage visitors.

Strategic Policy 31

The Island Development Committee should seek to identify landscapes of particular ecological importance, and ensure the protection and enhancement of such areas by encouraging appropriate management schemes.

Rural Development

- 6.7.3 A viable farming industry is essential to the protection of countryside character and quality. However, farming can have less desirable environmental impacts and there are past instances of, for example, landfill and the removal of hedgebanks. Nevertheless, agriculture makes use of approximately 10,000 verges of land, which represents 26% of the total land area and 65% of open land. Farming practices therefore can have a serious impact on the character of the countryside.

- 6.7.4 The policy of the States is that the rural environment should be conserved and enhanced. This does not mean keeping the status quo but finding ways of improving the character and quality of the countryside. Acceptable forms of rural development should be accommodated, but recognising that any benefits to the community must not be at the unreasonable expense of landscape, nature conservation or historic interests. All agencies involved in rural areas should be encouraging the continuation of good land management practices with emphasis given to conservation.

Strategic Policy 32

The character, appearance and amenity of the countryside will be improved and enhanced by:

- i) locating new development within the existing built-up area wherever possible;***
- ii) preventing development which does not need to be located in the countryside;***
- iii) encouraging opportunities to extend and improve wildlife habitats on farmland, for example through additional tree planting, retaining and creating new hedgerows, and creating new wetlands;***
- iv) protecting agricultural land from irreversible development wherever possible;***
- v) considering development proposals in the countryside on the basis of their environmental, economic and agricultural implications, and how they can enhance countryside quality.***

Derelict land

- 6.7.5 Many parts of the rural area have suffered from the decline of horticulture resulting in large areas of derelict and unused land. The annual horticultural census that surveys all commercial sites over 200 feet of glass identified 163 verges of derelict glass remaining in the Island. Some substantial areas of derelict land have been reclaimed through clearance schemes organised by the Board of Industry and its predecessors.
- 6.7.6 It is clearly essential that areas of derelict land should be reclaimed and restored. Opportunities should be taken to reinforce and enhance the landscape character of the area, and to provide new recreational amenities and wildlife habitats.

Strategic Policy 33

Derelict and disused land should be reclaimed with priority given to sites that have a major impact on local residents, and the image of the Island for potential investors and tourists. Restoration and after-use of derelict land should have regard to overall setting, landscape character, and potential for creating new habitats.

7. Monitoring and Review

- 7.1 Monitoring is an essential part of the planning process. The assumptions and forecasts, which underpin the Plan, will require continued assessment to detect any fundamental changes that impact upon the policies in the Plan.
- 7.2 The Advisory and Finance Committee already undertakes extensive monitoring work as part of its commitment to the Policy and Resource Planning process. With the advent of information technology it is now easier to collect and process the information needed for effective monitoring than it was in the past (e.g. collating land availability information and updating population trends). However, monitoring is more than just the collection of raw data, it also involves in-depth analysis and evaluation. It is a continuous activity, which serves to identify the changes that are occurring and establishes how these changes vary from the intended position. This enables the effectiveness of policies to be judged and their success or otherwise to be measured. Any new system must include qualitative as well as quantitative assessments and seek to build a closer working relationship between States Committees and with private sector partners.
- 7.3 The table below is a recommended framework for monitoring the seven strategic themes of this Plan.

Strategic Theme	Comments
Housing	The States has already decided that the IDC/Housing Authority should monitor the Island's housing requirements, including the effectiveness of the States' policies in the provision of affordable housing.
Employment	A series of economic assessments was previously undertaken with a view to providing a like-for-like comparison of the contribution of each sector to the economy. The Advisory and Finance Committee is committed to undertaking a further integrated round of economic assessment to update and improve the information gathered so far.
Centres	The Town Centre Partnership is committed to the preparation of a Town Centre Health Check as a means of establishing and continuously monitoring the town's performance.
Transport Links	The operational requirements, capacity and performance standards of the airport and harbours shall be kept under review.
Waste and Water	Waste arisings and the proportion of waste diverted from landfill shall continue to be monitored. The Water Board shall continue to report on the volumes of water recovered and the incidence of pollution.
Social, Recreation, & Community	A comprehensive audit and needs assessment of social recreation and community facilities should be undertaken.
Countryside	The Phase 1 Habitat Survey commissioned by the IDC/Board of Admin provides a useful baseline to measure the extent of habitats. Also, the annual agricultural and horticultural census should enable the area of land in use to be assessed and any losses to be accounted for.