



BILLET D'ÉTAT

WEDNESDAY, 14th DECEMBER, 2005

POLICY COUNCIL

2006 POLICY AND RESOURCE PLAN

XXI
2005

B I L L E T D ' É T A T

TO THE MEMBERS OF THE STATES OF THE ISLAND OF GUERNSEY

I have the honour to inform you that a Meeting of the States of Deliberation will be held at **THE ROYAL COURT HOUSE, on WEDNESDAY, the 14th DECEMBER, 2005,** immediately after the Special Meeting, which will be convened for that day for the purpose of considering the States Budget for 2006, to consider the item contained in this Billet d'État which has been submitted for debate by the Policy Council.

G. R. ROWLAND
Bailiff and Presiding Officer

The Royal Court House
Guernsey
11 November 2005

POLICY COUNCIL

2006 POLICY & RESOURCE PLAN

FOREWORD

Guernsey is a prosperous and resilient community which has been able to respond quickly to changing local and international developments.

It needs to continue to be business friendly and competitive so that it can continue to be a pleasant and safe place to live and do business.

2005 has been a very challenging year for Guernsey's new system of government and it is clear from our experience that the task of building the Corporate Agenda into a Business Plan for the States is a formidable one. Much more work will have to be done during 2006 to make this a reality particularly in terms of setting and achieving corporate, as opposed to purely departmental, priorities.

The need for financial prudence and better management of public resources has been heavily emphasised in successive Policy & Resource Plans. Now, however, there is real acceptance that there needs to be a period of restraint and consolidation in the public services if the Island is to continue to live within its means and maintain a prosperous economy.

In accordance with the timetable established last year, the Policy & Resource Plan and the Budget Report will be debated at the same States meeting. This demonstrates the vital inter-relationship between what government does and how it manages the public's money to pay for it.

Last year, the Policy Council launched the concept of a 'Corporate Agenda' to give a shared sense of direction to consensus government. Good progress has been made since then to develop this into a practical means of guiding and co-ordinating the work of Policy Council Steering Groups and States Departments.

L C Morgan
Chief Minister

L S Trott
Minister
Treasury & Resources Department

24th October 2005

FOREWORD by the Chief Minister and the Treasury & Resources Minister

EXECUTIVE SUMMARY

PART 1 - POLICY SECTION

Section 1 - The purpose of Policy & Resource Planning – the approach to this year’s Plan	2502
Section 2 - The Eight Themes of the Corporate Agenda	2503
Section 3 - The relationship between the Corporate Agenda and the work of States Departments	2506
Section 4 - Developing the Corporate Agenda into a Government Business Plan	2507
Section 5 - Review of Strategic & Corporate Policy Statements	2510
Section 6 - The work of Policy Council Steering Groups	2513
Section 7 - Key Strategies and Corporate Programmes.....	2514
Section 8 - Response to matters raised in the ‘Sustainable Guernsey’ debate	2516

Part 2 - RESOURCE MANAGEMENT

Section 9 - Financial Resources.....	2517
Section 10 - Human Resources in the Public Sector	2518
Section 11 - Information & Communications Technology	2521
Section 12 - Strategic Property Plan	2522
Section 13 - The Draft Strategic Land Use Plan.....	2523
Section 14 - Recommendations	2560

Appendices	
1 The Key Themes of the Corporate Agenda.....	2561
2 Stages in the Policy Making and Resource Planning Process.....	2568
3 Policy Council Steering Groups	2569
4 Major Projects and Service Initiatives.....	2579
5 States Resolutions requiring preparation of legislation.....	2607
6 Anticipated Legislative Resource Requirement	2613

EXECUTIVE SUMMARY

The 2006 Policy & Resource Plan follows the general format that has been adopted since 2001: Part 1 dealing with government policy and Part 2 with the public resources that put policy into action. Information about Policy Council Steering Groups, current States projects and new legislation is provided in the appendices to the main report. The policy section of the Plan refers to the Key Themes of the Corporate Agenda that were approved by the States last year. The Themes represent the political consensus for guiding policymaking during the life of the current States Assembly.

Progress towards completing the Corporate Agenda by underpinning the Key Themes with a Government Business Plan has been slower than the Policy Council intended. Attention this year has inevitably been focused on the need to make urgent cut backs in public spending but this process has, in itself, re-emphasised the need for an effective mechanism to prioritise spending across public services as well as within individual departments to make best use of limited resources.

Next year, the Policy Council has committed itself to work with States Members to produce a Government Business Plan for the period to 2008-9. This will supersede the Policy & Resource Plan in its current form.

In the meantime, however, work has been progressing to ensure that Departmental Business Plans and the Strategic & Corporate Policies of the States are aligned with the objectives of the Key Themes. This work will continue in 2006.

A new aim has been included within the Key Theme for Community/Social Inclusion and this is further developed in new statement of Law and Order Policy which stresses the importance of law and order to a safe and stable society.

A response is provided to matters raised during the debate on the Sustainable Guernsey Monitoring Report in July. It is noted that States Members' concerns about population and demographics are being addressed through the work of the Strategic Population Review Group and that a new Ministerial Steering Group is being established to undertake a comprehensive review of energy policy.

The Resources section of the Plan includes concise updates on the management of Human Resources, Information & Communication Technology and States Property. There is also a brief linking section to the accompanying States Budget Report which deals with financial resource matters.

A major element of the Policy & Resource Plan this year is the review of the Strategic Land use Plan (SLUP) by the Policy Council's Strategic Land Planning Group. The objectives of the review are explained in a preamble to the draft policies themselves and the revised SLUP also responds to certain matters raised in the Rural Area Plan Review 1.

One particularly significant aspect of the SLUP review is the proposed new set of policies for meeting the needs of business and industry, but there are also new policies for the built environment and cultural heritage, the visitor economy and housing as well as numerous updates and revisions. The Land Use section of the plan also refers to the proposed development of a Waterfront Strategy for the eastern seaboard of the Island.

PART 1 - POLICY SECTION

SECTION 1 THE PURPOSE OF POLICY & RESOURCE PLANNING – THE APPROACH TO THIS YEAR’S PLAN

1.1 The objectives of the Policy & Resource Plan are as follows:

- To define and secure commitment to a set of common strategic objectives for the States of Guernsey.
- To define and secure commitment to a set of common corporate policies for the achievement of those objectives.
- To facilitate the most appropriate allocation and management of the resources available to implement those policies.

1.2 Since 2001, the policy and resource planning process has been developing year on year to enable government to work in a better-integrated and more effective way. With this objective in mind, the Policy & Resource Plan itself has been developed around six key themes.

- Presenting the States and the wider public with the ‘Big Picture’, strategic context for making decisions.
- Developing a positive corporate agenda to deal with issues of acknowledged importance to the community.
- Establishing strategic priorities and directing resources to deal with them.
- Obtaining best value in the use of public resources of all kinds.
- Establishing and monitoring indicators of our sustainability as a community in social, economic and environmental terms.
- Monitoring the effectiveness of policies in achieving results so that government can review its decisions and modify them if necessary.

THE APPROACH TO THIS YEAR'S PLAN

- 1.3 Each year, and particularly since 2001, the Policy & Resource Plan has been presented as part of an incremental process towards achieving better co-ordinated government.
- 1.4 The annual Plan also provides an opportunity to describe the work being done by the Policy Council and States Departments to the States as a whole and to the wider public.
- 1.5 There is an inevitable balance to be struck between producing a concise and readable Plan and one that is more generally informative. Last year the Plan was deliberately brief and it concentrated strongly on the Corporate Agenda. A similar approach has been taken this time.
- 1.6 The format of the Plan remains broadly consistent with its predecessors but, in a break with previous practice, it has not been published as a separate, printed booklet but as a normal Billet item. This is partly to make a small saving in cost but also to signal that policy and resource planning should be regarded as an integral part of States business and not as a special event.
- 1.7 **Part 1** of the Plan deals with policy matters with particular reference to the way that the adoption of a Corporate Agenda is influencing policy development.
- 1.8 **Part 2** deals with the strategic management of public resources (money, employees, ICT, property and land) to enable policy objectives to be met and services delivered. This section of the Plan relates strongly to the accompanying Budget Report.
- 1.9 Wherever possible, schedules of information and reference material are provided as appendices rather than in the main body of the report. These include schedules of legislation approved by the States and with the Law Officers for drafting; legislation that States Departments are proposing to bring forward during 2006-7 and updates on current or recently completed projects. This year's Plan does not include a list of major projects that Departments would like to bring forward in future as it is felt that any "wish list" would be inappropriate in the present financial circumstances.

SECTION 2 THE EIGHT THEMES OF THE CORPORATE AGENDA

- 2.1 Last year's Policy & Resource Plan explained the Policy Council's reasons for establishing a Corporate Agenda as follows:

“In other jurisdictions, the political party system provides direction to government. Candidates are elected on the basis of their party’s manifesto and, in simple terms, the majority party regards itself as being mandated by the electorate to put that manifesto into action.

In Guernsey, candidates stand as ‘independents’ on the basis of a personal manifesto but, once elected, their ability to fulfil their objectives is limited. The conundrum facing the Policy Council has been to find a way of developing a shared manifesto after the elections that can become a Corporate Agenda endorsed by the States for the life of that assembly.

The approach that has been identified is a two stage process designed to integrate a top-level expression of political objectives with the business planning and service delivery at departmental level.

The expression of political objectives takes the form of a set of eight themes representing the consensus views of the Policy Council on important topics. ...

The Key Themes are intended to provide a ‘touchstone’ or a description of core objectives for the guidance of subsequent decisions. They set a political direction for government in Guernsey that it has never previously been possible to express.

Taken in isolation, however, the Key Themes would not enable the Policy Council or the States to make difficult choices about priorities or for the Treasury & Resources Department to manage public resources in accordance with those priorities.

To make the Corporate Agenda effective, the way in which States Departments prepare their business plans and submit their annual policy planning returns needs to be reviewed. To date, for example, information about current and proposed projects and service developments is presented without the benefit of any standardised project appraisal. If the Policy Council is to be able to weigh up the merits of a wide range of projects against its shared political objectives it will need more consistent information in order to make sound comparisons.”

- 2.2 The eight Key Themes were formulated by the Policy Council at a series of special meetings held between July and October 2004. They are bound together by an over-arching statement of purpose:

The Purpose of the Key Themes of the Corporate Agenda

- 2.3 **Guernsey prospers as a self-determining, distinct and independent community that is a good place to live and bring up children because**

it is safe, attractive and forward-looking and attempts to meet the aspirations of its citizens.

2.4 Together, the eight Key Themes that provide the framework for the Corporate Agenda represent the consensus within the Policy Council for guiding government decision-making during the period of the current States Assembly.

2.5 They set out shared aims for the following topics:

- Autonomy
- Business Environment
- Community/Social Inclusion
- Culture
- Natural & Built Environment
- Population
- Public Finances
- Public Sector Services

2.6 The Themes are set out in full in **Appendix 1**. They are presented in alphabetical order and are regarded as being of equal importance to the government agenda.

Addition to the Key Themes

2.7 As a general rule, it is not intended that the Key Themes adopted for the duration of a 4 year States Assembly, should be changed during that period.

2.8 The Themes are ‘high-level’ policy and should not require annual amendment. The Home Department has, however, approached the Policy Council to point out that there is currently no reference in the Themes to the importance of the criminal justice system to the maintenance of a safe and stable environment.

2.9 The Policy Council agrees that this is a significant omission that should be rectified. Subject to States approval, the following aim will, therefore, be added to the Community/Social Inclusion Theme:

- **Provide an effective criminal justice system that is the cornerstone of a stable society.**

SECTION 3 THE RELATIONSHIP BETWEEN THE CORPORATE AGENDA AND THE WORK OF STATES DEPARTMENTS

- 3.1 As explained last year and restated in the preceding section, the Corporate Agenda was conceived as a two-tier mechanism. The Key Themes in themselves do not amount to a practical programme but they map out the basis of a political consensus from which to:
- Align Department policies more effectively with strategic and corporate objectives – or, to put it colloquially – get everyone singing from the same hymn sheet.
 - Manage public resources more strategically to meet overall government objectives rather than the objectives of individual services.
- 3.2 In accordance with this approach, the Policy Council and Treasury & Resources Department agreed that, in future, the information necessary to produce the Policy & Resource Plan should form part of each Department's business plan. In this way, a clear relationship would be demonstrated between States policy, headed by the Corporate Agenda Themes, and the delivery of public services by States Departments.
- 3.3 Departments were specifically asked to include within their business plans a summary of top-level objectives and performance targets for the period to 2008 explaining concisely how these related to the Key Themes.
- 3.4 In February, when the Departments were asked to prepare their policy and resource planning returns it was intended to follow the procedure outlined in the chart at **Appendix 2** which formed part of the 2005 Policy & Resource Plan.
- 3.5 Accordingly, Chief Officers were asked to provide Detailed Project Appraisals for any proposed new projects or service developments in order to:
- Demonstrate that at a time when there is competition for limited public resources, only soundly-based and well prepared proposals should be put forward for consideration.
 - Provide the Policy Council and Treasury & Resources Department with consistent information on which to make decisions about relative priorities for the allocation of resources.

- Ensure that all likely resource implications of a major project are considered at the outset and do not become apparent only at a later stage in the process.

In the event, however, the submission of the planning returns in May took place against the worsening of the States financial situation that was explained in the Treasury & Resources Department's Interim Financial Statement to the States in July.

The impact of this situation shifted the Policy Council's focus from the prioritisation of spending to the prioritisation of cut-backs in the period leading up to tax reform in 2008. As a consequence, the projects warranting inclusion in a very restricted Capital Programme became largely self-selecting as is explained in the Budget Report.

SECTION 4 DEVELOPING THE CORPORATE AGENDA INTO A GOVERNMENT BUSINESS PLAN

- 4.1 The States have reached a watershed in its approach to policy and resource planning. The new Machinery of Government is now in place and the need to constrain government spending and get the best value out of limited public resources is high on the political agenda.
- 4.2 This year, the Policy Council has only been able to ask States Departments to make savings in their individual spending plans. This is necessary in itself as a short term expedient but the Policy Council recognises that reforming States spending requires a more fundamental approach than this.
- 4.3 As long ago as 2001, the Policy & Resource Planning Report highlighted the importance of planning and prioritising spending on capital projects and service improvements. It is worth revisiting what the Policy & Resource Planning Report said at that time:

“ 2.8.4 **Planning and Prioritising the use of Resources on Public Property and Infrastructure**

The Advisory and Finance Committee has on various occasions drawn the attention of the States to the ever increasing demands by States committees for additional resources. Requests for capital allocations have risen from £89 million in 1997 to £195 million in 2000. This year's requests total over £300 million. That is more than a threefold increase in just five years. The Capital Reserve stands at around £100 million and is effectively fully committed to projects already approved or approved in principle. In addition to funding committees' capital allocations

States income has to fund committees' revenue allocations which stand at a record £235 million for 2002. (See Financial Report, sections 4 and 5.)

- 2.8.5 *Previously the Advisory and Finance Committee has recommended capital allocations to the States on a basis that would allow individual committees to progress their highest priority projects, albeit with a considerable degree of flexibility for committees to work within that allocation. This system has worked effectively in the past but does not cope well with the level of high value projects now emerging. The introduction of the Capital Reserve in 1994 remedied this to some extent by increasing the degree of flexibility in allocating capital funding. However there is a danger that the system can favour "first come first served" and can jeopardise future projects which may be of a higher corporate priority.*
- 2.8.6 *The States are now faced with a number of very significant projects and integrated site development plans that in themselves demand prioritisation of individual elements of the plans. The above process is no longer considered adequate. The Advisory and Finance Committee firmly believes that a more reasoned and effective corporate approach is now required.*
- 2.8.7 *The States need to plan, prioritise and match resources to requirements at an early stage of any capital project. This is vital and will become all the more so as limitations on resources, inflationary effects and recession, impact on our ability to maintain the Island's infrastructure and provide the ever increasing services demanded by the public and States members. The States will have noted that the Committee has consistently stressed the need for committees to prioritise their projects more carefully, particularly in respect to property matters. Emphasis has been put on the need to prepare individual committee "Property Plans". This must apply equally to the States as a whole."*

And:

"2.8.12 Planning and Prioritising Other Committee Projects and Policy Initiatives"

Not all major projects involve the sort of expenditure on fixed assets described above. Some schemes (eg the Long Term Care Insurance Scheme and other social projects) may be in competition for public funding and may have significant staffing

implications but they will not be subject to the scrutiny outlined above.

2.8.13 The Advisory and Finance Committee considers that a further mechanism is required which can apply corporate priorities to all major projects and which can ensure that best value is achieved across the board. The intention is to develop, in consultation with other States committees, a comprehensive new system which prioritises the allocation of resources in accordance with strategic objectives."

- 4.4 Despite improvements in procedures since that time, the 2003 Policy & Resource Plan (section 5.6.3) concluded *"that successful progress to enable the States to make political choices about government priorities would be dependent on the more corporate system of policy making envisaged by the Review of the Machinery of Government."*
- 4.5 The adoption of the Key Themes put the shared corporate aims in place and departmental business plans are now being brought into line with those aims as previously explained.
- 4.6 **Next year, the Policy Council will concentrate on completing the second tier of the Corporate Agenda so that it can perform the rôle envisaged last year and become, in effect, a Government Business Plan for the remaining period of the current States Assembly.**
- 4.7 At the time of writing, the Policy Council is considering how to go about this task and, in particular, how best to involve States Members in determining the form that a Government Business Plan should take.
- 4.8 The Policy Council is aware that it needs to provide leadership but also that it has to find effective ways of drawing on the wider pool of ideas and experience amongst Sates Members generally.
- 4.9 In terms of developing a Business Plan to complete the Corporate Agenda, it is likely that the Policy Council will ask a group of Ministers to undertake a series of discussions with States Members and to report back to the Council as a whole on their findings.
- 4.10 Departmental Chief Officers have already been asked to consider how a system of corporate prioritisation might be made to work effectively. Their preliminary consideration of the practicalities together with input from States Members will assist the Policy Council to make progress during 2006.
- 4.11 **The Policy Council appreciates that unless consensus government has the strength and commitment to set goals and prioritise the use**

of public resources to achieve them the system will be judged to have failed.

SECTION 5 REVIEW OF STRATEGIC & CORPORATE POLICY STATEMENTS

- 5.1 Until the Corporate Agenda Themes were adopted last year, the overall objectives of the government of Guernsey were expressed through a series of Strategic & Corporate Policies and Statements of Practice.
- 5.2 This series comprises:
- **Strategic Objectives** – statement of principles expressing the relationship between the government and the individual citizen and the respective duties and responsibilities that arise from that relationship.
 - **Strategic Policy Statements** – on the economy, social issues and the environment.
 - **Statements of Corporate Practice** – which provide the benchmarks for the preparation of the Resource Plans (Financial, Human Resources, Information and Communications Technology and Strategic Land Use Plans) which form Part 2 of the Policy & Resource Plan.
 - **Corporate Policy Statements** – which relate to certain areas of corporate policy which have a particular significance for the achievement of strategic objectives. These policy areas relate to population management, the use of energy and the maintenance of law and order.
- 5.3 No changes were made to these policies last year but it was recognised that they would need to be comprehensively reviewed as the Corporate Agenda was developed further. It is clearly important that States policy is consistent with the Corporate Agenda Themes.
- 5.4 It is now acknowledged that it will take 3 years rather than 2, to develop the full Corporate Agenda as a States Business Plan and, therefore, the review of the high-level policy framework remains a work in progress. Until that review is complete the existing statements remain valid.

5.5 At the present time, the situation is as follows:

Strategic Objectives

The Statement is likely to be retained.

Strategic Policy Statements

(1) The Economy

A new statement is necessary to reflect the approved Tax Strategy and the Business Environment Key Theme.

(2) Social Issues

The current statement overlaps substantially with the Community/Social Inclusion Key Theme and may be replaced accordingly.

(3) The Environment

This statement overlaps with the Natural & Built Environment Key Theme but also refers to renewable and non-renewable resource management. A revised statement updated to take account of the Waste, Water & Stone Review is required.

Corporate Practices

(1) Overall Policy

The current statement needs to be updated. It is important that standards of probity and good practice within the States organisation continue to be upheld.

(2) Financial Policies

This needs to be revised to reflect the Key Theme for Public Finances.

(3) Human Resources Policies

The current statement is out of date. A new statement of principles for Human Resource Management in the Public Sector will provide a 'touchstone' for the modernisation of the Civil Service.

(4) Information Technology Policies

This statement is unlikely to need substantial revision.

(5) Strategic Land Use Policies

This over-arching statement remains valid apart from the introduction of a new theme in the Strategic Land Use Plan to give weight to policies protecting the Built Environment.

Corporate Policies

(1) Population Policy

In accordance with the Population Key Theme of the Corporate Agenda (see Appendix 1), States policy towards population management is currently the subject of review by the Strategic Population Review Group.

The section of this report dealing with the work of Policy Council Steering Groups provides an update on progress to date.

(2) Energy Policy

At the time of writing, a new Policy Council Steering Group is being established to review States Energy Policy covering a wide spectrum of energy-related topics. It is envisaged that the group will report to the States via the 2007 Policy & Resource Plan.

(3) Law & Order Policy

To support the additional clause being added to the Community/Social Inclusion Key Theme, the Home Department has redrafted the Corporate Policy for Law & Order as follows:

As a matter of Corporate Policy the States of Guernsey will strive to prevent all types of criminal activity in or from the Bailiwick and to pursue all criminal activity that may occur, including the provision of assistance to international law enforcement agencies and to build and protect a safe, just and tolerant society for the people of the Bailiwick.

In the implementation of this strategy, the Home Department will seek to:

- Reduce serious and organised crime, particularly money laundering, financial crime, drug trafficking and illegal immigration.

- Increase people's sense of security and quality of life in relation to personal threats from, for example, acquisitive crime or crimes of violence.
- Reduce the rates of re-offending through appropriate response to people who have entered the Criminal Justice system.
- Protect the community by prevention of civil hazards such as fire or major incidents rather than solely concentrating on dealing with them when they occur.

The Home Department also intends to pursue the work undertaken by The Criminal Justice Policy Working Group (Appendix to Billet XIV, September 2005) and to work jointly with the Law Officers of the Crown and other stakeholders in taking this matter forward. Ultimately, the Department will bring a report to the States for full debate.

An update on the work of the Criminal Justice Policy Working Group is provided in **Appendix 3**.

(4) Financial Services – Principles for the Regulation of the Financial Services Sector

This statement of principles was revised and approved via the 2005 Policy & Resource Plan and remains valid.

SECTION 6 THE WORK OF POLICY COUNCIL STEERING GROUPS

- 6.1 The 2005 Policy & Resource Plan explained that the Policy Council was developing its role in providing political leadership at a strategic level to fulfil the expectations of the new system of government following the 2004 General Election. It stated that:

“In the first few months of its existence the Policy Council has been coming to grips with its central co-ordinating role within the new government organisation. Inevitably, Ministers have faced a formidable task in taking on responsibility for large, new States Departments and beginning to operate as part of the Policy Council team.

For the Policy Council to be effective, Ministers recognise that it needs to give active leadership to policymaking at the strategic level and, having set a direction, Ministers need to act collectively to ensure that objectives are met and results achieved. This means that the Policy Council needs to become involved from an early stage in the policymaking process rather than merely responding to policies developed at departmental level. This approach will also enable resource issues to be considered from the outset.

In addition to working on the Corporate Agenda, therefore, the Policy Council has also been considering how to operate at a strategic level. In recent years a lot of good work has been done through cross-committee groups of all kinds, some at political level and some at staff level. Not all groups have been equally effective, however, and sometimes their lines of political responsibility have been complicated.

As part of fulfilling its mandate, the Policy Council is in the process of setting up a number of steering groups to co-ordinate development of economic, social and environmental policy."

- 6.2 A schedule of the steering groups that have been established, to date, together with their mandates and membership is attached at Appendix 3).
- 6.3 When the Harwood Panel reported on the Review of the Machinery of Government in 2000 it noted that: *"Quite clearly there is a danger that by simply merging Committees one will create unmanageably large agendas for the resulting Committees or perpetuate the status quo by encouraging the creation of Sub-Committees".*
- 6.4 On the face of it, the establishment of sub-groups by the Policy Council might attract similar criticism. The crucial distinction, however, is that the groups are not being created to pursue smaller individual agendas but to guide and co-ordinate government to achieve the objectives of its Corporate Agenda. Essentially, they provide the means to enable the Policy Council to be more proactive in its approach so that the policies and initiatives presented to the States for their consideration and support have been developed in an integrated rather than a piecemeal way.
- 6.5 In some cases, the work of a steering group is specifically linked to the pursuit of a particular Key Theme in the Corporate Agenda. As this approach develops, it ensures that the aims set out within each theme are followed through to practical implementation.
- 6.6 A brief update on the work of each steering group is provided in **Appendix 3.**

SECTION 7 KEY STRATEGIES AND CORPORATE PROGRAMMES

- 7.1 The States have approved certain Key Strategies and Corporate Programmes to achieve corporate objectives in important areas of government activity.
- 7.2 The principal objectives of the States Housing Strategy and Anti-Poverty Strategy were set out in the 2005 Policy & Resource Plan. The Integrated Road Transport Strategy that was also included in last year's report is currently under review by the Environment Department.

- 7.3 A States Report setting out the Corporate Housing Programme Action Plan for 2006 will be considered at the December 2005 States meeting alongside the Policy & Resource Plan and the Budget Report.

- 7.4 The annual report on the Corporate Anti-Poverty Programme will be presented to the March 2006 States meeting.

Commerce & Employment Department – Business Development Strategy

- 7.5 In September 2005 the Commerce & Employment Department circulated an Economic Statement that drew on the philosophies set out in the States Corporate Agenda and from detailed consideration of the interrelationship between economic, social and environmental issues.

- 7.6 The Economic Statement sets out the key economic objective adopted by the Department as:

Creating those conditions which are likely to increase the primary and secondary benefits to the community of business activity whilst, at the same time, increasing the opportunity for the working population to migrate into higher paid jobs.

- 7.7 The Department is developing a tool to assess the primary and secondary benefits to the community of business activities across all economic sectors. Business activity employs local people and generates demand for local goods and services. These factors along with the taxation and charges on earnings and profits constitute the primary benefit to the economy.

- 7.8 Secondary benefits include the support of other essential activities, such as the contribution to viable external transport links provided by the visitor economy, the maintenance of the Island's culture and environment, such as through the activities of the dairy sector and increasing the variety of job opportunities.

- 7.9 Such an approach will take account of any revised tax structure implemented to maintain the Island's competitiveness for financial services in the global market place whilst meeting international standards that will impact on the primary economic benefit, in terms of tax on profits, derived from some business activities.

- 7.10 Given demographic trends and a policy of restraining population growth, the size of the working population is unlikely to increase in future years. Substituting job opportunities with higher earnings potential for those with a lower earnings potential will not only assist meeting the personal

aspirations of workers, it will also contribute to the overall economic well-being of the community.

- 7.11 The review of the Strategic Land Use Plan this year has taken account of the emerging Business Development Strategy as explained in the final section of this report.
- 7.12 The review of the Strategic Land Use Plan this year has taken account of the emerging Business Development Strategy as explained in the final section of this report.

SECTION 8 RESPONSE TO MATTERS RAISED IN THE ‘SUSTAINABLE GUERNSEY’ DEBATE

- 8.1 The Sustainable Guernsey Report was debated at the July 2005 States meeting and States Members took the opportunity to raise a wide range of issues arising from the latest facts and figures in the report.

- 8.2 The following topics, in particular, received significant attention:

- Population

A number of members raised concerns about population and demographic change that are relevant to the current work of the Strategic Population Review Group (see the update on the SPRG in Appendix 3).

- Sustainability Targets

Some members felt that specific sustainability targets should be set as part of the Sustainable Guernsey monitoring process.

The Policy Council is reluctant to complicate the process or to try to make it too sophisticated to manage but supports measures to make the process more meaningful. To give more insight into the data and increase departmental involvement in the production of the report, the relevant Ministers will be asked to provide comments on findings in their areas of responsibility. This commentary will be included in next year's report.

- Use of Energy & Global Warming

Some members raised the importance of seeing the Island's use of resources in the context of global concerns about energy use and climate change.

The Policy Council's proposal to establish a new group, led at ministerial level, to consider renewable and non-renewable energy use is a step

towards addressing these environmental concerns as well as other social and economic considerations.

PART 2 - RESOURCE MANAGEMENT

As explained earlier in this report, Part 2 deals with the Strategic Management of public resources (money, employees, ICT, property and land).

This year, pending work on the production of a Government Business Plan, the sections dealing with human resources, ICT and property management in the public sector take the form of brief summaries of the current situation. The section on financial resources provides a brief link to the Budget Report.

The Strategic Land Use Plan, on the other hand, has been substantially revised by the Strategic Land Use Group and represents a major element of the Policy & Resource Plan this year.

Schedules detailing legislation that is currently being drafted may be brought forward.

SECTION 9 FINANCIAL RESOURCES

Relationship to the Budget Report

- 9.1 As set out in the 2004 Budget Report (Billet d'Etat XXVII, December 2003), as a result of the review of the Machinery of Government, the timing of the various corporate planning processes allows the two key annual financial processes of the States (income generation and expenditure allocation) to be considered at the same time.
- 9.2 As envisaged, as part of this and future budget debates, the States are being asked to consider together those issues which were previously dealt with separately (as part of the policy and resource planning process and the Budget debate).
- 9.3 It is emphasised that while these two documents are printed separately they still form part of the same corporate strategy of the States and have been prepared to complement and support each other.

SECTION 10 HUMAN RESOURCES IN THE PUBLIC SECTOR

Principles

- 10.1 The strategic rôle of the Policy Council Human Resources Unit (PCHRU), acting on behalf of the States of Guernsey as employer, is to seek to ensure that States Departments have quality staff to deliver quality services to the people of Guernsey.
- 10.2 This is achieved by a variety of human resource initiatives which are aligned to the Key Themes of the Corporate Agenda. These include constantly seeking out and applying good practice in the recruitment, retention, training and development of high calibre staff, with the aim that States activities, including service delivery, are undertaken efficiently, effectively and economically, and to the satisfaction of service users. In this way the PCHRU seeks to align its work with the principal aim of the Public Sector Services theme: *“to provide high quality public sector services in situations only where need and value for money can be demonstrated”*.
- 10.3 Developing and making best use of employees helps to *“maintain the number of public sector employees within a level that the community can afford in the long term”* (Public Sector Services theme).
- 10.4 The mainspring of policy and resource planning in the last few years has been the recognition that achievement of States objectives depends on an integrated approach: the allocation of resources, particularly when these are scarce, must be prioritised and informed by the key corporate themes and must take into account people as well as money, technology and land. The PCHRU will maintain its active support for this approach.

Current Priorities

- 10.5 For the past two years a prime challenge for the PCHRU has been to support the changes to the Machinery of Government and help bring about the intended benefits. Considering the size of the task, the main restructuring has been successfully achieved. The new Departments were up and running in May of 2004 but there has been an ongoing process of review and some significant reorganisation of working practices continues to take place.
- 10.6 Nonetheless, as stated in the 2005 Policy & Resource Plan, whenever there is substantial organisational change, it takes time to settle in the new teams, cultures, communications systems and ways of working required by the new structures. It is evident from departmental HR plans that much work remains before Departments are running at full

effectiveness. The PCHRU will continue to work with departmental managements to ensure the development of their internal support systems. Despite the reduced number of Departments, this is a complex task that continues to throw up new challenges.

- 10.7 Whilst a central professional human resource function will remain essential to devise and monitor the strategies, policies and standards of practice necessary to ensure high performance and quality of delivery, the policy remains to delegate HR functions to departmental level where capacity permits. Since May 2004 the knowledge, expertise and qualifications of those within the profession have increased significantly. The PCHRU and departmental staff are working together to deliver a professional States-wide HR function.

Priorities 2005 – 2008

Value for money – operational efficiency

- 10.8 The policies and practices of the PCHRU are aimed at “*achieving best value for money*” through effective staff management (Public Finances theme). The PCHRU’s initiatives on auditing human capital and reviewing return on investment for training will help target work towards where the most cost-benefit will accrue. It encourages Departments to make the best of the staff available by managing and developing them effectively.

Modernisation of the Civil Service

- 10.9 As Head of the Civil Service, the Chief Executive is leading a process of review and modernisation of the Guernsey Civil Service. His aim is to improve the performance of the Service whilst reinforcing the fundamental values of integrity, impartiality, honesty and objectivity. The PCHRU will support the Chief Executive in this process of review.

Line Management

- 10.10 While the PCHRU creates policies and frameworks, and sets procedures and standards, line managers have a crucial rôle in putting policies and principles into practice by communicating them to their staff and setting a personal example. Much depends on line managers, particularly with regard to performance management, as well as leadership by elected members and Chief Officers, and the PCHRU will continue to provide a range of opportunities for them to develop their skills.

Learning and development

- 10.11 The PCHRU is reviewing its well-established training programme to ensure that it continues to promote *“the value of life-long learning and provide facilities that give people the continuing opportunity to improve and update their education and skills”* (Community/Social Inclusion theme). Life-long learning and continuing professional development also support the principal aim of the Culture theme: to enable the community to be *“self-confident about the future”*. In addition, measures to encourage and facilitate different forms of flexible working are assisting people to become and to remain economically active.

Employment Policies and Practices

- 10.12 The States and the PCHRU recognise the importance of employment policies and practices in recruiting and retaining quality staff, and motivating them towards high performance. These policies and practices include: recruitment procedures which are open, fair and on merit; effective appraisal systems that are linked with the policy and resource planning process; encouraging continuous learning and giving people the skills and knowledge to build careers and contribute to achieving departmental objectives. The PCHRU will continue to promote cultures, organisational structures, job design and processes that enable people to keep on giving of their best. The PCHRU’s work on managing performance – and its promotion of equal opportunities and diversity – support the commitment to develop *“an achievement and ‘can do’ culture across the States”* (Public Sector Services theme).

Departmental HR Planning

- 10.13 A continuing priority into 2005/6 will be ensuring that the new Departments are integrated and working well. For a number of years the Civil Service Board asked committees to provide human resource plans which derived from and supported strategic and corporate objectives. Such plans have a two-fold benefit: they encourage Departments to find ways to work within constraints, maximising the effectiveness and efficiency of the staff available to them; they help to complete the picture needed to formulate human resource planning at a corporate level.
- 10.14 The plans submitted this year demonstrate the growing professionalism of the HR function and its rôle as “business partner” working with those who deliver services to the public. Plans are generally constructive and framed within the context of financial and staffing constraints. Some link specific departmental business objectives with the detailed personnel activities needed to achieve them. Others recognise that this is the direction they need to take, and see the Machinery of Government

changes as an opportunity to make efficiency savings, use staff more effectively, share services and make procedures consistent across Departments wherever feasible. Restructurings, with their impact on job design and (re-)training needs, have been time-consuming in some cases. There is a strong recognition of the importance of good communications and sharing knowledge in bringing diverse cultures together to perform effectively.

Looking forward

- 10.15 While staff shortages and recruitment difficulties persist in some areas, Departments are taking active steps to develop local training schemes, “grow their own” talent, and find more productive recruitment methods. There is also an expectation that key worker housing has a rôle to play in easing recruitment difficulties.
- 10.16 Active management includes efficiency measures in the light of staffing and financial constraints: for example, auditing procedures to cut costs, save staff or enable staff to be redeployed; scrutiny of vacant posts to see whether they need to be filled, can be deleted or outsourced or traded off to support greater priorities. This work is now essential in the present financial difficulties.
- 10.17 There is a strong feeling that IT can be used to promote efficiency, with a number of Departments specifically looking forward to joined-up States-wide IT systems to facilitate human resource management information.
- 10.18 The PCHRU welcomes the recognition by Departments of the links between management practices, staff performance and service delivery. These will become increasingly important as constraints begin to bite.

SECTION 11 INFORMATION & COMMUNICATIONS TECHNOLOGY

Progress Report

- 11.1 The States have consistently recognised the importance of Information and Communications Technology (ICT) to the economic, social and economic well-being of the Island and to the efficient undertaking of its activities.
- 11.2 Progress has been made on ICT related projects as follows:
 - Considerable work has been carried out on reviewing, standardising and strengthening the basic ICT network to increase reliability and resilience.

- Further exploitation of the public – private partnership which has developed and delivered the States Digimap system.
- Expansion of the States Internet payment site.
- Commencing a project to replace the existing central payroll and pensions system.
- Consolidation of States web content onto the corporate web portal to further exploit the Internet.

11.3 In addition to the hardware and software ICT issues, it is always important to remember the associated human resource element. Developing a corporate ICT community with a high degree of professional and technical skill base, combined with mutual trust and support amongst ICT professionals and their non-technical colleagues, is essential if the full potential of ICT is to be exploited by the States. A more structured training and development programme, based upon the Trainee Accountant Scheme, is being developed.

11.4 Although, the above initiatives have or will produce significant benefits, much still needs to be done. In particular, and as a priority, there are still a number of legacy systems which require enhancement or replacement.

11.5 If the anticipated progress is made, by the middle of 2006, the core ICT networks and systems of the States will be solid, secure and reliable and based upon appropriate and proven stable technologies.

SECTION 12 STRATEGIC PROPERTY PLAN

Progress

12.1 It is vital that the substantial property assets of the States are properly administered and that both capital and revenue expenditure are considered carefully in the light of the Island's economic circumstances and the ability of the construction industry to meet the demand. The States have also increasingly recognised that this is best facilitated by a corporately managed strategic approach.

12.2 At the time of writing, the Treasury & Resources Department is in the process of consulting with States Departments on how this can best be achieved.

12.3 It is the Treasury & Resources Department's intention to bring forward its proposals during the early part of 2006.

- 12.4 When completed, a Strategic Property Plan will provide a comprehensive database including: a definitive register of all States owned properties, their value, their present and future usage (or, if appropriate, disposal timescale), their present condition and planned and future maintenance schedule.
- 12.5 The Economic Model of the Construction Industry developed by the former Board of Industry identified that the capacity of the local industry, even with imported labour and specialist skills is limited. As a consequence, high tender price inflation and a difficulty to complete projects on time within anticipated resources would be experienced.
- 12.6 It is therefore vital that projects are timetabled carefully to ensure that they offer value for money, are completed on time and that a sustainable construction industry is encouraged and supported. The Economic Model therefore continues to be used by the Treasury & Resources Department when considering proposed capital projects. It is expected that Departments will also use the model in their own planning.

SECTION 13 THE DRAFT STRATEGIC LAND USE PLAN

THE PURPOSE OF THE STRATEGIC LAND USE PLAN

- 13.1 The Strategic Land Use Plan is formally denoted as the Strategic and Corporate Plan. It has been prepared by the Policy Council in pursuance of Section 2(1) of the Island Development (Amendment) (Guernsey) Law 1990 and is laid before the States in pursuance of Section 2(3) of that Law. It sets out the strategic objectives to be followed by the Environment Department in implementing the Island Development (Guernsey) Laws 1966-90.
- 13.2 The principles upon which the Strategic Land Use Plan are based are set out as part of the Corporate Practices of the States.
- 13.3 The Strategic Land Use Plan (Strategic & Corporate Plan) is a statutory document and, therefore, the current Plan will remain in force until formally revised by the States.

REVIEW OF THE PLAN

- 13.4 Last year, the Policy & Resource Plan announced the establishment of the Strategic Land Planning Group whose membership and mandate are set out in **Appendix 3** to this Plan.
- 13.5 The group's primary task during subsequent months has been to undertake a comprehensive review of the Strategic Land Use Plan evaluating the strengths and weaknesses of current policies and

updating the plan to support the implementation of the Corporate Agenda.

- 13.6 The review process was based on a series of ‘topic forums’ that included representatives of all relevant States Departments. The Strategic Land Planning Group’s findings were then presented to the full Policy Council for consideration before detailed policy was drafted.

- 13.7 Some general points arising from the review are as follows:

The Urban/Rural split

- 13.8 The Strategic Land Use Plan (SLUP) was last comprehensively reviewed in 2000 in preparation for the production of the 2002 Urban Area Plan. The Plan was based on seven, subsequently increased to eight, Themes each based on a Strategic Objective and supported by Strategic Policies.

- 13.9 The main thrust of the SLUP since its inception in 1990 has been to meet the majority of the Island’s development needs within the urban area in order to conserve the remaining countryside. The concentration of development in the urban area has also encouraged investment in major regeneration schemes (eg the Bouet and Gategny Esplanade Mixed Use Redevelopment Areas) and has led to the re-use of brown field land rather than the development of green field sites.

- 13.10 Overall, the picture emerging from the discussions has been that the rationale behind the urban/rural split approach has proved sound and that the Island’s development needs have *generally* been satisfactorily met during the period since the Urban and Rural Area Plans were introduced in the mid-1990s. The forums did, however, identify areas where there is pressure for greater flexibility to allow rural development and where urban plan policies need to work more effectively. This is reflected in the revised draft Plan.

- 13.11 The SLPG recognises that further research is now needed to establish whether the Urban Plan area can continue to accommodate the majority of new development over the medium to long-term. This research will involve what are called ‘capacity studies’ and not just in relation to housing (where the Housing Target Area reserves remain largely unused) but also in terms of industrial/business land.

- 13.12 These capacity studies will also need to take place within a context that ensures that the quality of the living environment in the urban area is maintained – its sustainability, in other words. This will include an evaluation of the likely circulation and traffic impacts of further development.

Responding to Change

- 13.13 The SLPG considers that the land planning system should ideally be based on:
- A clear strategic vision for at least ten to fifteen years ahead.
 - Tools for achieving that vision (Development Plans, Planning Briefs etc) that have an in-built flexibility to accommodate the need for tactical change to achieve the desired strategic outcome.
- 13.14 The group recognises that the planning process causes frustration when it seems slow to adapt to changing circumstances. On the other hand, a system so flexible that it simply responds to the latest trend without being guided by core principles and objectives is likely to generate short-sighted decisions with long-lasting consequences. Planning also operates in an increasingly legalistic environment where decisions may justifiably be challenged especially if there has been too little public involvement in the process of formulating policy.
- 13.15 In its review of the SLUP, the SLPG has aimed to produce policies that identify the strategic policy objectives that are to be pursued through the Environment Department's Development Plans without setting static targets that may become obsolete during the lifetime of those plans.
- 13.16 It has been suggested in SLPG discussions that Development Plans might be more thoroughly and explicitly integrated with the Corporate Housing Programme and, perhaps, a future Economic Development Programme. In this way, the land use plans would be geared to respond to the requirements of those programmes on an annually reviewed basis as approved by the States.
- 13.17 This may be a productive new approach for the future. It would favour the creation of a new form of Development Plan that is more of a framework document to which a range of component plans and briefs can be attached rather than a comprehensive plan.
- 13.18 To an extent, this sort of two-tier approach has already been taken in relation to the MURAs, Housing Target Areas etc and has proved a successful way of 'triggering' the production of detailed plans/briefs when they are needed.

Basing Policy on Good Evidence

- 13.19 A recurring theme throughout the review of the SLUP has been the need to base land planning policies on sound factual information.

- 13.20 The group has been aware, however, that information gathering is an on-going process that gives insight into situations that change over time.
- 13.21 Policies have, therefore, been written so that they can take on board the findings of new research and direct the Environment Department to produce Development Plans with a similar capacity to respond to change without the need for major amendments.

POLICY DEVELOPMENT

- 13.22 The strongest pressure for change in strategic planning policy has come from the Commerce & Employment Department's "Building Confidence" agenda in relation to industrial land supply. The Department's stance at the beginning of the review process was that insufficient provision of land for industrial purposes was holding back development by existing businesses and that, strategically, additional provision should also be made to enable diversification of the economy post-2008.
- 13.23 The SLPG was supportive of the Department's case that policy should be reviewed and very conscious of the objectives set out in the Key Theme for the Business Environment as part of the Corporate Agenda (see Appendix 1 to this report). The group was also concerned, however, that new policies should be based on factual information. Members were aware that the development of the Housing Strategy and Corporate Housing Programme and associated land use policies, for example, rested on extensive research into housing needs and the workings of the housing market and were, therefore, soundly based. It was agreed that the consideration given to industrial uses ought to be similarly rigorous in approach but that policy change should proceed in parallel with research wherever possible so that benefits could be achieved with as little time-lag as possible.
- 13.24 In developing a better knowledge about local businesses, the Commerce & Employment Department carried out a major Business Needs Survey during spring 2005. The outcome of the survey supported the view that some local businesses are being hampered by a lack of suitable accommodation. The other concerns cited by companies (eg about the cost and availability of staff), also confirmed, however, that land supply is not the only barrier to expansion that needs to be overcome.
- 13.25 The approach being developed under the auspices of SLPG is to introduce strategic policies to enable increased land supply whilst also continuing to build up a better knowledge of business needs and the operation of the local commercial property market.

Accordingly:

- (1) The Commerce & Employment and Environment Departments are working together to maximise the effectiveness of existing Development Plan policies in meeting business needs. This involves joint working at staff level to identify the land supply that could be made available at present and to enable it to be brought into use. This includes joint working to progress the Saltpans Key Industrial Area and to facilitate the interim use of part of the Belgrave Vinery Housing Target Area for 'low-value' industrial uses.
- (2) The revised Strategic Land Use Plan indicates that early amendments to the Urban Area Plan should be brought forward *ahead* of the full review that becomes due in 2007 *if* the joint working referred to above substantiates the case that effective supply of industrial land is insufficient to meet projected needs.
- (3) The Plan also introduces the concept of 'Strategic Industrial Reserves' as the industrial equivalent of Housing Target Areas [Strategic Policy 11]. These areas are to be identified through the comprehensive review of the Urban Area Plan as a land bank that can be released for future development in quick response to changing economic circumstances as highlighted in the Corporate Agenda (Business Environment Theme).
- (4) The SLPG has noted the comments of the Planning Inspector in his report following the Inquiry into the Review of the Rural Area Plan (RAP). At the time of writing, it is expected that the States Report on the RAP Review will be considered at the November 2005 States meeting only a fortnight prior to the consideration of this Policy & Resource Plan and that all these matters will be in the public domain.

In relation to business needs the Inspector comments as follows:

“Nevertheless, whilst recognising that the majority of the Island’s development needs should be met within the boundary of the Urban Area Plan, adequate provision should be made for those businesses that have good and justifiable reasons, in terms of their particular characteristics, for operating in the rural area. In making such provision any commercial or industrial development must be balanced against the primary objective of conserving and enhancing the rural environment. Additional land requirements over and above that carried forward from the previous Rural Area Plan Phase 2 need to be justified in a way which balances the need for environmental protection and the specific economic development opportunities represented

within the area covered by the Rural Area Plan which could not be met within the boundary of the Urban Area Plan.”

The SLPG endorses the Inspector’s comments and proposes [Strategic Policy 15] that if further research substantiates the need to make additional provision for such rural businesses, early amendments to the RAP shall be brought forward to enable this.

STATES DEVELOPMENT

- 13.26 When the SLPG began its review, it was anticipated that a Policy Section dealing with States Development would be introduced to facilitate the subsequent implementation of the new Planning Law.
- 13.27 The principal law (the Land Planning and Development (Guernsey) Law) which has been approved by the States and is awaiting Privy Council approval at the time of writing, brings States Development within the ambit of the planning system in the same way as private development.
- 13.28 Although the SLPG considered public sector development needs as part of the review process, the Policy Council was advised by the Law Officers that States Development policies should not be included in the SLUP until the law has been enacted.
- 13.29 In accordance with this advice, the SLPG will continue to work on this aspect of policy so that the Policy Council can bring recommendations to the States when the planning law is finally endorsed and brought into force.

THE BUILT ENVIRONMENT

- 13.30 The proposed revisions to the SLUP give greater weight to the importance of taking Guernsey’s built environment and heritage into account when preparing Development Plans. This balances the attention already paid to the protection and enhancement of the natural environment and reflects objectives of the Corporate Agenda Key Themes for the Natural and Built Environments and Culture.

THE DEVELOPMENT OF A WATERFRONT STRATEGY

- 13.31 In March 2003 (Billet d’Etat IV, 2003), the former Board of Administration reported back to the States with the results of detailed feasibility studies into the provision of substantial, additional parking facilities in the southern waterfront of St Peter Port.
- 13.32 The findings of the report were that it might be possible to fund a large, basement car park in part of the Fish Quay on a commercial basis but that this needed to be rigorously tested before any firm recommendation was

presented to the States. The estimated price tag attached to the development was £25 million.

- 13.33 The States at that time voted the Board of Administration an additional credit of £500,000 from the Capital Reserve to be charged to its capital allocation in order to undertake further investigations and seek Expressions of Interest from the private sector in carrying out such a project. This money remains notionally earmarked for this purpose but to date, has not been spent.
- 13.34 When the SLPG was formed last year, the Policy Council envisaged that one aspect of its work would be to co-ordinate major, cross-departmental projects that would previously have been managed through ad hoc working groups. The development of a Waterfront Strategy was identified as an area of work meriting this sort of approach.
- 13.35 Having reviewed the previous waterfront studies, the SLPG concluded that the focus of the States has, in the past, been far too narrowly concerned with single issues, like parking. At a time when the island faces the challenge of tax restructuring and is looking to broaden the economy, the group is very conscious of the need to harness Guernsey's business potential. The eastern seaboard from St Sampson's harbour to Havelet includes the Island's ports and substantial industrial and commercial areas and clearly has a role to play in this respect.
- 13.36 Just as importantly, however, it includes areas that are of great importance to the cultural identity and built heritage of Guernsey. Any strategy for the waterfront needs to be as sensitive to what should be conserved as to untapped potential for future development.
- 13.37 Until now, the SLPG has not been considering what the specific content of a strategy should be but how it might be generated accepting that any worthwhile initiative will be a very major undertaking. Investment in the waterfront will need to be largely privately funded but for this to be successfully managed it is vital that the strategy is clear about what it is seeking to achieve and the specific benefits it will deliver and that this rationale is supported by the States.
- 13.38 In order to make progress, the SLPG proposes to establish a consultative group to assist in the preparation of a brief for the development of the Waterfront Strategy. The group will include representatives chosen for their knowledge and expertise and drawn from the private and voluntary sectors. The purpose of the group/team will be to complement the input provided by the Ministers and civil servants and ensure that the initial thinking process is as creative and comprehensive as possible.

- 13.39 Once the SLPG has reached a consensus on a brief and obtained the support of the Policy Council, a report and recommendations will be presented to the States. To assist in the production of the brief, the SLPG envisages the need to employ professional advisers and, therefore, proposes that a sum of £50k should be allocated to assist with this work.
- 13.40 At a time when Guernsey's economic future is under the spotlight and government is concerned with retrenchment in public spending, it is particularly important to plan positively and wisely for the medium to long-term making the best of the Island's assets.

LAND USE STRATEGY

Housing

- 13.41 The Plan indicates the provision to be made to meet the Island's projected housing requirement on a year by year basis, and gives guidance on where new housing should be located. It also recognises 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 is available to meet changing requirements and that full and effective use is made of suitable sites.

Strategic Objective 1

To provide 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.

Business & Industry

- 13.42 The aim of this Plan 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 Objective 2

To provide an adequate range of opportunities to meet the needs of existing, Island-based industries and incoming businesses that support the local economy within the capacity of the Island's resources, while conserving and enhancing environmental quality and social well-being.

Commercial Centres

- 13.43 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 rôle 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 Objective 3

To maintain the viability of commercial centres as attractive places in which to live, work and take enjoyment, strengthening the rôle 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

- 13.44 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. 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 external transport infrastructure.

Strategic Objective 4

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

Telecommunications Infrastructure

- 13.45 To provide for the installation of communications equipment to support the local economy whilst minimising any adverse impacts on the environment and addressing any appropriate matters relating to public health and safety.

Strategic Objective 5

To support the development of telecommunications infrastructure that delivers economic and social benefits to the local community and minimises adverse impacts on the environment.

Water, Stone and Waste Management

- 13.46 Adequate provision for the sustainable management of water, stone reserves and waste is crucial not only to safeguard reserves but also to retain and enhance a high quality environment, in itself an important economic resource.

Strategic Objective 6

To manage water and stone resources and waste disposal with the aim of minimising the environmental impact and making the most effective use of existing resources and infrastructure.

Social, Community and Recreation

- 13.47 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 Objective 7

To encourage the provision of opportunities for leisure and the development of community facilities which are easily accessible to all.

Countryside

- 13.48 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. This Plan contains policies and proposals to reconcile and manage potentially conflicting demands on the countryside.

Strategic Objective 8

To conserve and enhance the countryside, including maintaining and improving biodiversity by protecting and enhancing habitats.

Built Environment and Cultural Heritage

- 13.49 Maintaining the quality of the built environment and safeguarding Guernsey's cultural heritage is important to the attractiveness and local distinctiveness of the island and indirectly, to its economic success.

Strategic Objective 9

To conserve and enhance the built environment and safeguard the cultural heritage.

THE STRATEGIC POLICIES

13.50 THE HOUSING REQUIREMENT

- 13.51 In 2002, the first Housing Needs Survey was reported to the States by the former Housing Authority.

- 13.52 The survey report examined a number of options for setting a new strategic target for the provision of additional homes but the States agreed with the Housing Authority's recommendation that a target of providing for 300 new homes should be adopted on an interim basis.

- 13.53 The figure of 300 homes substantially exceeded the minimum of 179 homes needed to satisfy the net annual shortfall in housing units identified by the Needs Survey. It was intended to provide for a sufficient 'surplus' to cater for the needs of a backlog of potential new householders wanting to obtain independent accommodation and to provide some spare capacity in the system to enable a better 'fit' between the size and type of housing people want and the accommodation that is available. This remains the current planning target.

- 13.54 A further Housing Needs Survey is to be completed during 2006 in order to provide updated information to guide the implementation of the Corporate Housing Programme.

- 13.55 The effectiveness of the planning system in meeting the current strategic target has been monitored on a quarterly basis with an annual review by the former IDC and now by the Environment Department. Although the monitoring process is imperfect and time consuming it has shown that land supply (the availability of land with planning permission for housing) has consistently exceeded the target set.

Strategic Policy 1

Arrangements will be put in place through the Detailed Development Plans to ensure that provision is effectively made to meet the annual requirement for the creation of new homes as established through regular Housing Needs Surveys and reviewed through the Strategic Land Use Plan.

- 13.56 The above policy provides guidance for the preparation of Development Plans and the provision of infrastructure. It relates to the strategic land use planning aspect of States policies for housing but cannot, in itself, ensure the carrying out of development.
- 13.57 In the past a variety of information about the development of new homes has been gathered in different ways and for different purposes by States Departments. The 2004 Sustainable Guernsey monitoring report introduced the schedule of data which is required in order to monitor and inform the CHP effectively. This schedule was subsequently agreed by the States, and became the focus of the working group set up to establish a comprehensive monitoring system. This working group, which has developed the necessary commitment to cross-departmental data sharing, comprises staff from the Policy Council, the Treasury & Resources, Environment and Housing Departments.
- 13.58 Since then, the Policy Council (Policy and Research Unit) has researched the availability of data required to monitor each of the key variables (as set out in the Sustainable Guernsey Report 2004). Action to progress this work is continuing.
- 13.59 This corporate approach is becoming increasingly important as use is made of Housing Needs Surveys to direct policy towards achieving a closer alignment between demand and supply in the housing market. This will increasingly take into account both housing types and affordability. Any shortfall between the effective provision of opportunities for housing development and the level of implementation will also need to be addressed on a corporate basis.

Strategic Policy 2

The fulfillment of the annual housing requirement as set out in Strategic Policy 1 will be monitored by States Departments in accordance with the objectives of the Corporate Housing Programme.

Location of Development

- 13.60 In accordance with the Strategic Objectives of this Plan, it is intended 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 needs to take place on open and undeveloped sites.

Strategic Policy 3

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

- 13.61 In order to encourage regeneration of the existing urban areas and to direct development towards 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 are satisfied that there are no reasonable options available for development within the existing built-up areas.
- 13.62 In order to meet the principles of sustainable development, any new Housing Target Areas should conform to a number of general criteria. These include:
- Sites should be well related to the existing pattern of development, with access to local facilities.
 - Sites should be capable of being served by good public transport as an alternative to the private car.
 - There should be no detrimental effect on important landscape, conservation, wildlife or other environmental concerns.
 - 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 in order to fulfil the requirement set out in Strategic Policy 1. 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

- 13.63 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.

- 13.64 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.
- 13.65 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:

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

Meeting the need for Social Housing and Intermediate Market Housing

- 13.66 Intermediate Market Housing is intended to meet the needs of people who for financial reasons are unable to compete for accommodation in the general housing market and it includes a range of housing provided by the Guernsey Housing Association including partial-ownership schemes.
- 13.67 Where appropriate and taking into account the information provided by Housing Need Survey(s), the States will, through the Corporate Housing Programme, identify levels of housing need, indicate overall targets for

the provision of Social and Intermediate Market Housing, and determine specific requirements for development.

- 13.68 The pursuit of these forms of housing should not result in housing that is of poor standard or offers inadequate amenities and 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.
- 13.69 Although the majority of Social and Intermediate Market Housing should be directed towards the Urban Area in accordance with Strategic Policy 3, provision may be made for a limited amount of such housing to be developed in the Rural Area either directly by the States through the Housing Authority or indirectly through a Housing Association. Such provision should not be of a scale or in a location that would compromise the conservation and enhancement of the rural environment.

Strategic Policy 6

Detailed Development Plans will include policies to facilitate the provision of social housing and housing to serve the Intermediate Market where the need is identified. Such housing should be well designed, of a size which matches household size, with adequate standards of amenity.

Strategic Policy 6(A)

Notwithstanding Strategic Policy 3, Detailed Development Plans for the Rural Area may, as an exception, provide for the development of a limited amount of subsidised housing to meet the need for Social and Intermediate Market Housing.

Buildings suitable for re-use as housing

- 13.70 A significant amount of surplus accommodation exists which is of a lower standard and is no longer economically viable for its former use.

Strategic Policy 7

Encouragement will be given to the re-use of surplus commercial accommodation for housing purposes. This will enable its conversion and subsequent sale or rent as sheltered accommodation, residential or nursing homes and staff hostels. In the case of tourist accommodation, re-use for housing purposes may be encouraged where this is compatible with Strategic Policy 20.

Special needs including sheltered housing

- 13.71 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 well-being 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.
- 13.72 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. In this respect, the development of a limited amount of sheltered housing on suitable sites well-related to the Rural Centres as well as development in the Urban Area may help to meet rising demand. If it is necessary to amend the Rural Area Plan to facilitate such development, the Environment Department may be asked to bring forward amendments ahead of the regular review cycle.

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.

Strategic Policy 8(A)

Notwithstanding Strategic Policy 3, Detailed Development Plans for the Rural Area shall, as an exception, provide for the development of a limited amount of sheltered housing for older people and those with disabilities on suitable sites well-related to the Rural Centres.

Improving the existing housing stock

- 13.73 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.

- 13.74 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 should be made available to tackle under-investment, and improve and renovate the existing housing stock.
- 13.75 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 redevelopment of run-down and derelict accommodation, is of adequate standard.
- 13.76 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 in.

Strategic Policy 9

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

- **Maintain and improve existing houses to a high standard.**
- **Bring empty houses back into use.**
- **Reduce under-occupation.**
- **Ensure that the environment of housing areas is of a good quality.**

13.77 BUSINESS & INDUSTRY

Office development

- 13.78 The redevelopment of the Gategny Esplanade and Le Bouet Mixed Use Redevelopment Areas has substantially increased the stock of new office accommodation in the Island catering particularly for the needs of the Finance Industry. The commercial office market is now in the process of adjusting to this situation as lower value business uses, including other office activities, move to premises in Town that have been vacated. The

ageing office stock of the Town also provides opportunities for other uses, for example, housing.

- 13.79 Except where there are existing planning commitments (eg The approved Outline Planning Briefs for the MURAs), further major office development is unlikely to take place in the short term.

Strategic Policy 10

The refurbishment and re-use of the existing office stock in Town should be encouraged. Provision for further, major office development should be only made within the Urban Area if it can be demonstrated that there is an acknowledged demand for such accommodation and that it would help to deliver wider economic, social and environmental benefits.

Industrial land supply

- 13.80 An adequate supply of land and accommodation to meet the diverse needs of business and industry is vital to the creation of a sustainable economy.
- 13.81 During 2005, the Commerce & Employment Department undertook a major survey of local businesses to establish whether a lack of suitable premises was constraining their development.
- 13.82 This Business Needs Survey indicated that some firms were being hampered by a lack of suitable accommodation although this was not the sole area of concern.
- 13.83 The Commerce & Employment and Environment Departments are working together under the auspices of the Strategic Land Planning Group (SLPG) to maximise the supply of industrial land within the terms of existing Development Plan policies. If this process substantiates the case that there is a significant shortfall to be addressed that cannot reasonably await the next comprehensive review of the Urban Area Plan, the SLPG may request that an early plan amendment is brought forward.
- 13.84 In addition to meeting the needs of existing businesses, the Business Environment Theme of the Corporate Agenda identifies the development of a 'commercial property land bank' as a specific objective to be pursued.
- 13.85 Much further work needs to be done, however, to determine the scale and form of land bank that should be set aside and the sorts of businesses it should be used to accommodate.

- 13.86 The SLPG considers that this research work by the Commerce & Employment Department should form part of the preparation for the next comprehensive review of the Urban Area Plan that is currently scheduled for publication in 2007.
- 13.87 It is anticipated, at this stage, that specific areas of land will be designated as 'Strategic Industrial Reserves' and that these will provide a similar mechanism to the existing Housing Target Areas (HTAs). As with the HTAs, development would require the preparation of an Outline Planning Brief and a minor Planning Inquiry.

Strategic Policy 11

The Detailed Development Plans shall make provision for the designation of Strategic Industrial Reserves as a commercial property land bank to support the objectives of the Corporate Agenda.

Competition for land

- 13.88 Business and industrial uses are highly diverse, have very different accommodation needs and vary greatly in their ability to compete in the commercial land market.
- 13.89 Understandably, high value uses generating large profits tend to squeeze out lower value uses even though those uses may be just as valuable to the overall well-being of the community.
- 13.90 Currently, the ability to ring fence sites for particular purposes and to prevent 'creeping' changes of use up the value chain is limited. Revised Use Class designations and the future introduction of Planning Covenants/Agreements may assist effective regulation but these devices are not a panacea.
- 13.91 The Commerce & Employment and Environment Departments will continue to work together under the auspices of the SLPG to find more effective ways to ensure that the land and accommodation needs of all legitimate business sectors are met.

Strategic Policy 12

Detailed Development Plan policies to maintain an adequate supply of land and accommodation for business and industrial uses that would otherwise be disadvantaged in the commercial property market by competition with higher value activities, will be supported.

Contemporary business trends

- 13.92 The contemporary nature of business is that the traditional distinctions between offices/service uses and light industry have been eroded. Uses that cross these traditional boundaries include data processing, software development, telemarketing, research and development, information technology etc.
- 13.93 The supply of land and accommodation for business and industry needs to respond to the changing nature of demand so that innovation and entrepreneurship are encouraged.

Strategic Policy 13

The Detailed Development Plans shall make provision for a comprehensive range of accommodation to meet the needs of manufacturing and service employers.

Monitoring and review

- 13.94 Although specific targets for industrial land supply are yet to be established pending further research, a successful new approach towards supporting sustainable economic development clearly requires a process of regular monitoring and review.

Strategic Policy 14

As the supply of land necessary to meet business and industrial needs is defined as a result of ongoing research, the effective availability and take-up of that land will be monitored by States Departments as part of the Strategic Land Planning process.

Location of development

- 13.95 In accordance with the Strategic Objectives of this Plan and bearing in mind that the implementation of the Corporate Agenda requires that the objectives of the Key Theme for the Business Environment should be integrated with that for those for the Natural & Built Environments, it is intended that the majority of business and industrial development should be accommodated in the Urban Area and where possible, on previously developed land.
- 13.96 There are, however, businesses that have good and justifiable reasons, in terms of their particular characteristics, for operating in the Rural Area. In making provision for such businesses it is nonetheless important the primary objective of conserving and enhancing the rural environment is not undermined.

- 13.97 If it is reliably established through further research undertaken by States Departments that there is a legitimate case for increasing the development opportunities for such businesses in the Rural Area, the SLPG may request that an early amendment to enable this is brought forward ahead of the next comprehensive review of the Rural Area Plan.

Strategic Policy 15

The majority of development for business and industrial purposes shall be accommodated within the Urban Area. Provision may, however, be made in the Rural Area for businesses that can substantiate a good and justifiable case for such a location provided that the primary objective of conserving and enhancing the rural environment is not undermined.

Horticulture

- 13.98 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 to make provision for any net or overall increase in the area of land which may be used for horticulture. In order to permit the continued rationalisation of land holdings, however, development or redevelopment on existing holdings will be permitted in those cases where the Environment Department and the Commerce & Employment Department 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.
- 13.99 In association with this process of rationalisation, there may be justification to protect high quality horticultural land from alternative forms of development.

Strategic Policy 16

In order to permit the continued rationalisation of land, development or redevelopment on or adjacent to existing holdings may be permitted in those cases where the Environment Department and the Commerce & Employment Department jointly recognise that greenhouse or ancillary 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. In addition, Detailed Development Plans may seek to protect high quality horticultural land from alternative forms of development where this would assist the process of rationalisation.

Land reclamation areas

- 13.100 The Strategic Land Use Plan supports the rôle 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.
- 13.101 The aim is to preserve the land reclamation areas at St Sampson's 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 17

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

- 13.102 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.
- 13.103 The Environment Department will identify those types of 'airport related' uses which are acceptable in the Detailed Development Plan.

Strategic Policy 18

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

The Visitor Economy

Visitor attractions and facilities

- 13.104 The Visitor Economy continues to make a significant contribution to the local economy as a whole. It adds to the attractiveness of Guernsey as a place to live as well as to visit through a wide range of leisure and hospitality businesses.

- 13.105 The strategic land use policies that aim to protect and enhance the quality of the natural and built environment and to preserve Guernsey's cultural heritage also sustain the appeal of the Island as a tourist destination.
- 13.106 Specific attractions and facilities are only part of this overall picture and some existing businesses lack the level of investment required to meet rising visitor expectations. This plan supports investment to provide good quality facilities and attractions provided that, in the Rural Area in particular, the objective of conserving and enhancing the natural and built environments is not undermined.

Strategic Policy 19

Provision may be made for tourist-related developments provided that policies supporting the conservation and enhancement of the natural and built environments are not undermined.

Visitor accommodation

- 13.107 The viability of tourism depends, amongst other things, on the maintenance of sufficient, good quality visitor accommodation to meet demand and to sustain the standard and frequency of air and sea links to the Island which are also essential to the economic and social well-being of the community as a whole.
- 13.108 Current Detailed Development Plans are based on Strategic Policy that there should be an 'adequate' supply of visitor accommodation. Prior to 2004, this approach related to the policy of the former Tourist Board to maintain a specific 'core' bed stock of 2,700 spaces although it also enabled poorer quality and unprofitable accommodation to leave the sector.
- 13.109 This previous definition of an adequate supply of accommodation relied on forecast increases in visitor numbers that have not materialized and it is out of date. Visitor numbers have, in fact, been stable for some years although there is a higher turnover of visitors as the average length of stay has declined.
- 13.110 The Commerce & Employment Department has now reappraised the situation and is seeking a more targeted release of accommodation so that average bed occupancy rates in excess of 65% can be achieved. At this level of occupancy, businesses should become profitable and capable of re-investment. This new target means a reduction of about 10-15% in serviced (hotel) bed stock although there is demand for an increased supply of good self-catering accommodation in order to reach the 65% average.

- 13.111 At present, both the Urban and Rural Area Plan policies refer to the superseded target of 2,700 bed spaces. The Policy Council considers that both plans should be formally amended to take account of the new Strategic Policy (below) at the earliest practicable date. This will require a minor Planning Inquiry.

Strategic Policy 20

The Detailed Development Plans will include policies to ensure that an adequate stock of visitor accommodation is maintained to support the future viability of tourism. Such policies should take into account the need to respond to a definition of adequacy that will change over time in response to changes in the visitor economy.

13.112 **ATTRACTIVE CENTRES OF ACTIVITY**

- 13.113 There is increasingly a requirement to focus attention upon the main town centre of St Peter Port to reinforce its Island rôle in ways that enhance its unique character, and to ensure that development elsewhere does not dilute that rôle or further reduce its vitality and viability.
- 13.114 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.
- 13.115 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 its character. 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.
- 13.116 A public/private sector 'Town Centre Partnership' has been 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 to address these concerns in a co-operative and innovative way.
- 13.117 The Environment Department 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 21

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 re-use 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.**

- 13.118 **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

- 13.119 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 22

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

- 13.120 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 may be considered.

- 13.121 In advance of the adoption of a comprehensive retail strategy, the States agreed (Billet d'Etat, IV 2002) that certain garden retail operations will be permitted within the rural areas of the Island subject to specific controls through the planning system and additional regulatory powers to be exercised by the Commerce & Employment Department. This will involve the prior introduction of new legislation.
- 13.122 The Commerce & Employment Department is not giving priority to the preparation of a retail strategy at the present time.

Strategic Policy 23

Where there is an acknowledged demand which can reasonably be provided within the Island for retail developments outside the centres of St Peter Port and St Sampson 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. The Detailed Development Plans may include policies to regulate the establishment of such uses including garden retail operations.

- 13.123 **EXTERNAL TRANSPORT LINKS**

Harbours

- 13.124 Ports and harbours fulfill an important rôle in the economy. This has already been recognised by policy towards land reclamation at Longue Hougue. St Sampson's 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. These matters can best be addressed in the context of a wider, Waterfront Strategy.

Strategic Policy 24

A strategy for the future rôles and development of the Harbours should be prepared as part of a wider corporate strategy for the eastern seaboard/waterfront to be incorporated as part of the review of the Urban Area Plan.

Airport

- 13.125 Guernsey Airport is a major asset for the future of the Island's economy. This is recognised in part by Policy SP18. 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. As other forms of development in the vicinity of the Airport may constrain future operational improvements, safeguarding restrictions may be imposed where a justifiable case for doing so can be substantiated.

Strategic Policy 25

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. The Detailed Development Plans may constrain other forms of development in the vicinity of the Airport where this is necessary to enable future operational improvements.

13.126 **TELECOMMUNICATIONS INFRASTRUCTURE**

- 13.127 As operations compete to provide a wide range of telecommunications services to domestic and business users, there is potential for the proliferation of stations, masts and other installations to occur which could have a damaging cumulative effect on the environment.
- 13.128 It is important that a planning framework is put in place to ensure that the Island enjoys quality and choice in its telecommunications services whilst minimising any adverse visual impacts. This may require operators to share sites and masts where this is justified in terms of limiting the visual impact on the locality and where there are no insuperable technical obstacles to doing so.
- 13.129 Considerations relating to public health and safety may be taken into account within the terms of the Island Development Law but it is recognised that the Environment Department will require expert advice from other agencies and the Health and Social Services Department in particular, in dealing with this issue. Where public health and safety are primary considerations these are more appropriately addressed through Environmental Health controls.

Strategic Policy 26

The Detailed Development Plans may include provision for the development of telecommunications infrastructure and equipment taking into account the need to minimise any adverse visual impacts on the environment.

13.130 THE SUSTAINABLE MANAGEMENT OF WATER, STONE RESERVES AND WASTE

Water resources

13.131 In 1992, the former Water Board established the following principles for the management of water resources:

- Increasing the water catchment to practical economic limits.
- Increasing the water storage capacity.
- 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.
- A water conservation and leak reduction programme.
- Improvements in stream water quality, by reducing nutrient pollution from agriculture and horticulture.
- Researching the availability of the groundwater supplies.

The Public Services Department took over responsibility for water management in 2004.

13.132 Although rainfall records show that the probability of a prolonged period of low rainfall is small, there is statistical evidence of climatic change towards lower rainfall with anecdotal evidence that fluctuations in weather conditions are becoming more extreme. If rainfall is lower and less reliable, there is an increasing risk that a prolonged and serious drought could occur.

13.133 The current contingency plan to deal with this risk 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 27

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

Surface water drainage

- 13.134 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.
- 13.135 In this regard the States will promote a policy of Sustainable Urban Drainage, by the incorporation of Best Management Practices 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 28

The effect of development on the aquatic environment shall be managed by the use of Sustainable Urban Drainage Systems, incorporating Best Management Practices at appropriate developments.

Flood management

- 13.136 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.
- 13.137 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 29

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

Waste water

- 13.138 Following consideration of the Waste Strategy Assessment presented in Billet d'Etat XI, 1997 and subsequent investigations as described in Billet d'Etat XI, 1999, the States resolved to commence progress towards implementation of sewage treatment. The basis of this decision was that the long sea outfall does not comply with EU standards for the level of sewage treatment, even though EU Standards for quality of bathing waters are satisfied. The Waste Strategy Assessment found that the most significant liquid waste pollution arises from inland sources and their effect upon the water catchment. Provision of sewage treatment would therefore offer minimal environmental benefits, compared with other liquid waste management priorities.
- 13.139 In view of the above, the former Advisory and Finance Committee and Public Thoroughfares Committee agreed an action plan that involved monitoring the discharge effects of the Belgrave Bay outfall; maintaining a watching brief on technological developments and investigating the possibility of low cost measures to deal with effluent discharges from Fort George, Creux Mahie and Herm and to upgrade the existing headworks and preliminary treatment facility at Belgrave.
- 13.140 In 2004 political responsibility for sewage disposal services passed to the Public Services Department with the Environment Department taking overall responsibility for environmental policy. It is understood that a joint report on sewerage and waste water treatment will be presented to the States by the two Departments early in 2006. Strategic Policy 27 remains unchanged pending the outcome of this report.

Strategic Policy 30

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.

Stone Resources

- 13.141 In 1994 when the States considered the Review of Strategy on Waste, Water and Stone (Billet d'Etat XX, 1994), it was resolved that the former Advisory and Finance Committee should instigate a further report to the

States on Waste, Water and Stone requirements at least 10 years before the exhaustion of Les Vardes Quarry.

- 13.142 The indications are that reserves at Les Vardes could be worked out by 2015 at anticipated rates of extraction and therefore this review is currently in progress.
- 13.143 Pending States decisions being taken on the basis of the review, it is important that known reserves of stone should continue to be protected.

Strategic Policy 30(S)

Provision may be made in the Detailed Development Plans to protect those areas where there are known reserves of stone from development that would compromise future extraction.

Solid waste

- 13.144 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).
- 13.145 The Strategy was founded on the assessment that Les Vardes Quarry was 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.
- 13.146 A Solid Waste Working Party was set up to implement the States Resolutions led by the Board of Administration. The Board commissioned an Environmental Impact Assessment (E.I.A.) of suitable sites for the location of an integrated waste management facility including an energy from waste facility, materials recovery facility, scrap metal yard and civic amenity site. This E.I.A. concluded that with appropriate standards and mitigation measures an integrated waste management facility could be located at Longue Hougue land reclamation site.
- 13.147 The direction to the former Island Development Committee to identify appropriately located sites for the collection, sorting, transfer and recycling of solid wastes and to examine the merits of co-locating such facilities alongside the energy from waste facility was investigated through the E.I.A. process. This E.I.A. process concluded that with the exception of a possible second civic amenity site located to serve the west of the Island, waste sorting and transfer facilities should be located alongside the energy from waste facility.

- 13.148 An Amendment to the Urban Area Plan and associated Outline Planning Brief (OPB) to enable Longue Hougue to be developed for waste management purposes received the support of the independent Planning Inspector following a public, Planning Inquiry in December 2001. The Amendment and OPB were subsequently approved by the States in April 2002.
- 13.149 In June 2004, the States resolved to appoint an Independent Panel of Inquiry to review the future of solid waste disposal in Guernsey. The findings of the panel were made public in January 2005 the Panel concluded that Guernsey should not proceed with the contract for the proposed energy from waste plant at Longue Hougue. This key recommendation was accepted by the States in May 2005 with the effect that the strategy is now being re-examined with a view to bringing before the States recommendations in respect of the Island's long-term waste management options.
- 13.150 In the interim, the States have resolved that short-term, temporary measures should be examined with a view to extending the life of Mont Cuët and that consideration must be given to the most appropriate sites for the location of elements of the associated infrastructure.
- 13.151 Pending the approval of proposals for the Island's long-term waste management facilities, temporary waste management infrastructure can be accommodated at Longue Hougue in accordance with the provisions of the approved Outline Planning Brief (Billet d'Etat V, 2002).

Strategic Policy 31

The development of the approved site at Longue Hougue, St Sampson's for an integrated waste management facility will be implemented in accordance with the principles of the Solid Waste Strategy, strategic policy for the environment and revised environmental health legislation. In reviewing the Detailed Development Plans, the Environment Department will make provision for those waste facilities identified in the Waste Disposal Plan as adopted by the States.

Strategic Policy 31(A)

In the interim, proposals for temporary waste management infrastructure will be accommodated at Longue Hougue in accordance with the provisions of the approved Outline Planning Brief (Billet d'Etat V, 2002).

13.152 **ACCESSIBLE SOCIAL, RECREATION & COMMUNITY FACILITIES**

- 13.153 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 Policy 32

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

- 13.154 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. There is scope to promote further co-ordinated provision of new or improved community facilities.
- 13.155 It will be for the Detailed Development Plans to identify where existing facilities should be retained and where new facilities should be provided.

Strategic Policy 33

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.

Established Recreation Facilities in the Rural Area

- 13.156 The improvement of established recreation facilities in the Rural Area that are recognised as 'Centres of Sporting Excellence' by the Culture & Leisure Department may involve additional development in the countryside. In such cases, the benefits of the development to the local community needs to be balanced with its environmental impact.

Strategic Policy 33(A)

Detailed Development Plans may provide for limited development of established recreation facilities in the Rural Area that are recognised

as Centres of Sporting Excellence where this would not have a substantial adverse impact on the rural environment.

Golf course development

- 13.157 The establishment of a second, 18 hole golf course at La Grande Mare was approved by the States in 1993 (Billet d'Etat XXI, 1993) but the development has not, to date been fully completed.
- 13.158 In 2002, the Policy & Resource Planning Report recorded that the former Recreation Committee still supported the creation of a third golf course on the Island by a private developer. It was, however, giving the matter low priority against the background of other major initiatives.
- 13.159 The last States Resolution on the matter in January 1991 "negatived" the Recreation Committee's proposition that there was likely to be a demand for a third golf course.
- 13.160 As the matter has been raised again during the Planning Inquiry into the Rural Area Plan Review I, the Strategic Land Planning Group considers that the Environment Department should be able to establish an 'Area/s of Search' for an 18 hole golf course if a justifiable demand for such a facility is established by States Resolution and provided that the location would not conflict with the protection of high quality agricultural land and the quality of the rural environment.

Strategic Policy 33(B)

If it is established by States Resolution that there is a justifiable demand for an additional 18 hole golf course, the Environment Department shall make provision for an 'Area/s of Search' to be designated in the Detailed Development Plans.

- 13.161 **COUNTRYSIDE**

Landscape

- 13.162 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 34

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

Wildlife and nature conservation

- 13.163 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 35

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

Rural development

- 13.164 A viable farming industry is essential to the protection of countryside character and quality. 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 have a significant impact on the countryside and Island wildlife. Farmers therefore have a vital rôle in environmental management as a part of the farming business.
- 13.165 The policy of the States is that the rural environment should be conserved and enhanced. This means taking pro-active steps to avoid damaging the countryside while promoting practices that support nature conservation and maintain its character. To manage and conserve its value the countryside needs viable agricultural businesses which promote and protect the rural environment. Acceptable forms of rural development should be accommodated, but recognising that this must not be at the unreasonable expense of landscape, nature conservation, historic interests or the land needed for farming activities. All agencies involved in rural areas should be encouraging the continuation of good land management and practices which conserve the qualities of landscape, nature conservation and heritage.
- 13.166 The particular rôle of farmers and farming practices in fulfilling this policy has been recognised through contractual payments to farmers who farm in an environmentally sensitive way. The farm management contracts promote a less intensive form of farming which:
- Ensures the installation of equipment to prevent farm pollution.
 - Develops farming practices that sustain the environment.
 - Maintains hedgerows, trees, earth banks, water courses, wetland areas and other natural or historic features.

- Promotes nature conservation and biodiversity.

13.167 The dual purpose of supporting viable businesses and environmental management to maintain and enhance the countryside should therefore benefit the farming industry, the rural environment and the Island community.

Strategic Policy 36

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

- **The integrated development of viable farming business linked to nature conservation and environmental management.**
- **Locating new development within the existing built-up area wherever possible.**
- **Preventing development which does not need to be located in the countryside.**
- **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.**
- **Protecting agricultural land from irreversible development wherever possible.**
- **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

13.168 Many parts of the rural area have suffered from the decline of horticulture resulting in large areas of derelict and unused land. Some substantial areas of derelict land have been reclaimed through clearance schemes organised by the former Board of Industry and its predecessors but labour is no longer readily available through the Fieldwork scheme for unemployed people to carry out this work as a public service. Alternative ways of funding and implementing the clearance of glass are being considered.

13.169 It is clearly desirable 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 37

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.

The built environment and Guernsey's cultural heritage

13.170

The Corporate Agenda (Natural & Built Environments and Culture Key Themes) recognises the importance of Guernsey's built environment and cultural heritage to the attractiveness of the Island and its sense of having a unique identity. In preparing Detailed Development Plans, it is important that these matters are given due weight whilst acknowledging that they may have to be balanced against other legitimate considerations in determining individual cases.

Strategic Policy 38

The Detailed Development Plans will include policies to ensure that the built environment of the Island is conserved and enhanced and that the cultural heritage is safeguarded from damaging change.

RECOMMENDATIONS

The Policy Council recommends the States:

1. To note the Policy Council's intention to complete the Corporate Agenda by preparing a Government Business Plan in 2006 to replace the Policy & Resource Plan in its present form.
2. To approve the amendment to the Corporate Agenda Key Theme for the Community/Social Inclusion (referring to Law and Order) and to approve the revised Corporate Policy for Law & Order.
3. To approve the 'Strategic Land use Plan' as set out in Section 13 of this report as the Strategic & Corporate Plan for the purposes of the Island Development Laws and all other legislation and instruments referring to that Plan.
4. To note the Policy Council's intention to develop a Waterfront Strategy for the eastern seaboard of the Island.
5. To note all other sections of the 2006 Policy & Resource Plan not specifically referred to above.

APPENDIX 1

THE KEY THEMES OF THE CORPORATE AGENDA

The Key Themes for the development of Guernsey's Corporate Agenda are:

- Autonomy
- Business Environment
- Community/Social Inclusion
- Culture
- Natural & Built Environments
- Population
- Public Finances
- Public Sector Services.

They are bound together by an over-arching statement of purpose.

The themes are presented in alphabetical order and they are regarded as being of equal importance to the government agenda.

The Purpose of the Key Themes of the Corporate Agenda

Guernsey prospers as a self-determining, distinct and independent community that is a good place to live and bring up children because it is safe, attractive and forward-looking and attempts to meet the aspirations of its citizens.

Together, the eight Key Themes that provide the framework for the Corporate Agenda represent the consensus within the Policy Council for guiding the government decision-making during the period of the current States Assembly.

Autonomy

Our principal aims are:

To uphold and enhance Guernsey's domestic autonomy and international personality, which are based on its constitutional position and successful history of democratic self-government.

In pursuit of these aims we will:

- Build strong and effective relationships with UK Government Ministers and officials, appropriate UK Members of Parliament and other opinion formers to ensure an improved understanding of the Island and its constitutional position.
- Work to ensure that there exists a greater understanding within the EU and beyond of Guernsey's constitutional position.
- Continue to demonstrate responsible and co-operative behaviour with regard to neighbouring jurisdictions, global issues and accepted international standards.
- Encourage participation through Island delegations in regional and international events, where these can be seen to be both beneficial and cost effective.
- Only enter into international agreements where the social, economic and environmental interests of the Island are served.

Business Environment

Our principal aim is:

To create and sustain the conditions that help maintain a prosperous and resilient business environment which is able to respond quickly to changing local and international circumstances.

In pursuit of this aim we will:

- Create a business-friendly and competitive environment that attracts prosperous activity, entrepreneurship and diversification and encourages those businesses and individuals that are "Guernsey-friendly".
- Promote interaction between the business community and government that works to establish mutual benefit and understanding so that government can work in partnership with business whilst protecting the interests of consumers and ensuring that both employees and employers are protected from unreasonable or discriminatory behaviour.
- Develop strategic reserves in the form of an able and adaptable workforce, a commercial property land bank, and a pool of creative entrepreneurship.
- Maintain a robust infrastructure of services and communication that offers first class links at competitive prices reflective of Guernsey's size and capacity.

- Develop legal and regulatory frameworks that are appropriate to Guernsey's size and capacity, are pragmatic in approach and that support and encourage new business opportunities.
- Recognise that the financial services industry is Guernsey's main income generator and should be supported and developed whilst equally recognising that not all Islanders are able to find appropriate or satisfying employment within that industry.

Community/Social Inclusion

Our principal aim is:

To maintain Guernsey as a strong and caring community, where respect for individuals flourishes, and where the needs of all members of the community, including vulnerable groups, are provided for.

In pursuit of this aim we will:

- Increase the level of meaningful communication between the States and the people of the Bailiwick.
- Take an integrated approach to the provision of social services to those in need of them including people with disabilities and older people, enabling more people to participate in the life of the community.
- Alleviate relative poverty across the community through the Corporate Anti-Poverty Programme and the Corporate Housing Programme, prioritising the need to ensure an adequate supply of affordable housing across the full mix of tenures.
- Promote the value of life-long learning and support the provision of facilities that give people the continuing opportunity to improve and update their education and skills.
- Act with determination to combat anti-social behaviour including action to bring disaffected young people into mainstream society as self-supporting and law abiding individuals with a real stake in Guernsey's future.
- Develop strategies for the Island that will increase further the high levels of local participation in sporting and leisure pursuits.
- Support measures to reduce drug and alcohol abuse.

Culture

Our principal aim is:

To preserve the unique cultural identity that Guernsey enjoys. This identity is based on the strong traditions of a community that values the past but is also self-confident about the future.

In support of this aim we will:

- Promote and uphold the values that reflect the community's unique identity.
- Project Guernsey as a positive contributor to the wider, international community that can adapt to change without sacrificing its uniqueness.
- Identify and encourage the retention of those aspects of cultural expression that are still evident within the local community.
- Recognise and embrace the fact that Guernsey is becoming more multi-cultural and that this can enrich the character of the Island.

The Natural & Built Environments

Our principal aim is:

To enhance the enjoyment of living in Guernsey through a process of continuous improvement to both the natural and built environments.

In pursuit of this aim we will:

- Maintain a robust political forum for determining the direction of strategic land use policy.
- Conserve and enhance the natural environment.
- Put a greater emphasis on conserving what is best about the built environment and realising its potential.
- Encourage new buildings of a high quality of design that respect Guernsey's architectural heritage.
- Establish corporate policies that enable the States to take long-term decisions on controversial environmental issues.

- Support measures to protect the Island from the adverse impacts of environmental pollution and global warming and to play our part in preventing the causes of global environmental problems.

Population

Our principal aim is:

To put in place a corporate policy for population management that is legally robust, ethically sound and practical to implement recognising that any potential benefits of population growth through net immigration must always be carefully weighed against the increased demand for public services and the potentially adverse impacts on the local environment and quality of life that may result from a rise in population.

In pursuit of this aim we will:

- Undertake a broad-based review of current population policy and control mechanisms that:
 - Takes into account not only the overall number of people living in Guernsey but also the demographic profile of the population in terms of age and economic activity and the need to plan for the Island's future prosperity and social well-being with this in mind.
 - Recognises that policy for population management must be compatible with progressing the other Key Themes in the Corporate Agenda and vice versa. Ensuring a mutually supportive relationship between population policy and a business development strategy is especially important given that the prosperity of the local economy is the strongest influence on migration.

Public Finances

Our principal aim is:

To manage public finances and taxation so that Guernsey remains competitive internationally and financially independent.

In pursuit of this aim we will:

- Restrain expenditure on capital projects and public sector service provision by committing expenditure only when clearly identified and stated community objectives will be met.
- Strive to achieve a fair and equitable burden of taxation and to provide simplicity and transparency in the application and administration of public finances for all concerned.

- Implement a package of measures to manage changes in Corporate Taxation.
- Avoid a “spend first, tax later” environment by ensuring the States Budget is either balanced or in surplus.
- Acquire resources and commission capital projects achieving best value for money, balanced with a duty of care to local providers. Commercial risks will be allocated to those best placed to manage those risks. The design and specification of such projects or resources will be evaluated in the light of future maintenance costs, replacement costs and general cost in use and cost in operation criteria.
- Maintain an adequate level of reserves to provide protection against economic and operational uncertainties.
- Take a risk-averse approach to managing public assets.
- Take a cautious approach to public sector borrowing, only doing so where the debt can be serviced by a secure, associated income stream.
- Avoid earmarking income for expenditure in the area from which it was raised, but be prepared to use taxation as an instrument to achieve States objectives in meeting social and/or environmental aims.
- Always have regard to inflation when formulating fiscal policy.

Public Sector Services

Our principal aims are:

To provide high quality public sector services in situations only where need and value for money can be demonstrated.

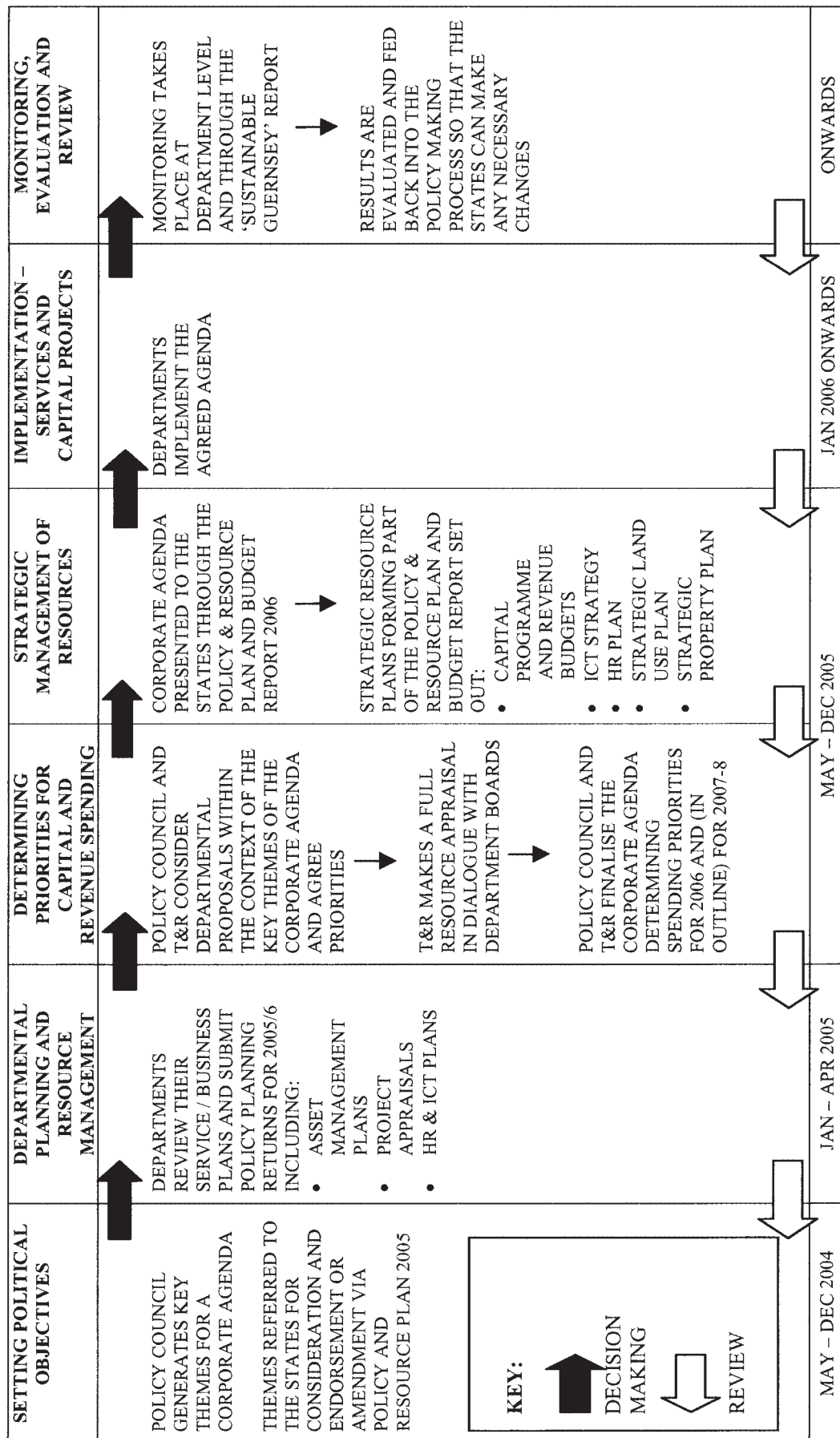
In pursuit of these aims we will:

- Prioritise public sector service delivery and, where appropriate, having regard to both cost and quality, withdraw from providing services or pass them on to private sector or non-governmental bodies.
- Maintain the number of public sector employees within a level that the community can afford in the long term.
- Direct services specifically to the people who need that form of help so that limited resources are used to best effect and without waste.

- Develop an achievement and “can do” culture across the States, and subject this to both benchmarking against recognised monitoring systems and to review by both the Public Accounts Committee and the Scrutiny Committee.
- Improve the design of operational systems and processes that deliver public sector facilities in order to maximise the efficient use of staff and other resources.
- Explore appropriate opportunities to work with other administrations to improve services and/or secure better value for money.
- Ensure that career development processes and employment policies and practices are structured in order to lift quality and motivation of public sector staff.
- Undertake a broad review of the current approaches towards charging for public services in order to develop a consistent corporate policy in this area.
- Recognise that meeting the needs of an ageing population will be an increasingly important factor in the provision of public services and that Islanders need to be enabled and encouraged to remain economically and socially active and to make private arrangements for their futures to supplement States provision.

APPENDIX 2

STAGES IN THE POLICY MAKING AND RESOURCE PLANNING PROCESS



APPENDIX 3

Policy Council Steering Groups

The following schedule describes the mandates and membership of various groups working under the aegis of the Policy Council and, where appropriate, summarises work being carried out by the group.

At the end of the main list are updates on the work of the Criminal Justice Policy Working Group and the Overseas Aid Commission. These are not Policy Council Steering Groups but this information is provided here for ease of reference.

1. External Relations Group

Established: 18 April 2005

Mandate: To exercise oversight of the principles set out in Key Theme 1 (of the Corporate Agenda), to review those principles; to liaise with other Departments and Committees of the States; to develop programmes of action to facilitate the implementation of the principles and to report to the Policy Council thereon on a regular basis.

To carry out the Council's functions relating to international agreements pursuant to the resolution of the States of the 25th February, 1987; to monitor, and as appropriate, to report to the Council on matters relating to: -

- (i) the Island's constitutional relationship with Alderney and Sark;
- (ii) the Island's constitutional relationship with the United Kingdom;
- (iii) the Island's constitutional relationship with the European Union;
- (iv) developments in the European Union and other international organizations;

and, in the pursuance of those functions, to consult with the authorities in the Bailiwick, the other Crown Dependencies, the United Kingdom and elsewhere as the group shall from time to time deem appropriate;

to consider, and where appropriate develop:

- (i) existing relationships with the other Crown Dependencies;

- (ii) new relationships with other jurisdictions with a view to enhancing the Island's external relations and international personality;

to exercise oversight of the Island's participation in the work of the British-Irish Council and the British-Irish Inter-Parliamentary Body;

Membership: Chief Minister (Chair), Deputy Chief Minister, Ministers for Culture & Leisure, Housing and Commerce & Employment.

Update: In the context of its mandate the External Relations Group is actively pursuing the extension of the Bailiwick's territorial sea limits from the present 3 miles to 12 miles.

The group meets with the Island's Brussels lawyer to discuss Guernsey's relationship with, and the latest developments in, the European Union. It also oversees the work being undertaken by the Policy Council's public affairs advisers in London who are currently carrying out a stakeholder mapping exercise designed to identify and develop the key relationships that Guernsey has across the United Kingdom and beyond.

2. Fiscal & Economic Policy Steering Group

Established: 7 June 2004

Mandate: To oversee the development of a long-term fiscal and economic strategy for Guernsey, the principal requirements of which are to maintain a vibrant economy whilst reviewing existing tax practices that are no longer considered to be acceptable internationally.

Membership: Chief Minister (Chair), Deputy Chief Minister, Ministers for Treasury & Resources and Commerce & Employment.

Update: In March 2005, the group issued its first consultation document which set out its initial conclusions on the future economic and taxation strategy.

This extremely important issue, which covers the future economic, taxation and public expenditure strategy for the Bailiwick is presently the subject of a very active consultation process, the group having issued its Second Consultation Document in September 2005.

It is anticipated that a special States meeting will be held early in 2006.

3. Social Policy Steering Group

Established: 12 June 2004

Mandate: To oversee the development of strategic and/or corporate social policy, including the Corporate Anti-Poverty Programme (CAPP) and former Presidents' Drugs Group.

Membership: Ministers for Health & Social Services (Chair), Education, Home, Housing and Social Security.

Update: The group has considered a wide variety of social issues. Many of the issues discussed have come under the umbrella of the Corporate Anti-Poverty Programme (CAPP). These have included family allowance, childcare support, adult guidance, tax credits, debt management and credit unions.

The Policy Council has an overarching responsibility for the progression of the CAPP and also for monitoring its effectiveness. In order to do this efficiently, a CAPP Update and Monitoring Report has been created which sets out the mechanisms that are going to be used to monitor that effectiveness and to show what will be measured.

Monitoring is a very important aspect of the process as it can provide information on the strengths and weaknesses of the programme, to determine if there are implementation problems and to assess whether initiatives have been successful. This information can help the States in making decisions and to determine if the funds have been used effectively and to decide whether initiatives should continue. The next CAPP Update, (which will include monitoring data for the first time), is due to be submitted to the States for debate in March 2006.

The group has also been involved with the development of the Bailiwick Alcohol Strategy, taking forward to conclusion the work previously undertaken by the former Board of Health and others. The Home Department (in particular its Liquor Licensing Working Group) and the Social Policy Steering Group, working respectively on the liquor licensing proposals and the Bailiwick Alcohol Strategy have worked collaboratively. This has resulted in the formation of proposals in these two areas, which are mutually supportive. The group has also discussed issues relating to the Drug Strategy, for example the Drug Strategy funded Karabiner Project, which seeks to help young disengaged people build their life skills and enter/re-enter work.

Whilst work continues on researching schemes to help with childcare costs, the group has to be realistic about future levels of funding for such projects given current States finances and other relative priorities. The issue of Gender Recognition is also at the early stages of research, in view of potential changes which may be necessary to the Island's legislation.

4. Strategic Population Review Group

Established: 20 December 2004

Mandate: To undertake a broad-based review of population policy in accordance with the Population Key Theme of the Corporate Agenda.

Membership: Ministers for Social Security (Chair), Commerce & Employment, Home and Housing.

Update: The SPRG has discussed various topics in the build up to drafting a Strategic Population and Migration Policy (SP&MP). Its research has covered:

- The aims and objectives of a SP&MP – the group developed, through a workshop, a paper outlining the aims and objectives of a SP&MP, and have then looked more closely at some of the issues arising from this.
- Population projections – using the Government Actuary's Department's population projections to assess the potential effects that different fertility rates or different annual net migration numbers would have on the future population of the Island.
- Demographic trends and dependency ratios – the projected population broken down by age group was used to study the ageing population and the changes in the ratio of working age to non-working age people.
- Other jurisdictions – population and migration policies in other jurisdictions (in particular, other small islands) have been researched for ideas and potential solutions to issues.
- E-citizenship – how this project could be progressed with relation to monitoring the population of the Island.
- Criminal convictions checks – how they link with immigration and could be incorporated into the SP&MP.

The group is now at an advanced stage of drafting a Strategic Population and Migration Policy. Once the group has reported back to the Policy Council, the draft will be issued for consultation to all States Departments and States Members. It

will then be considered in the light of the comments received, before being submitted to the States for consideration in the early part of 2006.

5. Strategic Land Use Planning Group (SLPG)

Established: 12 June 2004

Mandate: To advise the Policy Council on matters relating to the development of strategic land use planning / spatial policy that is in accordance with the strategic, economic, social and environmental policies of the States.

Membership: Ministers for Treasury & Resources (Chair), Commerce & Employment, Housing, Culture & Leisure, Environment and a States Member of the Environment Department.

Update: A full update on the work of the SLPG and its review of the Strategic Land Use Plan is provided in the final section of this year's Policy & Resource Plan.

6. Public Services Steering Group

Established: 21 April 2005

Mandate: To advise the Policy Council on the development of programmes of action to fulfil the objectives of the Public Sector Services Theme of the Corporate Agenda with particular reference to:

- Benchmarking performance against the services provided in other jurisdictions;
- Researching innovative ways of delivering services where these are appropriate to circumstances in Guernsey and may provide better value for money; and
- Identifying opportunities to cut wastage and redirect corporate resources towards agreed priorities.

Membership: Ministers for Treasury & Resources (Chair), Environment, Education, Health & Social Services and Culture & Leisure.

Update: The PSSG is likely to have a major role in the development of the Government Business Plan in 2006.

7. Waste Water Stone Review Steering Group

Established: 18 April 2005

Mandate: Overseeing and co-ordinating a review of States strategy for solid waste, water and stone reserves.

Membership: Chief Minister (Chair), Deputy Chief Minister, Ministers for Public Services and Health & Social Services.

Update: In 1988 it was formally recognised that waste, water and stone reserves on Guernsey were inextricably related and should be considered in a co-ordinated way. In the 1994 Review of Strategy on Waste, Water and Stone it was decided that a further review should be undertaken ten years prior to the exhaustion of stone quarrying at Les Vardes Quarry. Since this is the situation potentially faced in 2005 the group was formed with the mandate of: "*Overseeing and co-ordinating a review of States strategy for solid waste, water and stone reserves.*"

This group has been concerned with looking at the three interlinking issues of solid waste, water and stone reserves. The group has received departmental updates on these related matters as well as receiving a presentation from Ronez ensuring that the group has access to the newest information in order to plan for the future and ensure that the three issues are considered in conjunction.

The group has explored the matters surrounding these issues such as water resources, future stone supplies, the future use of Les Vardes quarry, land fill extension and stone importation and marine operations. The group has also been exploring possible options and scenarios in order to assess the consequences of any actions in one area on the linking issues.

The group hopes to report to the Policy Council early next year.

8. Liaison with Parish Douzaines

Established: 17 May 2004

Mandate: Responsibility for liaising with the Island Douzaines Council and individual Parish Constables and Douzaines.

Membership: Ministers for Public Services and Environment.

Update: The Douzaine Liaison Group was formed to establish formal lines of communication between the Policy Council and the Constables and Douzaines of the parishes and also between the Council and the Island Douzaine Council. All the Douzaines have been invited to meet the group which has met six of the Douzaines and the Island Douzaine Council. The remaining four Douzaines have not, as yet, requested a meeting.

9. Island Archive Service

Established: 22 November 2004

Mandate: To take a special interest in the Island Archive Service and to provide political support and advice on operational issues where the Head of Government Business and the Island Archivist require political guidance.

To consider, in conjunction with the Chief Minister, what matters should be placed before the Policy Council for consideration.

Membership: Minister, Public Services Department.

Update: The Policy Council has requested Deputy W M Bell to take a special interest, on its behalf, in the Island Archives Service, to provide political support and advice on operational issues where the Head of Government Business and the Island Archivist require political guidance and to consider, in conjunction with the Chief Minister, what matters, relating to the Service, should be placed before the Policy Council for consideration.

In the last twelve months, the Head of Government Business and the Island Archivist have sought support and advice from Deputy Bell on:

- the Island Archives Service's continued use of the Wilfred Carey Fund (which was agreed by the States at the July States meeting)
- arrangements for the transfer of the Island Archives Service to the new Archives Centre in St Barnabas
- the effect of the new Copyright legislation on the Island Archives Service.

10. Guernsey Financial Services Commission – Appointments Panel

Established: 21 February 2005

Mandate: To identify suitable candidates for a vacancy of an ordinary member of the Commission.

Membership: Chief Minister (Chair), Ministers for Treasury & Resources and Commerce & Employment.

11. Policy Council Staff Steering Group

Established: 6 June 2005

Mandate: To provide political oversight of, and direction to, the Council's staffing units in relation to their responsibilities and priorities.

Membership: Chief Minister (Chair), Ministers for Home, Social Security and Commerce & Employment.

12. Legal Aid Group

Established: 6 June 2005

Mandate: To negotiate with the Guernsey Bar regarding the basis for, and rates of remuneration for publicly funded legal aid work.

Membership: Minister for Public Services and Deputy Minister for Treasury & Resources.

Update: The greater part of the Legal Aid (Bailiwick of Guernsey) Law, 2003 came into force on the 28th September, 2005. (Part III and sections 18 and 19 have not yet been brought into force.)

This group has been established to carry out negotiations with the Guernsey Bar and replaces the earlier working party set up to oversee the operation of the interim legal aid scheme.

Criminal Justice Policy

Following approval of the 2003 Policy & Resource Plan, a Criminal Justice Policy Working Group was established under the chairmanship of HM Comptroller. Membership of the group included representatives of the Courts, the Guernsey Bar and the Parole Review Committee, along with the Chief Officers of Police, Probation and Customs, the Governor of the Prison, and senior representatives of the Home Department and the Policy and Research Unit at the Policy Council.

The terms of reference for the group were agreed by the then Advisory and Finance Committee as follows:

- “1. To explore existing and alternative approaches to criminal justice in Guernsey (including reference to current reviews and initiatives impacting on criminal justice issues in Guernsey and elsewhere), concentrating initially on the areas identified at 2 below.*
- 2. To review existing legislation and policy concerning custodial remands and sentences, and to examine alternative remand and sentencing options.*
- 3. To give initial consideration to the implications of developing, and the possible ambit of, a comprehensive criminal justice policy.*
- 4. To consult as appropriate with relevant agencies and organisations in Guernsey; and to seek advice and assistance from elsewhere, subject to the approval of the States Advisory and Finance Committee as respects any funding implications.*
- 5. To report to the Home (Affairs) Department by not later than September 2004.”*

The report was received by the Home Department in September 2004 and it appeared as an appendix to the Billet d’Etat XIV, 2005.

Since receiving the report, the Department has been giving it much consideration and has decided, at this stage, given the Island’s current financial situation, to take forward only those recommendations deemed to be a high priority and concerned with alternatives to prison. For instance, it is not at this time planning to recommend the appointment of a Criminal Justice Policy Co-ordinator, rather it will continue to review the report internally and seek to implement elements of the report as and when possible. An example of the work being taken forward is a firm proposal to introduce Community Service.

Whilst the initial phase of ongoing work will concentrate on alternative sentencing options, the Department believes that the development of a policy should be balanced taking in all elements of criminal justice, including law enforcement functions, the role of victims and witnesses, dealing effectively with those committing crime and, importantly, crime reduction policies.

The Department is most grateful to Her Majesty’s Comptroller and members of the Criminal Justice Policy Working Group for the hard work that clearly went into the preparation of the report and for getting us to this stage. The Department is committed to further investigation of the development of a Criminal Justice Policy and will continue to work jointly with the Law Officers of the Crown and other stakeholders in taking this important matter forward and, ultimately, bring a report to the States for debate.

Overseas Aid States Funding

When the Overseas Aid Commission was established, the principle was set out that the Commission should operate under the policy guidelines of the former Overseas Aid Committee, and that the existing four-year rolling programme of an annual funding increase in real terms, agreed by the States in 2001 for the years 2002 to 2005 inclusive, should continue to be applied.

The States Resolution on Billet d'État XI of 2001, instructed the Overseas Aid Committee "*... to report back to the States in 2005 on the appropriateness of its annual allocation.*" Since the Machinery of Government changes, this is now a matter for the Policy Council to bring to the States.

The Chairman of the Overseas Aid Commission wrote to the Policy Council on 27 June 2005 regarding the level of States funding for overseas aid over the period 2006 – 2009 inclusive.

Whilst the Overseas Aid Commission would very much like to see an increase in funding, it is also mindful of the current financial situation and has recommended a continuation of the existing funding model for the next four years. This would result in a rolling programme of annual increases of £100,000 in real terms over the period. This would bring the States contribution to 0.13% of GNP (by 2009) compared to the UN official development assistance target of 0.7% of GNP. The average for the 22 OECD countries is estimated to be 0.48% by 2006.

The Policy Council considered the matter on 8th August, noting the advice provided by the Overseas Aid Commission. The Policy Council considered several options and agreed to recommend the States to agree to lift the commitment by £120,000 for 2006. This approximates to the original lift of £100,000 in 2002, but reflat to 2005 values.

The Policy Council retains the ambition to recommend further real term increases as and when funding becomes available. However, given the current financial picture, the Council does not believe that it would be right for the States to make commitments on anything other than an annual basis for the time being.

The Policy Council will therefore consult with the Overseas Aid Commission during 2006 and include recommendations for the overseas aid funding for 2007 in the Policy Planning Report, which will be considered by the States in December 2006.

APPENDIX 4

MAJOR PROJECTS AND SERVICE INITIATIVES

CURRENT OR RECENTLY COMPLETED PROJECTS AND INITIATIVES

This schedule comprises information as supplied by the Departments concerned. Inclusion in the schedule does not, in itself, imply that the scheme has Policy Council approval.

COMMERCE AND EMPLOYMENT DEPARTMENT

TITLE OF PROJECT OR INITIATIVE	PROJECT DESCRIPTION	IMPLEMENTATION AND REVIEW
The Commerce and Employment Department's Business Plan details all of the initiatives that will deliver against the Building Confidence strategy over the next few years. The projects noted below do not represent the Department's current priorities as laid out in that Business Plan, but are updated here for the benefit of continuity.		
Strategy for the economy	Strategic review of where the opportunities for economic development lie.	The Building Confidence document was published in April 2005.
Intellectual property	To introduce new legislation to enable the Bailiwick to meet contemporary international standards as a means of retaining existing and attracting new potentially high value activities.	Primary legislation enacted April 2005. Various Ordinances on IP have been, or are being, submitted to the States for approval.
Construction industry, States capital spending and procurement programmes	Supply and demand model for construction resources to be used to assist in prioritising and scheduling States building projects and review of States tendering arrangements to get better fit with local construction industry.	Model now in use.
Economic indicators	Improvement of data and information on performance of the economy and sectors within it.	Identified in 'Building Confidence' as a priority, and forms a key part of the Department's Business

		Plan
Strategy to improve the viability of the fishing industry	Improvement of quality, marketing and compliance with EU standards, provision of an ice plant.	Details of various initiatives relating to Sea Fisheries form part of the Department's Business Plan.
Land strategy	Programme to ensure sufficient availability of land for business use.	Now built into Strategic Land Use Plan.
External transport – air and sea links	Adequate transport links identified in Building Confidence as being essential to economic and social sustainability. Review of current policies and support mechanisms.	Review of licensing policies and procedures and development of strategic partnerships form part of the Department's Business Plan.
Retail strategy	Intention to review retail trends, provision and resource requirements.	Not a current priority.
Competition regime	Whilst the OUR currently regulates postal, electricity and telecoms activities there has been some concern about anti-competitive behaviour in other sectors.	Competition Working Party due to present proposals during Spring 2006, following public consultation.
Horticulture	Strategic areas for future horticultural development have been determined and are being progressed in consultation with the Environment Department. A review of the developing forms of intensive horticulture, which have the potential to develop on such sites, has commenced.	Now built into Strategic Land Use Plan. Various initiatives relating to horticulture form part of the Department's Business Plan.
Review of occupational pension schemes	Review of necessity or otherwise to monitor/regulate schemes.	Forms part of the Department's review of regulatory requirements.

CULTURE AND LEISURE DEPARTMENT

TITLE OF PROJECT OR INITIATIVE	PROJECT DESCRIPTION	IMPLEMENTATION AND REVIEW
Relocate collections and staff based at Guernsey Museum and St John's Street	Work with the staff at the Treasury and Resources Department with a view to sourcing a suitable new property for the storage of collections presently located at various sites around the Island and to house those staff currently based at Guernsey Museum and St John's Street.	Efforts were made to secure new premises but change of use of a suitable site was not possible.
Joint initiatives with Education	Working with the Education Department with a view to maximising opportunities for dual use sporting facilities in local schools.	The main work in 2005 centred around the proposed new school at Les Nicolles. The intention was to see a six lane dual use swimming pool for training and competition to relieve the pressure on the Beau Sejour pool. The States subsequently approved a proposal to this effect in 2005.
Control of the movement of cultural goods	A framework to control the movement of cultural goods in and out of the Island.	Following advice from the Law Officers work has progressed with the Home Department to strengthen provisions within the Open General Export Licence.
Display of Gallo Roman wreck	The Asterix Gallo Roman Wreck vessel timber is due to return from the Mary Rose Trust in 2005. Currently no display facilities have been made available although, by States resolution of 2003, the former Board of Administration, Tourist	Restoration work is continuing but it is expected that the Asterix will return during 2006. In view of this, discussions have taken place with the Treasury & Resources Department with a view to finding suitable premises.

	Board and Heritage Committee were directed to discuss the use of the slaughterhouse for that purpose.	
Development of overall cultural strategy for the Island	The Department considers that the development of a cultural strategy is important for the Island. It will provide a focus and once applied is expected to bring both social and economic benefits to the Island.	Following an extensive consultation exercise a detailed strategy was produced although it has been accepted that further improvements can be made and work is continuing to achieve this.
Historic sites	To improve the interpretation and accessibility of the historic sites.	Work is ongoing.

EDUCATION DEPARTMENT

TITLE OF PROJECT OR INITIATIVE	PROJECT DESCRIPTION	IMPLEMENTATION AND REVIEW
Future organisation of secondary and tertiary education in the Bailiwick of Guernsey (site development plan for secondary, post-16, and special educational needs).	<u>Programme 1</u> : Site development plan (rebuilding) for Secondary, Post-16, and special needs education.	<u>EDP1</u> States approval in 2003 for completion of EDP1 in phases and in February 2004, approval for annual funding from 2005 to 2008, subject to affordability and availability, to complete Phase One and Phase Two. Completion of these two phases will enable the Education Department to raise the school leaving age to 16 by the academic year 2008/09, reorganise Special Needs Education and address the critical post-16 shortage of accommodation at the

		<p>College of Further Education and Grammar School.</p> <p>Le Rondin School and Centre (Special Needs Primary) – opened September 2005, on time and within budget;</p> <p>Sixth Form Centre – opened September 2005, on time and within budget;</p> <p>CFE (Phase A), College Hall and Teaching Spaces – on site May 2005;</p> <p>Les Nicolles (Secondary and Special Needs Secondary) – site has been cleared but construction work is yet to commence. Further planned capital allocation requirement in January 2006 to complete funding of project;</p> <p>Further capital allocations in 2007 and 2008 approved in February 2004, subject to affordability, required to complete remaining Phase Two projects of Les Beaucamps (Phase A) – increase capacity, Oakvale BESD centre, CFE (Phase B) – relocation of some facilities to St Peter Port School, Planning for La Mare de Carteret, premises alterations pending Phases Three to Five, and</p>
--	--	---

		planning and balance towards St Sampson's Primary.
	<u>Programme 2</u> : Site development plan (rationalisation, renovation and improvement) for Primary Schools, Grammar School, and Education Department and Central Services premises.	Action is current and ongoing. The 2003 Condition Survey suggests expenditure should be at a much higher level than currently feasible.
	<u>Programme 3</u> : The development, funding and accountability of non-States schools, (i.e. colleges, voluntary and private schools).	'Report on Colleges' funding has been approved by the States in June 2005. Other matters are current and ongoing.
Teachers' conditions of service reforms	A review of existing conditions of service for teachers and other staff in schools, with a view to raising standards and addressing workload issues.	Current and ongoing. Teaching Assistants introduced in 2004.
Education ICT project	To achieve improvements in teaching and learning and in management processes through the ongoing implementation of the ICT Strategy.	Current and ongoing.
Teaching profession: Recruitment and retention initiatives	<p>Use of UK based recruitment agencies.</p> <p>Revised relocation package.</p> <p>Performance Management.</p> <p>Professional development opportunities.</p>	<p>Completed and in use.</p> <p>Completed and in operation.</p> <p>Systems now bedded in and completed. Current and ongoing.</p> <p>The project is completed.</p>

ENVIRONMENT DEPARTMENT

TITLE OF PROJECT OR INITIATIVE	PROJECT DESCRIPTION	IMPLEMENTATION AND REVIEW
Integrated Road Transport Strategy	In March 2003, the States agreed to a strategy put forward by the former Traffic Committee which involved a package of integrated measures including: policies on public transport, parking, vehicle registration and licensing, road safety and the environment. Taken together, these measures sought to reduce car usage by providing incentives for people to use their cars less and to use alternative forms of transport more. One of the incentives, paid parking, which also acted as a source of revenue for other elements of the strategy, was referred to the States in July and November 2003 in order to set a fee for parking. The States rejected the fee proposals.	The Environment Department supports the general thrust of the Integrated Road Transport Strategy and has completed a detailed examination of the key elements, including prioritisation of those elements. A further report will be submitted to the States in the first quarter of 2006 recommending some refinement and new initiatives.
New Planning Law	Revised text of the Law, along with an accompanying policy letter was approved by the States in January 2005.	It remains necessary to draft a number of essential Ordinances, which will be submitted to the States with the necessary commencement orders.
Co-ordination of roadworks	In May 2002, the States agreed to give the Traffic Committee the authority to determine applications for road closures and other road projects. The new arrangements were put in place during 2003.	It remains necessary to formulate the incentives and penalty charges.

Climate change	As part of its work with the British Irish Council, the former Board of Administration liaised with the Department for the Environment, Food and Rural Affairs and scientists from the Hadley Centre in the UK with a view to modelling climate change scenarios for the Channel Islands. This work followed the approach adopted in the UK, and allows the climate change scenarios to inform future development decisions and to enable strategic decisions on mitigating climate change impacts.	The BIC Report was published in 2003 and has been widely circulated. States Departments should now be able to use the Report as a tool in informing future projects and policies and ensuring climate change impacts are incorporated into future policies and projects. The Coastal Defence Strategy is now undergoing review in light of the new predictions and the beach survey work that has been ongoing. A report on the strategy will be submitted to the States in due course. The Department will also be monitoring work in the Isle of Man to risk assess potential climate impacts in that territory with a view to completing a similar project in Guernsey.
Town Centre Management	Proposals for an improvement scheme at North Plantation were initially proposed by the former Board of Administration, and taken forward by the Town Centre Partnership in partnership with the Board and the former Island Development Committee. The project is a pilot scheme for the Town Centre Partnership, working in consultation with States Departments and the private sector.	The Town Centre Partnership, has developed detailed plans for the projects and consulted widely. Funding has been secured and progressing this initiative rests with The Town Centre Partnership.

Waste water management and energy from waste	Following a successful Requete brought to the States in May 2004, an independent panel was formed to review the Waste Disposal Strategy, adopted by the States. The Panel's report was issued in January 2005. In May 2005, in response to the report, the Department presented proposals for consideration by the States.	<p>The Department is now progressing with some 30 work streams resulting from the States debate and hopes to report back to the States during 2007.</p> <p>In respect of waste water treatment the Environment Department and the Public Services Department, have prepared a green paper consultation document.</p>
Designation of a wetland of international importance, Ramsar site	The Department has consulted widely on an area for Ramsar designation, which includes the shoreline and sub tidal area from Le Catioroc in the North to L'Eree headland in the South, including Lihou Island and extending inland to include La Claire Mare and Colin Best Nature Reserves.	<p>Agreement has been reached on the boundaries of the proposed site and the scientific data is now being formulated in the standard designation. Application forms to the Ramsar Secretariat.</p> <p>It is hoped that the site will receive full designation in 2006.</p>
Bio-diversity Action Plan	Work has progressed on the production of a Bio-diversity Action Plan for the Island to provide a strategy for the conservation and improvement of Guernsey's terrestrial and marine environment and to promote the importance of a healthy and sustainable environment. Habitat and Species Action Plans are being formulated in close consultation with La Societe Guernesiaise.	It is envisaged that in due course the Bio-diversity Action Plan will be incorporated into the detailed land used plans under the proposed new planning legislation.
Rural Area Plan Review	The combined review of the current Rural Area Plan was published during 2003, and the Planning Inquiry	The Planning Inspector's report, along with the Department's recommendations, will be

	concluded in July 2004. The Inspector's report was received in April 2005.	submitted for consideration by the States in November 2005.
Leale's Yard Mixed Use Redevelopment Area	The draft Outline Planning Brief for Leale's Yard was published during 2003 and was subsequently the subject of a Planning Inquiry. The Planning Inspector's report was received by the Environment Department in June 2004. Traffic Impact Assessments were conducted prior to the publication of the draft plan and the traffic impact assessment was submitted to the Planning Inquiry. A report appending the Planning Inspector's report was approved by the States in November 2004.	It remains for the developer to submit detailed proposals in accordance with the Planning Brief.
Bridge traffic management proposals	Following on from the Leale's Yard Planning Inquiry, the Environment Department will be developing detailed traffic management proposals for the Bridge and surrounding area, taking into account anticipated development of the Leale's site.	It is anticipated that a report will be submitted to the States once firmer development proposals have been presented by the developer.
Belgrave Vinery Housing Target Area – Outline Planning Brief	In accordance with the resolutions of the States the Environment Department published an Outline Planning Brief for Belgrave Vinery. The Inquiry was held in June 2005.	The Department will present its report on the Planning Inspector's findings to the States in November 2005. Any necessary detailed traffic impact assessments will be conducted in the light of the Planning Inspector's findings and the detailed proposals for

		the development of the site.
Scheduled bus service	The scheduled bus service contract expires in June 2006. Prior to letting a new contract the Environment Department will complete a full review of the Public Transport Strategy approved by the States in 2001.	The scheduled bus service is an integral part of the Integrated Road Transport Strategy being reviewed by the Department. Proposals for the future of the service will, therefore, be included in the Department's report to the States on its reviews of the Road Transport Strategy.
Saumarez Park walled garden	For a number of years, improvements to Saumarez Park have been carried out in accordance within an overall vision statement. One element of the vision, the renovation of the Victorian Walled Garden, has been held in abeyance pending engineering surveys and architectural proposals.	The Department, with Visit Guernsey and other interested parties, is now progressing the redevelopment of the walled garden as a community initiative. If successful, further Community 'legacy' projects will be taken forward.

HEALTH AND SOCIAL SERVICES DEPARTMENT

TITLE OF PROJECT OR INITIATIVE	PROJECT DESCRIPTION	IMPLEMENTATION AND REVIEW
Children's services planning	Cross-Department group (Children's Services Planning Team), led by the Health and Social Services Department, with responsibility for children's services.	Ongoing.
Framework of assessment of need	Developments with other agencies are underway to put in place agreed inter-agency strategies for children in need.	Action is current and ongoing.

Review of childcare legislation	Wide-ranging review of legislation affecting children.	Drafting of law and preparation for implementation.
Children's off-Island placements	Revised policies and procedures for off-island placements are prepared and will include new legal requirements as such placements are subject to the scrutiny of the court. Proposals are also being drawn up by a working party comprised of senior staff of the Health and Social Services Department and the Education Department to consider the development of provision on island to meet the needs of some children who might otherwise be placed off-island.	Panel agreed. Action plan being implemented.
Bailiwick Alcohol Strategy	Cross-committee research into the need for a Bailiwick Alcohol Strategy.	Report approved at October 2005 States meeting.
Site Development Plan	The States approved the former BOH's Site Development Plan in 1999 and 2003 and a rolling programme of implementation is proceeding. The provision and rationalisation of services and facilities will be supported by the site development programme. Because of links and dependencies some aspects of the implementation that are mentioned may be regarded as 'future' projects.	See details below

	<p>Joint community centre development with St Martin's Parish Church enabling relocation of learning disability day services.</p> <p>Provision of new medical wards (51 beds), a 28 bedded rehabilitation and assessment ward plus supporting accommodation, (partly enabled by provision of new staff accommodation).</p> <p>Redevelopment of Mignot Memorial Hospital, Alderney.</p> <p>Provision of a dementia day centre and social day centre at Les Cotils Christian Centre.</p>	<p>Construction commenced in January 2005 with completion in early summer 2006.</p> <p>Construction of John Henry Court (staff accommodation) commenced January 2005 with completion in spring 2006. Report to the States on remaining elements of the project is expected to be presented September 2006.</p> <p>States approval for additional funding in September 2005. Construction commenced October 2005 with completion in August 2007.</p> <p>Report to the States anticipated in autumn 2005.</p>
Coronary heart disease strategy	<p>A consultation document has been produced by a multidisciplinary group of healthcare professionals dealing with the prevention, diagnosis and management of coronary heart disease. The document provides a structured list of recommendations to address perceived deficiencies. Once agreed, the recommendations will form the basis of cardiovascular provision in Guernsey.</p>	<p>Strategy agreed. Recommended actions now being implemented within available resources, as part of an ongoing improvement to cardiac services.</p>

Healthcare legislation	Review of legislation affecting nursing and residential homes, control of environmental pollution, poisons and pharmacies and the misuse of drugs.	See separate legislation schedule.
Community development initiative	Project being developed in partnership between the Children's Services Planning Team, the NSPCC and Lloyd's TSB Trust. Targeted at children aged from birth to age 4 years, this is one of the strategies aimed at addressing poverty and social exclusion. The project will be managed by NSPCC and will be based in the St Peter Port area.	Ongoing. Established with full staffing at NSPCC premises.
Family centre development	Development of Family Centres to deliver services and support to children and their families.	Two centres opened and in use. Plans to develop a third Family Centre are on hold until 2007.
Housing projects for vulnerable young people aged 16-21 years	Provided by the Guernsey Youth Housing Project which is managed and administered by the National Children's Homes in partnership with the Health and Social Services Department and the Housing Department.	Opened in April 2005.
Childcare provision	Assistance with the cost of childcare provision.	During 2005 recommendations regarding the implementation of a childcare allowance will be developed and brought forward.

Further implementation of the cancer strategy	To continue with the Department's agreed strategy for the implementation of cancer services.	Ongoing resource implications will be identified as part of the Department's budgetary planning process.
Implementation of mental health strategy	A consultation document has been produced by a multidisciplinary group of healthcare professionals. The document provides a structured list of recommendations to address perceived deficiencies. Once agreed, the recommendations will form the basis of the Department's mental health service provision in Guernsey.	Strategy agreed by the board. Ongoing resource implications will be identified as part of the Department's budgetary planning process. Recommended actions now being implemented within available resources.
Introduction of MRI service at the Princess Elizabeth Hospital	Presently MRI scanning is undertaken in Jersey through a contract with the Jersey Health and Social Services Department.	Planned for 2008 subject to resource availability.
Replacement of patient information system and development of electronic patient record	Existing Patient Information System requires replacing as it can no longer be supported or upgraded.	Investigating the development of an electronic health and social care record. Implementation to be phased throughout 2006, to ensure the replacement of the existing Patient Information System by the end of 2006.
St. Julian's House	Review the use of St. Julian's House.	Programmed for 2007.
Youth justice system	Review of youth justice system.	Inter-agency group established.
Domestic violence	Follow up pilot project on supporting victims of domestic violence.	Pilot complete, ongoing training programmes and awareness raising sessions.

Clinical governance	Extension of clinical governance into primary care, linked to the SSD grant and fees charged by General Practitioners.	Ongoing review and consultation through 2005/2006.
Children with a disability	Identifying the needs of children, and the services required including respite provision.	Review to be undertaken in 2005/2006.
Drug Strategy	Implementation of services proposal.	Implementation through 2005.
Environmental tobacco smoke	To prepare proposals relating to smoking in public places.	States Report approved in March 2005. Projet de Loi approved in September 2005. Exemptions Ordinance to be considered in early 2006.
Speech and language therapy	Further development of service.	Service now at full establishment.
St John Ambulance and Rescue Service	Renegotiation of formula for grant provision.	Discussions ongoing at officer level.
People with a disability	Employment opportunities for people with a disability.	Services co-ordinated and under review.
Older people and people with a disability	Improve provision of services.	Stroke service implemented. Dementia day service at Les Cotils, in 2007 subject to States approval. No progress with the SSD on funding care for Elderly Mental Infirm people. Commissioning care services for people in very sheltered housing.
Long-term care insurance scheme	Improving services in the community for older people.	Rapid response team implemented. Maintenance and transport services to be implemented through 2005.

Forums for older people and for people with a disability	User groups for Castel and King Edward Hospitals, Duchess of Kent House.	Proposals for the development of user involvement in 2006.
Childcare provision	Assistance with the cost of childcare provision.	Recommendations regarding the implementation of a childcare allowance are under consideration.
Young people	Involve young people in decisions that affect their lives.	It is intended that plans for an ongoing structure to allow for consultation with young people will be discussed during 2005.
Play scheme	Discussion between Health and Social Services Department and Education regarding the expansion of the play scheme.	Not programmed due to lack of resources.
Dental services for children	To return out sourced service elements to the School Dental Clinic for children aged over 14.	To be implemented in 2006, subject to the recruitment of qualified and experienced Dental Officers and funding availability.

HOME DEPARTMENT

TITLE OF PROJECT OR INITIATIVE	PROJECT DESCRIPTION	IMPLEMENTATION AND REVIEW
Home Department accommodation project	To engage an expert consultant to advise on the provision of suitable accommodation for the Home Department, including a Customs and Immigration Service Headquarters, additional facilities for the Police, particularly in Custody, and for forensic examinations in the short term. The project should	Consult in 2006.

	<p>include investigation into the provision of a central garaging and maintenance facility for all Home Department vehicles. The integration of the Home Department Central Services into any long-term development is also desirable.</p> <p>The long-term aim of the project will be to examine the feasibility of developing the current flats at Maison Celine, Police Headquarters into accommodation for Customs and Immigration and other Home Department Services.</p>	
Biometric Passport Issuance System	<p>A passport issuance system to include biometric information. The new issuance system will need to comply with international standards governing the issuance of passports to include biometric information. British passports issued in the Crown Dependencies will need to be of a common format, which is consistent with British passports issued in the United Kingdom and at British Diplomatic Missions issuing British passports worldwide.</p>	<p>The Immigration and Nationality Division is currently discussing an appropriate system for the Bailiwick with the Foreign and Commonwealth Office, the United Kingdom Passport Service and other Crown Dependencies.</p>
Identity cards	<p>The UK Government is seeking to introduce an identity card scheme in 2008. The UK scheme does not impose a requirement upon the Bailiwick to introduce any similar scheme. The introduction of such a scheme would be expensive</p>	<p>Home Department to monitor the UK situation and report to the States if necessary.</p>

	in terms of staff resource and development costs.	
Town Centre CCTV	<p>Work to upgrade and extend the Town CCTV system is due to progress. It is intended to phase the development.</p> <ul style="list-style-type: none"> • Upgrade existing system • Installations at new camera sites • Installation of transportable system • Development of a central CCTV control room. 	First phase proposed to commence in 2006.
Emergency Planning facilities	<p>Work to replace the Public Warning System in 2006.</p> <p>The purchase of a temporary mortuary facility in 2007.</p> <p>Work to upgrade the Oberlands Emergency Command bunker in 2008.</p>	Works planned for 2006-8 subject to resources.
Criminal justice review	<p>The States Resolutions on Article 4 of Billet d'Etat III, 2003 including one directing the then States Committee for Home Affairs to report back to the States with "<i>a comprehensive report outlining possible alternatives to conventional custodial sentencing.... having regard for staffing, funding and other resources</i>". The Criminal Justice Working Group was subsequently established in November 2003.</p>	<p>The Report from the Criminal Justice Working Group appeared as an Appendix to the September Billet. Given the Island's current financial situation, the Home Department will only take forward those recommendations deemed to be a high priority and concerned with alternatives to prison. The Department will continue to work jointly with the Law Officers of the Crown and other stakeholders, in taking this important matter forward and will ultimately bring a report to the States for debate.</p>

Youth justice review	Interdepartmental review – Home Department, Education Department and Health and Social Services Department, looking at alternative strategies for delivering services to young offenders.	Initial Working Party Report due November 2005. To be integrated into Children Law implementation during 2006.
Bailiwick Drug Strategy	Cross-departmental group working together with non-States agencies to deliver interventions designed to tackle all aspects of the drug problem in the Bailiwick. Five key areas: Demand Reduction, Supply Reduction, Young People & Families, Treatment & Rehabilitation and Monitoring, Data Collection and Co-ordination.	Current Strategy ends in 2006. It is planned to return to the States in 2006 with a combined Drug and Alcohol Strategy.
Bailiwick Alcohol Strategy	Cross-departmental group working together with non-States agencies; designed to tackle key areas of concern regarding the problematic use of alcohol.	Strategy approved by the States in October 2005. A combined Drug and Alcohol Strategy will be presented to the States in late 2006.
Radio system replacement project	Replacement of the radio systems currently utilised by the Customs Law Enforcement Division and Guernsey Prison. The radio systems currently utilised are in need of replacement.	It is proposed that the project will be implemented between 2006 and 2007.

HOUSING DEPARTMENT

TITLE OF PROJECT OR INITIATIVE	PROJECT DESCRIPTION	IMPLEMENTATION AND REVIEW
Corporate Housing Programme	Implementation framework comprised of numerous workstreams, for delivering	See separate report to the States December 2005.

	the States Housing Strategy.	
Review of the Housing Control (Control of Occupation) (Guernsey) and Right to Work Laws	Fundamental review.	The current Law has been further extended, by Ordinance, until June 2007, to enable <i>inter alia</i> the States to set a new strategic population objective.
Review of criminal conviction check provisions in the Housing Control Law	A review to ascertain the most appropriate means of checking the criminal backgrounds of persons seeking to live and/or work in Guernsey.	This work stream has now been included in the work of the Strategic Population Review Group, which is charged with recommending to the Policy Council and the States a new strategic population objective.
Review of housing licence policies in relation to key workers in the public sector	A review to determine whether greater flexibility could be applied to the issue of housing licences to "key workers" without compromising the current States population objective.	The direction and progress of this review will be dependent on the recommendations of the Strategic Population Review Group and the outcome of the investigations into a strategy for key workers being carried out by the Key Worker Housing Group.

PUBLIC SERVICES DEPARTMENT

TITLE OF PROJECT OR INITIATIVE	PROJECT DESCRIPTION	IMPLEMENTATION AND REVIEW
AIRPORT Guernsey Airport terminal redevelopment	The new airport terminal has been operating since 19 April 2004. Phase 2 of the project (including opening of covered walkways) was completed in November 2004.	Final costs and a subsequent report to the States of Deliberation should be undertaken in 2005/6.

Guernsey Airport runway extension/refurbishment	Following the States Resolution in November 2003 not to extend the runway at Guernsey Airport, the Public Services Department has been tasked with reporting back to the States with any additional costs that would be required to extend the runway when it seeks funding for routine, rehabilitation or upgrading works on the runway.	Condition surveys on the existing surfaces were completed in 2004. The Board has reviewed these reports and will shortly be seeking to appoint consultants to advise on sequencing and costs of repairs.
HARBOUR		
New Jetty repairs	Repairs and installation of cathodic protection on New Jetty structure, St Peter Port Harbour.	Expected completion date is now late 2005. The Public Services Department will report fully to the States of Deliberation upon completion, as detailed in the former Board of Administration's policy letter submitted to the States of Deliberation in November 2003.
St Sampson's Harbour marina development	Implementation of a marina in St Sampson's Harbour with associated land reclamation works.	Completion is expected in the very near future.
LANDFILL		
Torrey Canyon Quarry – new landfill site and site remediation	Creation of hazardous waste site following remediation.	Awaiting Environmental Impact Assessment.
Permanent gas extraction system Mont Cuet/Crêve Coeur	Collection of landfill gas and electricity generation plant installation.	Approved by the States of Deliberation in January 2005 and will be in place by mid 2006.

Hazardous waste disposal site	Creation of a site for the permanent storage of hazardous waste.	Identification of suitable site by Environmental Impact Assessment. Requires further discussion as to whether undertaken by Public Services Department or Environment Department.
Materials recovery facility	Facility for the separation and recovery of recyclable materials.	Site yet to be identified.
Future inert disposal site	A rockfill bunded area to the south of Longue Hougue.	Site yet to be identified.
FOUL WATER		
Sewerage and wastewater treatment	Sewage treatment for the whole Island.	At the time of writing, Public Services Department and Environment Department have finalised a Report for consideration by the States.
Foul Water Network Extension Plan	Foul drainage installation for whole Island.	Good progress is being made and phase 1 (to connect Creux Mahie) is progressing.
Fort George foul water pumping station	Replacement of existing outfall with foul water pumping station.	To be carried out as part of the network extension plan.
Bellegreve pumping station and overflow	Upgrading of the pumping station facility.	Consultants were appointed in February 2005.
Creux Mahie treatment headworks	Facility to feed additive into septic sewage from tankers to reduce corrosion.	To be installed once network is extended to Creux Mahie.
Vazon pumping station upgrade	To upgrade this station to Flygt pumps and install a new rising main.	To be carried out as part of the network extension plan.

Foul and surface water network Surveys	Repeat CCTV survey to assess current state of the network.	Tenders to be sought in 2006.
Supervisory Control and Data Acquisition (SCADA) upgrade	To gradually upgrade the system in line with new technology.	Specifications being prepared.
Replace sewage tankers	Replace existing tankers.	Ongoing rolling requirement.
GUERNSEY WATER		
St Andrew's Reservoir Site	Development of site to sufficient level to be able to use quarry as water resource.	St Andrew's Reservoir has been filled, providing an additional 1-month of water storage. However, plans to build pipeworks linking St Andrew's to St Saviour's and King's Mills have been delayed due to access problems. This project is just being completed as at October 2005.
Water mains replacement (Asbestos cement/Upvc)	Mains replacement to ensure satisfactory customer service by updating pipes to ensure reliability and alleviation of 3 rd party damage.	Of the 75km of asbestos cement mains requiring replacement over the next 25 years, 5km has been replaced. Recent poor performance may require acceleration of the programme. The number of pipe bursts are still increasing and the replacement programme cannot be delayed.
Longue Hougue water treatment works	Develop new water treatment works to increase security of supplies and water quality for the north of the Island and St Peter Port.	Detailed design work and the setting of an actual target cost for the project currently being developed.

Petit Bôt pumping station	Renew pumps, pipework and electric starting equipment, which are outdated and increasingly difficult to repair.	This project is proceeding at a reduced cost and was approved by the Public Services Department in October 2005.
STATES WORKS Signs and Lines building refurbishment	Remove asbestos sheet cladding and improve building integrity.	The asbestos panels are well over 20 years old, showing signs of fatigue and are becoming a health and safety risk. They will require replacement. The project has been delayed due to a review of the use of this building in conjunction with PSD future requirements. At the present time a final decision is awaited on the future of the shed.

SOCIAL SECURITY DEPARTMENT

TITLE OF PROJECT OR INITIATIVE	PROJECT DESCRIPTION	IMPLEMENTATION AND REVIEW
Technological Migration Project	Migration of computer systems from a mainframe to client server platform.	To go live second quarter of 2006.
Investigate and report on income-related family allowances	Move from universal system of family allowances to a tax clawback system or alternative income-related system.	Research and consideration in progress.
Cut wastage in prescription medicines	Anecdotally, huge wastage occurs in pharmaceutical service through prescribed	Several initiatives underway with Prescribing Adviser and Prescribing

	but not used, medicines. A saving of just 1% on the £14.7m drugs budget would save £147,000 per year.	Support Unit. DUMP campaign took place in April 2005 with attendant publicity on wasted medicines. Instalment dispensing trial, so that initially small quantities of drugs are tried by the patient for suitability commenced October 2005.
Deferred old-age pensions	There may be merit in allowing people reaching 65 to defer receiving their old age pension in return for an enhanced rate paid later.	Under consideration.
Back-to-work initiatives	October 2004 amendment to social insurance law has opened up range of areas where training, practical and financial assistance can be offered to people trying to re-enter the workforce after periods of sickness or unemployment.	Several schemes now in place, developing satisfactorily and producing good outcomes.
Extension of supplementary benefit scheme to cover public assistance	Enable unemployed people to claim supplementary benefit during office hours instead of claiming public assistance at the Douzaine Rooms.	Proposals approved by States at April 2005 States meeting (Billet d'Etat IV). Implemented from 1 July 2005.
Combating youth unemployment	Developing initiatives with the College of Further Education, the Youth Service and others to provide training and work trial opportunities for Guernsey's unemployed young people including those who are disaffected.	A number of courses have been commissioned, including basic skills training, the Karibiner and Kick Start courses. These courses are much needed and this good start will be built on.

Review of supplementary benefit rates	One of the actions of the Corporate Anti-poverty Plan is to examine the adequacy of current rates of subsistence benefits.	Work has started with a survey of current customers. Information is gained through detailed one-to-one interview with experienced SSD staff.
Income Tax reforms	As a result of Income Tax introducing further tax reforms the Department will amend the basis of assessment for business income for contributions due from 2006. This will involve amending core computer programs.	A detailed specification of the changes was agreed and programmed and is now in advanced stage of testing.
Guernsey Citizens Register	The Department has agreed to be part of the proposed States of Guernsey eGovernment's Citizens register. This will include the transfer of core data from the Department's contribution systems to the register. This will create and enable the maintenance of core data for all citizens, provide automatic statistical information and provide a one stop shop facility for registering changes of address.	The cost of the interface between the Department and the Register has been calculated and included in a detailed specification and proposal which now rests with the Treasury & Resources Department to consider funding the prototype.

TREASURY & RESOURCES DEPARTMENT

TITLE OF PROJECT OR INITIATIVE	PROJECT DESCRIPTION	IMPLEMENTATION AND REVIEW
Review of Tax on Rateable Value system	TRV has been identified as a vehicle for raising additional revenue. In July 2005 the States endorsed a recommendation that the current system of measurement and charging first be reviewed and	T&R is to report back to the States with proposals for a revised property measurement and taxation scheme no later than March 2006. It is anticipated that accounts reflecting the revised

	updated in order to make it ready for this purpose.	property ratings and charges should be issued for the first time in the Spring of 2008.
Property condition survey and maintenance programme	Comprehensive review of States property portfolio to ensure that assets are properly maintained.	Good progress has been made throughout 2005. A comprehensive Strategic Asset Management Plan should be in place by the end of 2006.

APPENDIX 5

GUERNSEY

STATES RESOLUTIONS
REQUIRING PREPARATION OF LEGISLATION

Key:-

- (i) **shaded text** indicates general subject matter of resolution;
- (ii) in priority & workload column, **A** means top priority [allocated by Policy Council];
B means high priority; **C** means normal priority. **1** means major item [by reason of length or complexity]; **2** means medium; **3** means minor

Billet & art. no.	Resol. date, priority, workload	Dept.	Subject matter & comments
IV/96 (art.XIII)	03.04.96 [A1]	CED	Sex Discrimination (G) Law: & amendment of Conditions of Employment (G) Law, 1985 [now to be an Ordinance - see resolution of 27.10.04] <i>[Draft Ordinance with CED]</i>
X/96 (art.VII)	30.05.96 [C3]	EnvD	Traffic Signs & Traffic Lights: Ordinance, 1998 – amendment <i>[EnvD to bring revised policy letter to States to rescind resolution]</i>
II/97	26.02.97 [A1]	HSSD	Environmental Pollution Ordinance: to be enacted under the Control of Environmental Pollution Law
XXII/98 (art.XV)	29.10.98 [C3]	EnvD	Parking strategy: <i>[Draft with EnvD]</i>
VI/00 (art.V)	24.02.00 [C2]	PC	Electronic transactions - rules of evidence: Replicate s. 68 Civil Evidence Act 1995 - statements in documents

VI/00 (art.VI)	24.02.00 [A1]	EnvD	Vehicle registration & licensing: Laws - re-enactment <i>[draft Law with ED]</i>
VIII/00 (art.II)	15.03.00 [C1]	CED	Fair trading - sale & supply of goods & services: Law based on 1979, 1982 and 1994 UK Acts <i>[CED to reconsider this resolution]</i>
VIII/00 (art.II)	15.03.00 [C1]	CED	Fair trading - unfair contract terms: Law based on 1977 UK Act <i>[CED to reconsider this resolution]</i>
VIII/00 (art.II)	15.03.00 [C2]	CED	Fair trading - misrepresentation: Law based on 1967 UK Act <i>[CED to reconsider this resolution]</i>
VIII/00 (art.II)	15.03.00 [C1]	CED	Fair trading - torts (interference with goods): Law based on 1977 UK Act <i>[CED to reconsider this resolution]</i>
VIII/00 (art.II)	15.03.00 [C1]	CED	Fair trading - supply of goods (implied terms): Law based on 1973 UK Act <i>[CED to reconsider this resolution]</i>
VIII/00 (art.II)	15.03.00 [C2]	CED	Fair trading - disposal of uncollected goods: Law based on UK Act <i>[CED to reconsider this resolution]</i>
XX/00 (art.XVI)	11.10.00 [C1]	EnvD	Public transport legislation: amend & consolidate 1986 Ordinance <i>[Draft Ordinance with EnvD]</i>
VII/01	10.05.01 [C3]	EdD	School leaving age - 16: w.e.f. academic year 2008/09
VIII/01 (art.IV)	11.05.01 [A2]	PC	Rehabilitation of offenders: exemptions Ordinance under Law <i>[awaiting PC instructions]</i>

XVII/01 (art.VI)	25.07.01 [A2]	PC	Civil & criminal legal aid Ordinance: detailed provisions to be enacted under enabling legal aid Law
IV/02 (art.III.4)	27.03.02 [B2]	PC	ECHR - privileges & immunities: Ordinance under enabling Law <i>[Draft Ordinance with PC]</i>
IV/02 (art.V)	27.03.02 [C2]	CED	Garden centres: amend IDC use class; and establish registration system <i>[Draft Law relating to registration with CED]</i>
IX/02 (art.VI)	31.05.02 [A2]	HomeD	Proceeds of crime: provision on lines of 2001 Act <i>[Draft Law with LCD]</i>
IX/02 (art.VI)	31.05.02 [A3]	HomeD	Crime - miscellaneous provisions: various legislative changes
XV/02 (proposition 13)	10.07.02 [A2]	PC	Tribunals Service: further consideration required by PC <i>[Draft Law with PC]</i>
XIX/02 (art. X)	01.08.02 [C2]	PC	Referendums: legislation to introduce <i>[Instructions awaited from PC]</i>
XXIII/02 (art.XVIII)	27.11.02 [A1]	HSSD	Mental health legislation: new Law for Bailiwick
XXIII/02 (art.XIX)	27.11.02 [A1]	CED	Patents: Ordinance for Bailiwick <i>[Draft Ordinance with CED]</i>
XXIII/02 (art.XIX)	27.11.02 [A2]	CED	Office of Registrar of Intellectual Property: To be established by Ordinance <i>[Draft Ordinance with CED]</i>
XXIII/02 (art.XIX)	27.11.02 [A1]	CED	Unregistered design rights: Ordinance for Bailiwick <i>[Draft Ordinance with CED]</i>
XXIII/02 (art.XIX)	27.11.02 [A2]	CED	Registered designs: Ordinance for Bailiwick <i>[Draft Ordinance with CED]</i>

XXIII/02 (art.XIX)	27.11.02 [A1]	CED	Trade marks: Ordinance for Bailiwick <i>[Draft Ordinance with CED]</i>
XXIII/02 (art.XIX)	27.11.02 [A1]	CED	Plant varieties and seed rights: Ordinance for Bailiwick
I/03 (art.XI)	29.01.03 [C3]	CED	Electricity retail market: amend 2001 Law
III/03 (art.VI)	28.02.03 [C1]	CED	Animal welfare protection: new legislation
XXI/03 (art.XXI)	26.09.03 [A2]	HousD	Housing associations: Ordinance on covenants, rights, options, charging of leases, etc [see also resolution of 11.03.04] <i>[Instructions awaited]</i>
XXV/03 (art.XI)	27.11.03 [C2]	CED	Genetically modified crops: legislation to regulate
II/04 (art.VIII)	25.02.04 [C2]	PC	Arbitration Law: new Law based on Arbitration Act 1995
III/04 (art.XII.2)	10.03.04 [C2]	PSD	Boats & vessels - registration provisions: amend 1970 Ordinance
XIV/04 (art.XIV)	29.09.04 [A2]	HSSD	Medicines Law: to replace Poisons & Pharmacy Ordinance
XVII/04	28.10.04 [A1]	HSSD	Children & young persons: new Law to replace 1967 Law
XVIII/04 (art.XI)	27.10.04 [C2]	HomeD	Export control: Law to be based on UK Export Control Act 2002
XVIII/04 (art.XII.10)	27.10.04 [C2]	CED	Sex discrimination legislation: complaints to go to Tribunal [and see resolution of 03.04.96] <i>[Draft Ordinance with CED]</i>
I/05 (art.I)	26.01.05 [A2]	EnvD	Land planning - exemptions: Ordinance under LP&D Law
I/05 (art.I)	26.01.05 [A2]	EnvD	Land planning - development plans: Ordinance under LP&D Law
I/05 (art.I)	26.01.05 [A2]	EnvD	Land planning - use classes: Ordinance under LP&D Law

I/05 (art.I)	26.01.05 [A2]	EnvD	Land planning - environmental impact assessments: Ordinance under LP&D Law
I/05 (art.I)	26.01.05 [A2]	EnvD	Land planning - general provisions: Ordinance under LP&D Law
I/05 (art.I)	26.01.05 [A2]	EnvD	Land planning - Appeals: Ordinance under LP&D Law
I/05 (art.I)	26.01.05 [A2]	EnvD	Land planning - application to Herm and Jethou: apply Law to H & J by Ordinance
I/05 (art.I)	26.01.05 [A2]	EnvD	Land planning – Enforcement: Ordinance under LP&D Law
I/05 (art.I)	26.01.05 [A2]	EnvD	Land planning – Special Controls: Ordinance under LP&D Law
I/05 (art.VI)	26.01.05 [A2]	HomeD	Police complaints commission: to be established by Law [Draft Law with HMP]
II/05 (art.IV)	24.02.05 [A2]	HMP	Law of inheritance - revision: recommendations of Inheritance Law Review Committee
III/05 (art.III)	30.03.05 [C2]	HousD	Housing - control of occupation: miscellaneous amendments
III/05 (art.V)	30.03.05 [A2]	HSSD	Smoking - exemptions: Ordinance under above Law
IV/2005 (art.III)	27.04.05 [C2]	PC	Census: To be held in 2011
IV/2005 (art.VI)	27.04.05 [A2]	CED	Gas safety Ordinance: To be enacted under Health & Safety at Work Law 1979
IV/2005 (art.VII)	27.04.05 [A1]	HomeD	Parole legislation: Replace and re-enact by Projet
IV/2005 (art. VIII)	28.04.05 [C3]	SSD	Abolish Parochial Outdoor Asst. Boards: Amend PA Law
IV/2005 (art.VIII)	28.04.05 [C3]	SSD	Abolish Overseers of St P.P. Amend PA Law

VI/2005 (art.VII)	26.05.05 [B2]	HC	Absolute privilege and code of parliamentary conduct: Law to provide for [and see resol. of 29.10.03]
IX/2005 (art.XI)	29.06.05 [A1]	PC	Interpretation Law: To replace the Law of 1948
IX/2005 (art.XIII)	29.06.05 [C3]	HousD	Housing register - Royal Hotel site - "Royal Terrace": Ordinance to inscribe 8 dwellings
XI/2005 (art.VII)	27.07.05 [A2]	TRD	Tax on real property: Enabling Law to replace Cadastre Law 1947 & TRV Law 1976 [Draft Law with TRD]
XI/2005 (art.VIII)	27.07.05 [A2]	HSSD	Health professions: Regulation of doctors, dentists, nurses and all health professionals
XIV/2005 (art.XI)	28.09.05 [A1]	PC	Wire transfers: Implement EU Regulation/FATF report: facilitate transfer of funds
XIV/2005 (art.XII)	28.09.05 [A1]	TRD	Income tax - surcharges for late payment: Amend Law of 1975 [Draft Law with TRD]
XIV/2005 (art.XIII)	28.09.05 [A2]	CED	Companies - power to issue treasury shares: Amend Law of 1994
XIV/2005 (art.XIII)	28.09.05 [A2]	CED	Limited partnership : registration & auditing requirements: Amend Law of 1994
XIV/2005 (art.XVI)	28.09.05 [C3]	SSD	Amendments to Social Insurance Law: Anti-avoidance, Single-doctor Boards, Removal of redundant section (7)

APPENDIX 6

ANTICIPATED LEGISLATIVE RESOURCE REQUIREMENTS

In some instances, the information below by States Departments supplements that given in the previous schedule provided by the Law Officers, e.g. where approved primary legislation requires the preparation of Ordinances.

COMMERCE AND EMPLOYMENT DEPARTMENT

NATURE OF LEGISLATION	OUTLINE	ANTICIPATED DATE TO STATES
Review of company legislation	Review and make necessary amendments.	2006
Occupational pensions	Set out legal framework.	2007
Intellectual Property enabling Powers Secondary Legislation: <ul style="list-style-type: none"> • Copyright • Unregistered Design Rights • Database Rights • Performers Rights • Office of Registrar • Registered Design Rights • Patents • Trade Marks and Geographical Indicators • Plant Variety Rights • Biotechnical Rights and Plant Patents • Integrated Circuit Rights • Image Rights 	Implement specific intellectual property rules under enabling powers.	Commencement Ordinance 27 April 2005 2006
Sex discrimination in employment legislation	To give effect to the UN Convention on the elimination of all forms of discrimination against women.	2006

Trade Union recognition legislation	Legislation to recognise.	2007
Transfer of Undertakings and Protection of Employees legislation (TUPE)	Legislation to protect employees.	2007
Race discrimination legislation	To give effect to the UN Convention on the elimination of all forms of race discrimination.	2007
Review of the Industrial Disputes Law	Update of existing legislation.	2007
Endangered Species Legislation (implementing CITES)	Legislation to regulate trade in endangered species.	2006
Carriage of dangerous goods by road and in harbour areas	To regulate the unloading and transportation of dangerous goods that are subject to control in international trade.	2006
Plant health legislation	Revision of plant health rules to conform with EC requirements.	2006
Animals and Animal Products Import/Export legislation	Replacement of outdated existing legislation.	2006
Weddings legislation	To allow weddings to be held at a greater variety of venues.	2006
Legislation on the control of animal disease	Updating and extending existing legislation.	2006
Employment of children and young persons	Legislation to allow ratification of the UN Convention on children's rights.	2007

Garden centres	New use class and registration.	2006
----------------	---------------------------------	------

CULTURE AND LEISURE DEPARTMENT

NONE		
------	--	--

EDUCATION DEPARTMENT

NONE		
------	--	--

ENVIRONMENT DEPARTMENT

NATURE OF LEGISLATION	OUTLINE	ANTICIPATED DATE TO STATES
Land Planning and Development Law - Ordinances	Drafting of ordinances under the Land Planning and Development Law.	2005 and 2006
Guernsey Building Regulations	Update of the existing Building Control Ordinances.	2006
Abandoned vehicles	To make abandoning vehicles a statutory offence and allow for the removal of vehicles abandoned in the open air.	2006
Waste management	Possible new legislation or changes resulting from the Waste Management Plan.	2006/2007
Driving Licence (G) Ordinance	Amendments to driving licence legislation.	2006
Road traffic (speed limits & trials)	Review of Island speed limits.	2006
Construction and use legislation	Ban on bull bars and compulsory emission and noise testing.	2005

Registration of driving instructors		2005
Places of Recreation Ordinance	Update of regulations controlling access to and use of Scheduled States and Crown land.	2006
Foreshores Riding and Driving Ordinance	Update of regulations controlling times of access and use of the foreshore.	2006
Surf-riding (Control) Ordinance	Update regulations controlling activities associated with surf-riding.	2006
Salle Publiques Law 1914	Review and update legislation regulating the licensing of Public premises.	2007

HEALTH AND SOCIAL SERVICES DEPARTMENT

NATURE OF LEGISLATION	BRIEF OUTLINE	ANTICIPATED DATE TO STATES
Misuse of Drugs Law 1977 (Amendment)	This amendment is necessary to include paramedics in the list of professionals entitled to use some drugs required in their work.	March 2006
Nursing & Residential Homes Law and Code of Practice (Regulations)	This legislation will replace the 1976 Law. It is currently being drafted by the Department and a States Report is planned for early 2006.	March 2006

Doctors, Dentists and Pharmacists Law (Amendment)	This legislation will be amended to incorporate the requirements for Licensing and Revalidation following future recommendations by UK government.	Late 2006
Nurses & Midwives Law	This law will be reviewed and revised to incorporate changes in the profession since it was last issued.	Late 2006
Adoption Law	This law is under review. States Report anticipated during 2005.	Late 2006
Assisted reproduction		Proposals to be drafted during 2005

HOME DEPARTMENT

NATURE OF LEGISLATION	OUTLINE	ANTICIPATED DATE TO STATES
Liquor licensing	To review and update the current legislation, including control on drinking alcohol in public places.	2005 October States debate
Gambling legislation	To update and consolidate all existing gambling laws.	2006(late)
Criminal injuries compensation	To provide for a scheme for dealing with applications for compensation.	On hold pending financial advice
Amendments to PPACE	Amendments to PPACE to include: <ul style="list-style-type: none"> - Adverse inferences - Impact of changes to legislation relating to children and young persons - Vulnerable witness. 	Early 2006

Criminal law reform	General review and modernisation of the criminal law within the Bailiwick including: - Criminal attempts - Conspiracy.	Early 2006
Fixed penalty	Amendment to broaden the scope of current fixed penalty legislation.	Early 2006
Attendance centre	Amendments to legislation to ensure compatibility in regard to community service orders etc.	2006
Data protection	Amendments to legislation to ensure that it remains compatible with international obligations.	2006
Criminal Justice/widening the spectrum of community services and community supervision	As a result of the Criminal Justice Review, new sentencing provision for criminal courts to sentence those convicted of offence punishable by imprisonment to a number of hours unpaid work in the community. Also, new sentencing provision for criminal courts to make Probation Supervision stand alone community sentence.	October 2005
Civil contingencies	To introduce legislation to update and replace the following: The Civil Defence (Guernsey) Law 1952 The Civil Defence (Additional Powers) Law 1962. The legislation is likely to	Early 2006

	closely follow the UK Civil Contingencies Act 2004 in order that systems are in place, which are similar to those adopted in the UK.	
Control of firearms & shotguns	Amendment to current provisions to strengthen controls on limitation weapons and update the ordinance in respect of changes made regarding local firearm ranges.	Early 2006
Police Law	Updating of the 1919 Law relating to the mandate of the Island Police.	2006
Seatbelts	Review and amendment of current seatbelt legislation to cater for rear seat adult passengers.	2006
Revoke Salle Publique and Public Buildings Ordinance XI 1936	This Ordinance is no longer applicable as it's inspection provisions are covered under the Fire Services (Guernsey) Law 1989.	2006
Amendments to the Fire Services (Guernsey) Law 1989, as amended	Amendments seek to include the duty to provide emergency special services and carry out fire investigation as a statutory duty under the Law, following similar changes to the UK Fire and Rescue Services Act 2004.	2006
Video links between Courts & Prison	With the imminent restructure of the Courts, the challenging behaviour of untried prisoners and the need to make efficient use of human resources, this link needs to be put into place.	2006

Prison Ordinance update	There has been considerable change over the last seven years both operationally and politically that requires the ordinance to be upgraded to become in line with human rights.	2006
Criminal Procedure and Investigation Law	Legislation to regulate criminal disclosure issues.	2007
Recording and dissemination of intelligence	Legislation based on the European directive on the handling of intelligence material.	2008
Mutual customs assistance	To provide legislation to ensure compliance with treaty obligations on mutual Customs assistance including council regulations 515/97 (Customs Information Systems).	2008
Export Control Law	Imposing controls over exports by intangible means and on trafficking of arms outside the UK, including strengthening the regime around weapons of mass destruction.	2006
Proceeds of Crime (Bailiwick of Guernsey) Law	(Joint Police and Customs) Update to money laundering laws following changes in UK Law brought about by the Proceeds of Crime Act 2002. To include discovery powers for the Financial Intelligence Service.	2006/2007
Enforcement powers territorial sea limits	Legislation to clarify and develop enforcement powers within local waters and to define limits of a port.	2006/2007

Customs administrative provisions including personal reliefs	Continued servicing of passenger allowances to reflect UK and EU decisions.	2006
Nationality, Immigration and Asylum Act, 2002 (not yet extended to Bailiwick)	Amends the British Nationality Act and creates new offences for illegal entry and trafficking. This UK act needs to be extended to the Bailiwick by Order in Council. Existing Immigration Acts also need to be reviewed and relevant amendments made.	Not required to go before the States
The Immigration (Guernsey) Rules	Following numerous changes to the UK Immigration rules, the Immigration (Guernsey) Rules (which are secondary legislation made under the provisions of the Immigration Act 1971 as it applies in the Bailiwick) are in the process of being substantially amended and updated, in the form of a Statutory Instrument made by the Home Department.	December 2005
The Disclosure (Bailiwick of Guernsey) Law	(Joint Customs and Police) Interim update to money laundering laws following changes in UK Law brought about by POCA 2002.	2005/2006
Misuse of Drugs Law	(Joint Customs and Police) Amendments to Law enforcement aspects of legislation.	2006
Civil Forfeiture Law. The Recovery of Money in Civil Proceedings (Guernsey) Law	(Joint Police and Customs) Law will seek to introduce an interim and local equivalent of the UK's civil forfeiture regime.	2006

Review of Customs and Excise (General Provisions) Law	Review, update and modernise existing legislation.	2007
Asylum and Immigration (Treatments of Claimants, etc) Act 2004 (not yet extended to Bailiwick)	This UK act needs to be extended to the Bailiwick by Order in Council.	Not required to go before the States
The Terrorism and Crime Amendment (Bailiwick of Guernsey) Law	To prescribe the form and manner of Suspicious Transaction reports.	2005/2006
The Immigration (Hotel records) (Guernsey) Ordinance, 1972	Enables the provision of information by visitors to Guernsey. Requires updating.	2005/2006
RIPL Amendments	To review and make amendments to the Regulation of Investigatory Powers Law.	2006
Serious and Organised Crime Law	To develop local legislation with regard UK and international initiatives.	2008
Import and Export Control Law	Revise and update Import and Export Control Law.	2006
E Borders	Research and planning legislation compatible with UK and European E-borders initiatives.	2008

HOUSING DEPARTMENT

NATURE OF LEGISLATION	OUTLINE	ANTICIPATED DATE TO STATES
Rent Control (Amendment) (Guernsey) Law 2003	<u>Action Area C of the CHP</u> The Housing Department is considering the future of the Rent Control Law as part of its wider investigations into	September 2006

	a package of measures designed to improve the quality and affordability of private rented accommodation in Guernsey.	
Affordable Housing Schemes – Partial Ownership	<u>Action Area C of the CHP</u> The required enabling legislation and associated ordinances will be developed following the investigation of the operational detail of the scheme.	March 2006
Review of States Loans Scheme	<u>Action Area C of the CHP</u> A general review of the States Home Loan Scheme is currently ongoing as part of the Department's investigations into various schemes to support the Intermediate Housing Market. The draft bond will be reviewed as the scheme is reviewed.	June 2006
Planning Agreements <i>Environment and Housing Departments</i>	<u>Action Area B of the CHP</u> An Ordinance supplementary to the proposed new Planning Law, will be required to support the introduction of planning agreements (or similar mechanisms).	June 2006
Private rented sector	<u>Action Area C of the CHP</u> Legislation may be required in pursuit of the Housing Department's proposed package of measures designed to improve the quality and affordability of private rented accommodation in Guernsey.	Various

Housing Control Law	The Housing Department is in the process of carrying out a comprehensive review of the existing Housing Control Law, which has been extended until 30 June 2007. A new Law will have to be prepared in time to come into force on 1 July 2007 at the latest.	September 2006
---------------------	--	----------------

PUBLIC SERVICES DEPARTMENT

NATURE OF LEGISLATION	OUTLINE	ANTICIPATED DATE TO STATES
Railways and Transport Safety Act	Legislation to enable airport operatives to be tested for alcohol and drugs.	2005
Pilotage legislation	Proposals for amendment of pilots pension arrangements under the Pilotage Ordinance 1967.	2006/2007
Merchant shipping legislation	Reform of various Ordinances, facilitated by the replacement of the Merchant Shipping Law 1916 to bring Guernsey's shipping legislation up to date.	2006/2007
Fishing vessels safety legislation	Review of the States' powers in relation to fishing vessels safety and extension of up to date legislation to replace the Fishing Vessels (Safety Provisions) Act 1970, as presently extended and to introduce mandatory training for commercial fishermen in line with UK legislation.	2006/2007
The Water Charges (Amendment) Ordinance	Water charges from 2007 onwards and metering.	Early 2006

The States Water Supply Laws 1927	A full review of this law is required and an assessment of the need for it to be repealed and replaced by legislation that properly reflects the current demands of the 21 st Century.	2006/2007
The States Water Supply (Prevention of Pollution) Ordinance 1996	Revision of the Ordinance and accompanying guidelines to provide suitable cover for oil pollution.	2006/2007
The Sewerage (Guernsey) Law, 1974	To review existing legislation and regulations relating to connections and discharges to the sewerage network.	June 2006
Loi Relative aux Douits (1936)	To review the existing legislation and regulations relating to the maintenance of streams within and around private properties.	June 2006
Air Navigation Order (2005)	Amendments required to bring the local ANO up to current UK standards and to reflect UK ANO changes.	2006
Director of civil aviation legislation	Legislation to enable the establishment of a Director of Civil Aviation, to reflect the requirements of International Civil Aviation regulations.	2006

SOCIAL SECURITY DEPARTMENT

NATURE OF LEGISLATION	OUTLINE	ANTICIPATED DATE TO STATES
All Social Security legislation	Routine benefit uprating.	September 2006

Family Allowance	Possible modifications to universal scheme in order to achieve an income-related component.	June 2006
Public Assistance Law	Amendment of section relating to Procureurs des Pauvres.	Jan/Feb 2006

The States are asked to decide:-

Whether, after consideration of the Report dated 24th October, 2005, of the Policy Council, they are of the opinion:-

1. To note the Policy Council's intention to complete the Corporate Agenda by preparing a Government Business Plan in 2006 to replace the Policy and Resource Plan in its present form.
2. To approve the amendment to the Corporate Agenda Key Theme for the Community/Social Inclusion (referring to Law and order) and to approve the revised Corporate Policy for Law and Order.
3. To approve the 'Strategic Land Use Plan' as set out in section 13 of that Report as the Strategic and Corporate Plan for the purposes of the Island Development Laws and all other legislation and instruments referring to that Plan.
4. To note the Policy Council's intention to develop a Waterfront Strategy for the eastern seaboard of the Island.
5. To note all other sections of the 2006 Policy and Resource Plan not specifically referred to above.

IN THE STATES OF THE ISLAND OF GUERNSEY

ON THE 15th DAY OF DECEMBER 2005

(Meeting adjourned from 14th December, 2005)

The States resolved as follows concerning Billet d'État No XXI
dated 11th November, 2005

POLICY COUNCIL

2006 POLICY AND RESOURCE PLAN

After consideration of the Report dated 24th October, 2005, of the Policy Council:-

1. To note the Policy Council's intention to complete the Corporate Agenda by preparing a Government Business Plan in 2006 to replace the Policy and Resource Plan in its present form.
2. To approve the amendment to the Corporate Agenda Key Theme for the Community/Social Inclusion (referring to Law and order) and to approve the revised Corporate Policy for Law and Order.
3. To approve the 'Strategic Land Use Plan' as set out in section 13 of that Report as the Strategic and Corporate Plan for the purposes of the Island Development Laws and all other legislation and instruments referring to that Plan.
4. To note the Policy Council's intention to develop a Waterfront Strategy for the eastern seaboard of the Island.
5. To note all other sections of the 2006 Policy and resource Plan not specifically referred to above.

S. M. D. ROSS
HER MAJESTY'S DEPUTY GREFFIER