

Commerce and Employment Department

Business Plan 2012



Part 1

MANDATE AND SUMMARIES

Introduction	4
States Strategic Plan and the Commerce and Employment Business Plan	5
The Mandate of the Commerce and Employment Department and Values	6 – 7
Priorities	8 – 9
Organisational Structure and Working Relationships	10 – 12
Summary of the 2012 Allocation of Financial and Staff Resources	13 – 14

CONTENTS

Part 2

ACTIVITIES

Work streams 2012

Client Services	16 – 31
Economic Development	32 – 37
Civil Aviation	38 – 39
Administration and Central Services	40 – 42
Marketing and Tourism	44 – 45
Finance Sector Development	46 – 48
Guernsey Registry	49 – 53
Outside Agencies	54 – 55

MANDATE AND SUMMARIES

1. Introduction

The Commerce and Employment Board comprises:

- Deputy Kevin Stewart (Minister)
- Deputy Al Brouard (Deputy Minister)
- Deputy David De Lisle
- Deputy Mike Hadley
- Deputy Laurie Queripel
- *To be appointed* (non States member)

This 2012 Business Plan (revised June 2012) sets out what the Department intends to achieve over the year and will provide a means for both internal and external audiences to assess the Department's performance. Following the elections in April 2012 the Department's Business Plan has been reviewed by the incoming Board and is reissued to reflect the new Board's slightly refocused priorities.

The Commerce and Employment Department is committed to delivering the objectives in the States Strategic Plan endorsed by the States and deliver its mandate. The C&E Board recognises the need to act corporately with other States Departments and to embrace the Financial Transformation Programme which is the third phase of the States wide Fundamental Spending Review. At the same time the C&E Board is also committed to engaging with all its key stakeholders and delivering services in a cost effective and timely manner.

In the second part of the Business Plan - detailed tables of the intended work streams and priorities for the Department are set out – it should, however, be noted that they may be subject to change due to unforeseen impact from internal or external priorities.

2 The relationship between the States Strategic Plan and the Commerce and Employment Business Plan

The Commerce and Employment Business Plan for 2012 implements policies and work streams to contribute to the aims and objectives of the States Strategic Plan 2011 - 2016 (SSP) and the Environmental, Fiscal & Economic, Social and Resource Plans within it.

For Commerce and Employment the most relevant is the Fiscal and Economic Plan which comments:

The Fiscal and Economic Plan ('FEP') is based on the view that sustainable economic growth is desirable and is to be pursued as a means of increasing the standard of living of Guernsey's residents and providing tax revenues to fund ever increasing demands for public services, in particular education, health and law and order.

Underlying the FEP is the principle that the private sector is the engine of economic growth and that the public sector's role is to provide the necessary competitive fiscal and macroeconomic environment to enable the private sector to flourish. The primary objective of fiscal policy is therefore to promote long term economic growth.

The main macroeconomic and fiscal objectives are summarised as:

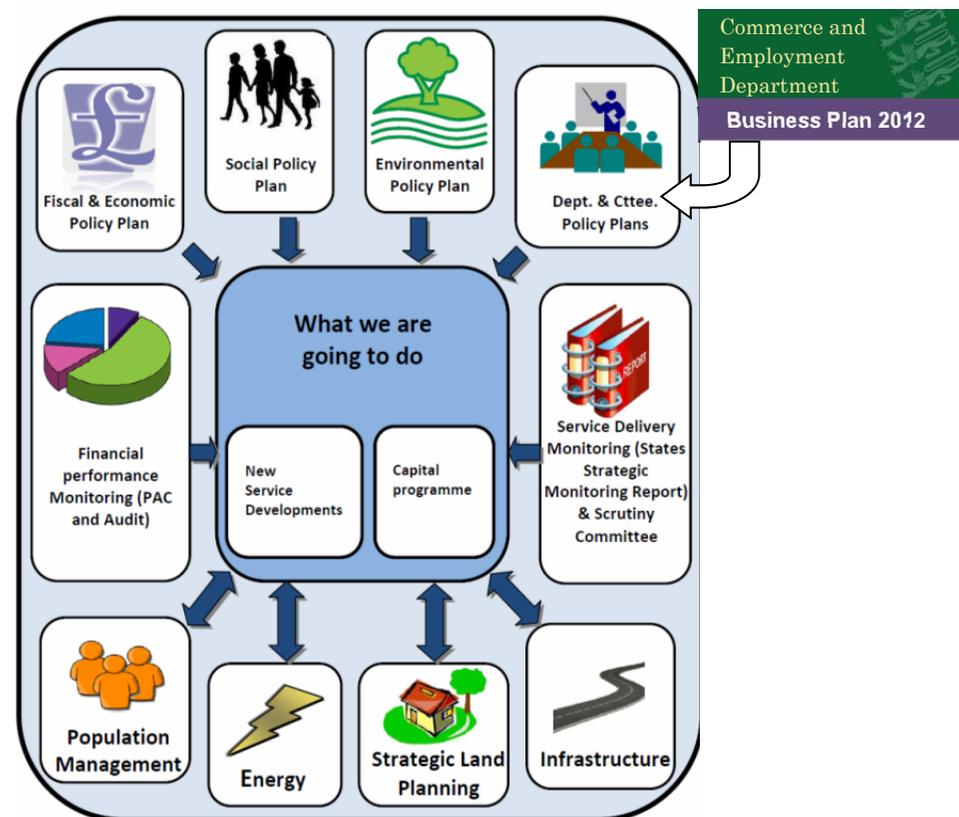
- Long run fiscal balance: spending within constraints of the Fiscal Framework.
- Real term freeze on aggregate States revenue expenditure.
- Continuing OECD Tier One Status.
- Average economic growth of 2% or more per annum.
- Stable and low inflation: RPIX 3.0%.
- Continuing full employment.
- Skilled, flexible labour market.
- Diversified, broadly balanced economy.
- Well regulated, competitive domestic markets.
- Modern key strategic infrastructure, with public capital investment averaging 3% of GDP.

Commerce and Employment's economic development policies seek to maintain and enhance a business friendly environment recognising that *the private sector is the engine of economic growth*.

Specific work streams related to the macroeconomic objectives include the development and implementation of a Skills Strategy to provide a skilled and flexible workforce (which also contributes to the Social Policy Objective of encouraging all who need or are able to work to find employment) and a competition regime to regulate domestic markets.

Commerce and Employment is also contributing to Environmental Policy Objectives through its work streams on renewable energy and Dairy Farm Management payments.

The States Strategic Plan A Family of Related Plans



3. The Mandate of the Commerce and Employment Department

(a) To advise the States on matters relating to the creation of a dynamic and diversified economy through the promotion and development of commerce and industry that is sustainable and operates in accordance with the strategic, economic, social and environmental policies of the States.

The Commerce and Employment Department is responsible for:-

- (i) Promoting the interests of all sectors of the economy including:
 - o Exporters of manufactured goods, non financial services and e-business;
 - o Financial services sector;
 - o Visitor economy;
 - o Construction industry;
 - o Retail industry;
 - o Horticultural industry;
 - o Agricultural industry; and
 - o Sea fisheries industry.
 - (ii) Creating an awareness and fostering the image of the Island as a centre of excellence for business, commerce and tourism;
 - (iii) The promotion, provision and regulation of air and sea links to and from the Bailiwick including liaison with other jurisdictions;
 - (iv) Helping to create a sustainable food and farming supply chain serving the market and the environment;
 - (v) Safeguarding the living marine resources within the Bailiwick waters and managing, where appropriate, their exploitation in a sustainable manner;
 - (vi) The strategic approach to, and the regulation of utilities;
 - (vii) Promoting good employment practices and policies, good industrial relations and Health and Safety at work;
 - (viii) Consumer advice and protection and trading standards;
 - (ix) The States interest in the Training Agency, Enterprise Agency, GuernseyFinance and the Guernsey Film Commission or their successor bodies;
 - (x) The States Dairy.
- (b) To contribute to the achievement of strategic and corporate objectives, both departmentally and as part of the wider States organisation, by:
- (i) Developing and implementing policies and legislation, as approved by the States for the provision of services in accordance with this mandate; and
 - (ii) Actively supporting and participating in cross-departmental working as part of the Government Business Plan and ensuring that public resources are used to best advantage, through co-operative and flexible working practices.
- (c) To exercise the powers and duties conferred on it by extant legislation.
- (d) To exercise the powers and duties conferred on it by extant States Resolutions – including all those resolutions, or parts of resolutions, which relate to matters for the time being within the mandate of the Commerce and Employment Department and which conferred functions upon the former:
- o Advisory and Finance Committee;
 - o Agriculture and Countryside Board;
 - o Board of Industry;
 - o Committee for Horticulture;
 - o Sea Fisheries Committee;
 - o Tourist Board;
 - o Transport Board.
- (e) To be accountable to the States for the management and safeguarding of public funds and other resources entrusted to the Department.

4. Department's Values

In order to achieve the Department's mandate and contribute towards delivering the States' Strategic Objectives the C&E Board is committed to the following values:

- The C&E Board recognises that having a vibrant and diversified economy is key to Guernsey's success to ensure we have an excellent infrastructure and high quality welfare services for Guernsey's citizens;
- The C&E Board will adopt policies with respect to land, labour and legislation (including regulation) to create the right environment to encourage and give businesses the freedom to flourish;
- The C&E Board believes that Guernsey's USP for businesses is not simply financial but a combination of lifestyle, accessibility to London, time zone, excellent health and education provision, stable government and safe and secure society;
- Guernsey's economy is not sustainable from local demand and needs outward facing businesses generating inward income streams and that they should not be at a competitive disadvantage;
- The C&E Board recognises that Guernsey is a unique and special place and that it is important to encourage the development of local businesses to support the community and infrastructure of the island;
- The C&E Board is cognisant of the changing demands of the modern world and that we need to adapt to meet the Islands' wants but remain vigilant of the uniqueness and charms of Guernsey;
- The C&E Board believes that having a well trained local workforce is key to success of local businesses; and
- The C&E Board recognises the value of communication and listening to its stakeholders and is committed to consultation both internal and external to government to ensure evidence based decisions are made.

5. Priorities

The Department has set out below priorities which will contribute towards the objectives of the States Strategic Plan and which the Department intends to address over the coming twelve months.

Economic Development Unit

The priorities for the EDU for 2012 are wide ranging and will include:

- Development of an Economic Development Strategy for Guernsey;
- Further progress with the implementation of Guernsey's Skills Strategy with the appointment of a Chairman of the implementation group from the private sector;
- Publication of a strategy for Renewable Energy in the Bailiwick and to support the implementation of the States Energy Resource Plan, if approved by the States;
- Development of a Guernsey Retail Strategy;
- Working with Jersey to prepare arrangements for car, freight and sea passenger services post December 2013;
- Introduce Guernsey's competition law regime.

A key work stream for 2012 will be the Economic Development Strategy which will set a direction of travel for Guernsey's economy in an increasingly turbulent global economy.

Client Services Unit

The Employment Relations Section will, alongside its regular workload of cases, start work to investigate further the priority areas for policy and possible legislative development that were identified as a result of consultation in 2010 - 2011. This work identified several areas for investigation as follows:-

Disability Discrimination in employment, Age Discrimination in employment, Racial Discrimination in employment, Statutory Right to Redundancy Pay, Statutory Right to Paid leave.

The Employment Relations Section will also complete a review of the Island's statutory arrangements in the area of the resolution of industrial disputes. This is anticipated to involve a period of targeted consultation, leading to a report to the Commerce and Employment Board in the first instance.

At its November 2011 meeting, the States resolved to note the independent Dairy Industry Review Panel's report and directed the Department to report back (before the end of 2013) with its own comprehensive policy report on the dairy industry. This now becomes a major piece of work for the agriculture and policy development elements of the Client Services Unit during 2012. Against this background and whilst a major contributor to the review, the Dairy and its Management Board will continue to focus its efforts on the efficient operation of the Dairy, improvements to sales value and volumes, and the continued implementation of its capital investment programme.

Work was well progressed on the draft of a new, extended, and extensive Animal Welfare Ordinance during 2011 (due to come into force in early 2012), the Department has employed, for the first time ever, a directly employed States Vet who will have a priority task in 2012 of arranging the transition to the full implementation of the new statutory powers in this area of work. The drafting of the final three animal welfare related ordinances will be completed during the year, thus drawing this project to a close.

The Department has submitted a Report to the States in March 2012 seeking permission to proceed and funding to construct the long awaited replacement slaughterhouse facility at Longue Hougue during 2012. If accepted this will lead not only to some involvement with the construction and commissioning of the facility but also with communication with users and a follow up States Report on the future of Cull Cattle Support.

The signing of a Fisheries Management Agreement between the Bailiwick authorities, UK and the UK devolved administrations signals the start of the process to institute licensing of fishing in the waters between 3 and 12 miles from the shore. During 2012 a States Report seeking approval for new legislation (a Projet de Loi) will be put to the States and then work will commence during the year on setting up the application process in anticipation of the Law being registered in early 2013.

The Trading Standards (Enabling Provisions) Law received Royal Assent in 2011. Work is in hand to obtain suitable drafting instructions for new consumer protection legislation, and this may require a States Report. The Section also hopes to conduct a review and wide public consultation on the Island's Sunday Trading legislation with a report initially being submitted to the Board of the Commerce and Employment Department later in the year as other work priorities allow.

Administration and Central Services

In addition to normal support to the Department the unit is involved with providing functional lead resources for the SAP/Shared Transaction Services Centre project, which began in late 2011 and which will continue throughout 2012.

Finance Sector Development Unit

The priority for the FSDU in 2012 will be to conclude the legislative programs for Limited Liability Partnerships, Foundations, Limited Partnerships and the Company Law. Following that the focus will be on reviewing Guernsey's insolvency regime. There remain a number of emerging EU directives which will have a third country impact on Guernsey such as the Markets in Financial Instruments Directive. FSDU is working with the banking industry in modifying an overall banking strategy to attract more international banks to Guernsey. Once the strategy and policies are finalised the GFSC will have a framework to work within. FSDU is also updating the Finance Sector Group which is a tripartite group encompassing senior members from government, industry and the GFSC. The group will focus on scrutinizing finance sector policies and developing new legislation.

Marketing and Tourism Unit

The Department will continue to actively market Guernsey as a tourist destination to both UK and European visitors, ensuring maximum value for money from available resources to meet the demands of a highly competitive market.

Guernsey Registry

Future developments for the Registry include enhancements to the on-line portal, including the integration of Limited Partnerships, the introduction of Foundations and Limited Liability Partnerships and amendments to The Companies (Guernsey) Law, 2008.

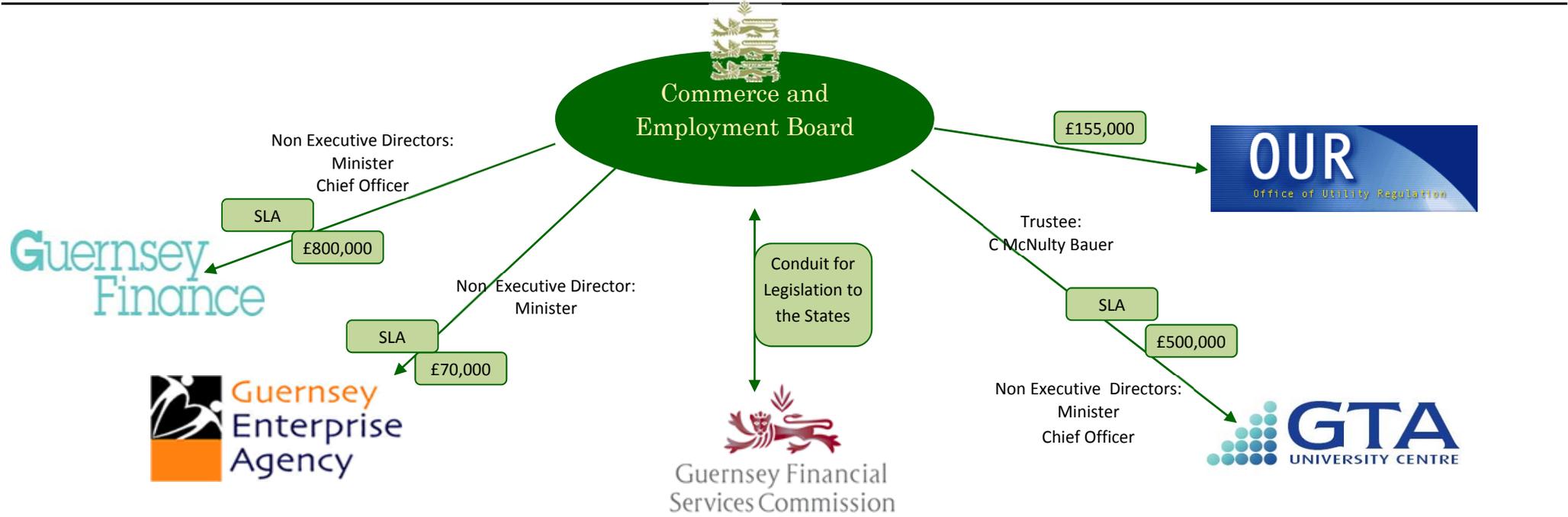
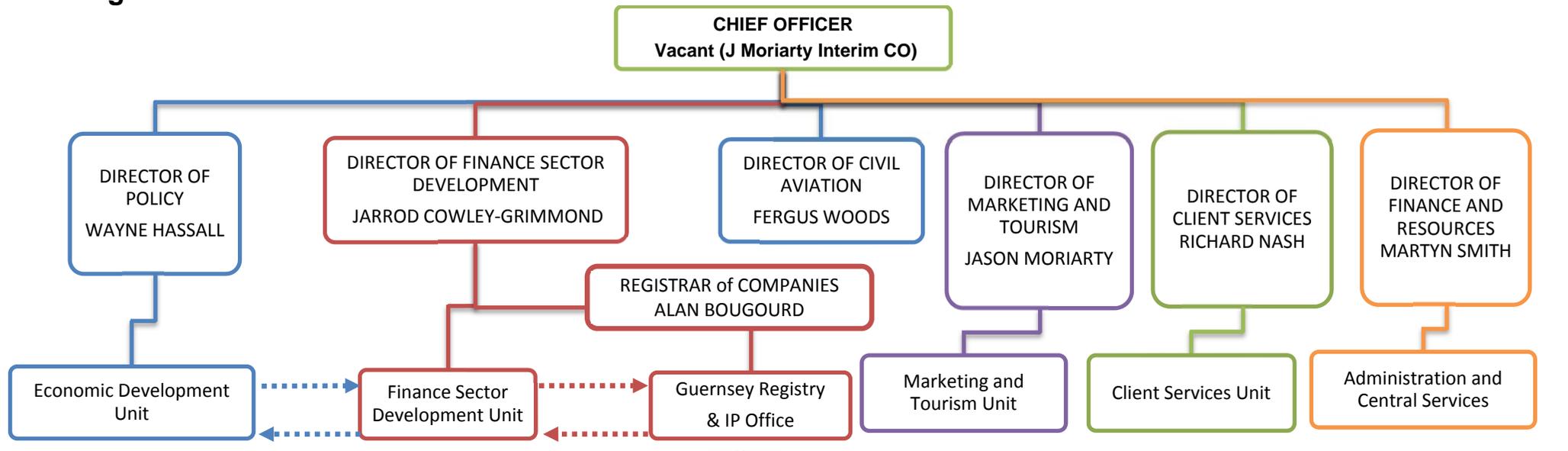
The IPO will be prioritising the implementation of Image rights: Legislation and enablement into service, then will move on to reviewing and bringing into line International agreements: TRIPS - agreed publicity of TRIPS compliance with UK, extension of Berne convention, extension of Paris convention and progress other international treaties. Later in the year as resources become available progress will be made to introduce a new service within the Guernsey Registry, Patents and biotechnological inventions and subject to the extension of the Paris convention, complete innovation patent legislation.

External Agencies, Relations and Joint Working with Jersey

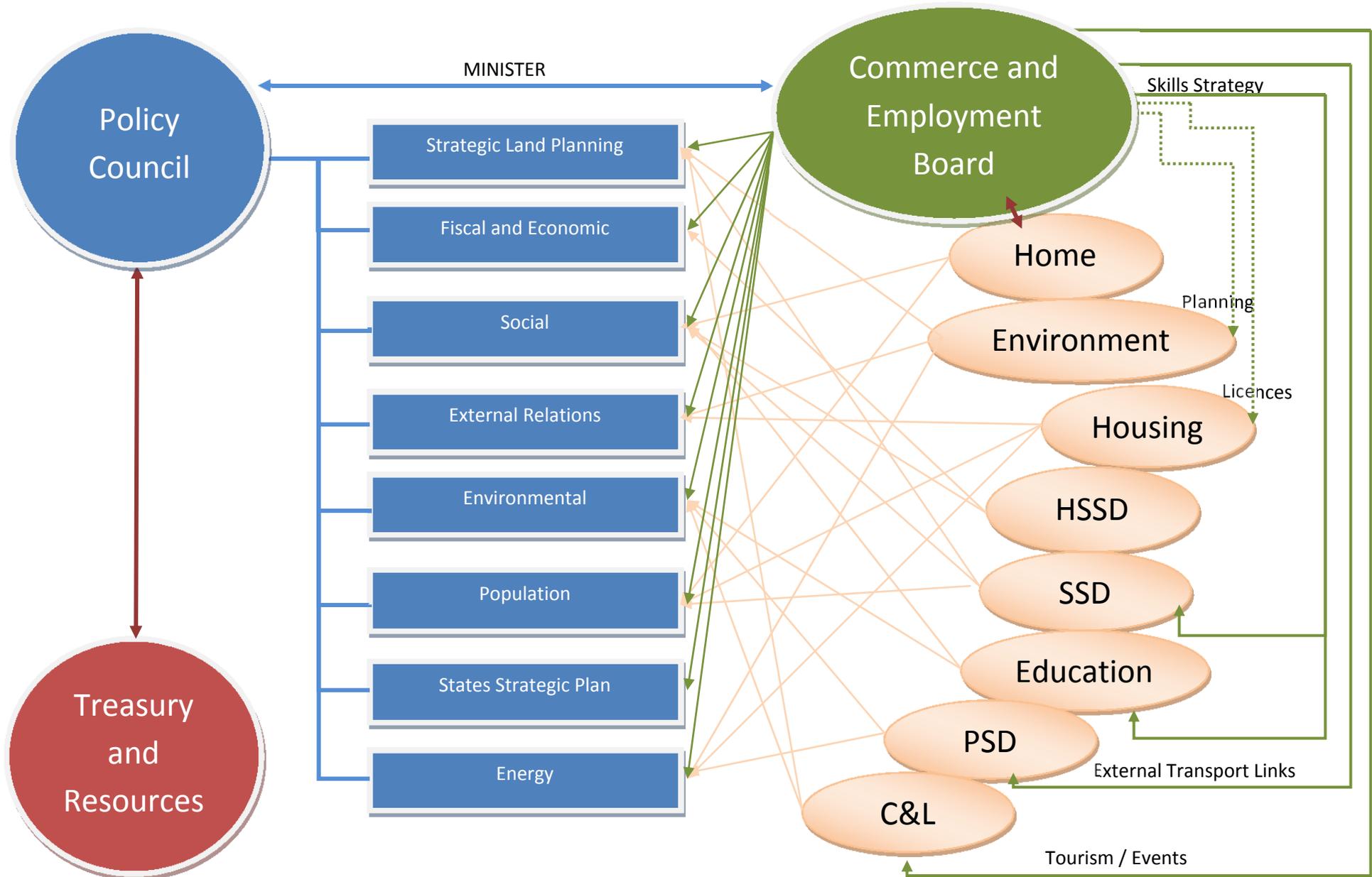
During 2012, GuernseyFinance will be using the same overall resource allocation to deliver more value across its schedule of Guernsey events, third-party conferences, media work and e-marketing. In particular, the agency will be ensuring that it is well positioned to be able to capitalise on opportunities presented by developments surrounding the AIFM Directive and the introduction of new legislation in Guernsey, such as foundations and image rights. As well as continuing to maintain our profile in the core markets, GuernseyFinance will also be building on the existing work to highlight the Island's credentials in niche products and services as well as to raise the Guernsey profile within the emerging markets and especially those areas where we have had less exposure in the past, such as Russia and Latin America.

The Department intends to continue the successful joint working with Jersey in the coming 12 months, building on the successes that have been achieved during the last three and a half years. Whilst continuing to work on Transport Issues with regular meetings we will be seeking to develop common positions and constructive working relations on issues such as renewable energy and directing the work of the Channel Islands Brussels Office.

6. Organisational Structure



7. Inter-Governmental Working (Political/Departmental relationships of C&E to Policy Council/Sub-Groups and other Departments)



8. Commerce and Employment Dept – Memberships of Groups/Subgroups

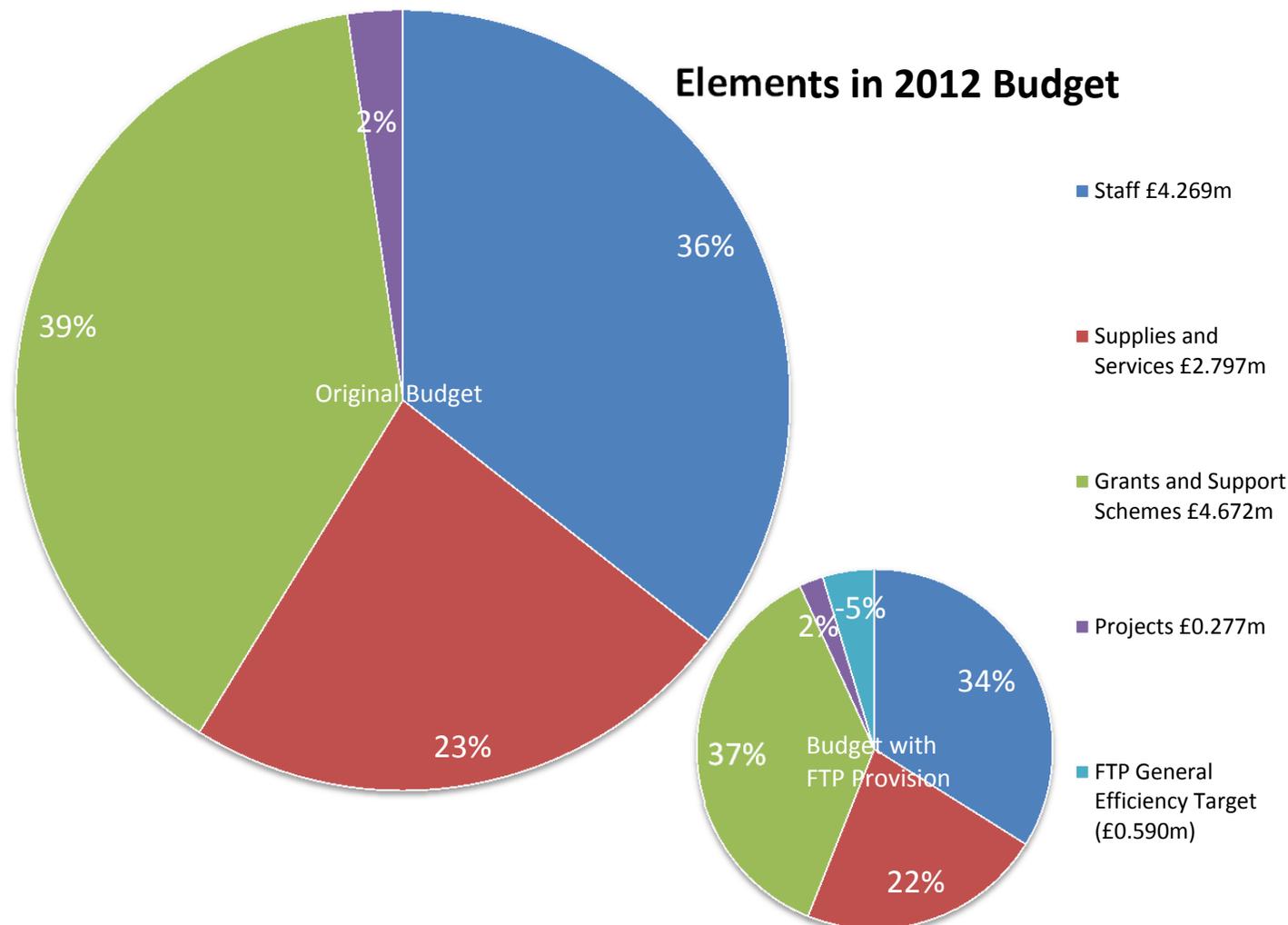
Dept/Committee	C&E Political Representation	Principal Staff Representation
Policy Council	Deputy K Stewart (Deputy A Brouard alt)	-
PC - Population Policy Group	TBC	Chief Officer
PC - Strategic Land Planning	TBC	-
PC - Fiscal/Economic Policy	Deputy K Stewart	Chief Officer / Director of Finance Sector Development
PC - Environmental Policy Group	Deputy A Brouard (TBC)	-
PC - External Relations Group	Deputy K Stewart	-
PC – States Strategic Plan Team		-
PC - Social Policy Group	TBC	Senior Policy Officer
PC - Energy Policy Group	TBC	Policy Analyst
EPAG	Deputy K Stewart	
C&E Board	All	All Directors
C&E - Mail Order and Fulfillment	Deputy Brouard	Senior Policy Officer
C&E - Awards for Achievement	Deputy K Stewart	Director of Marketing and Tourism
C&E - IPO Steering Group	Deputy K Stewart	Chief Officer/ Registrar of Intellectual Property
C&E/PSD - External Transport Group	Deputies K Stewart, A Brouard	Director of Policy / Director of Marketing and Tourism
C&E - Renewable Energy Team	Deputies A Brouard, D De Lisle	Policy Advisor – Finance and Renewables
C&E - Guernsey Dairy Management Board	Deputies D De Lisle, M Hadley	Director of Client Services
C&E - Finance Sector Group	Deputies K Stewart, A Brouard	Director of Finance Sector Development
C&E – Construction Sector Group	Deputies L Queripel, M Hadley	Business Diversity and Development Manager
C&E – Slaughter House Project	Deputy L Queripel	Director of Client Services
C&E – Air Route Licensing Panel	Deputies A Brouard, D De Lisle, M Hadley	Senior Executive and Legal Officer
C&E – Aircraft Registry Project Group	Deputy K Stewart	Chief Officer/ Director of Civil Aviation
External Agencies		
GEA	Deputy K Stewart	
GuernseyFinance LBG	Deputy K Stewart	Chief Officer
GTA	Deputy K Stewart	Chief Officer
Culture and Leisure		
C&L - Events Chairmen Group	Deputy K Stewart	Director of Marketing and Tourism
Education		
Apprentice & Youth Employment Committee	Deputy M Hadley	Senior Policy Officer
Education & Business Partnership		Senior Policy Officer
Cross Departmental		
C&E / Education / SSD – Skills Strategy Development Group	Deputies K Stewart, M Hadley	Director of Policy / Senior Policy Officer
ICT Strategy Sub Group (CE, Home, T&R)	Deputy K Stewart	Chief Officer / Policy Analyst/ Economic Development Officer

9. Summary of the 2012 Allocation of Financial and Staff Resources

The general revenue financial accounts of the Department set out in detail its budget in the format that complies with that required for the published States accounts. In order to get a high level understanding of the allocation of the Department's resources to various activities it is necessary to recast those budgets.

The Dairy is a self funding trading body and is not included in this analysis. The Company Registry and Intellectual Property Office are currently funded through Treasury and Resources Department with registration fees net of expenses treated as income to central funds and is also not shown in this analysis.

The Department's original budget for 2012 was £12.015m with a FTP General Efficiency target of £590k. The Department is currently preparing its revised budget to take into account the total net expenditure of £11.425m. The recast of the original £12.015m is broken down into a number of "elements" (these will be recalculated when the General Efficiency Target has been finalised within the revised Net expenditure of £11.425m. Therefore the charts below are only illustrative, decision on where efficiencies are to be made are still in process.



(Figures quoted are prior to FTP Provision)

The largest proportion, 39% or £4.672m of expenditure is on Grants and Support Schemes which involve the payments of grants or subsidies for the "outsourced" provision of services or support to an economic sector or activity.

Staff costs account for 36%, £4.269m of expenditure.

Non staff costs on supplies and services account for 23%, £2.797m of expenditure.

The combined cost of "service delivery" accounts for 59% of total expenditure.

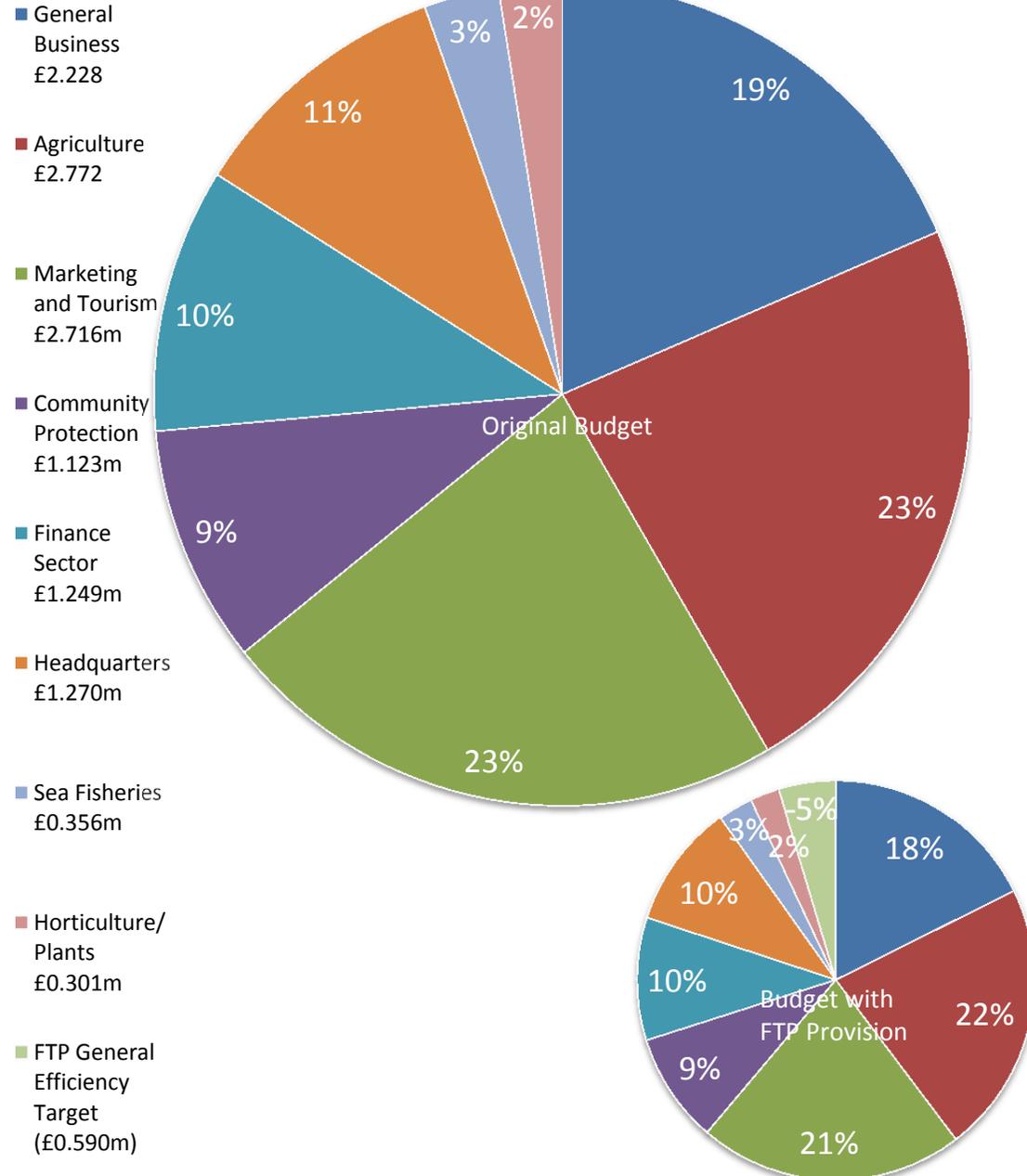
Projects are elements of expenditure which are one-off and have a limited duration, these account for 2%, £0.277m of expenditure.

The nature of the projects undertaken each year will vary according to C&E priorities and policies and in reaction to changing circumstances.

The Department is required to make FTP general efficiency savings in 2012 of 5% (£0.590m).

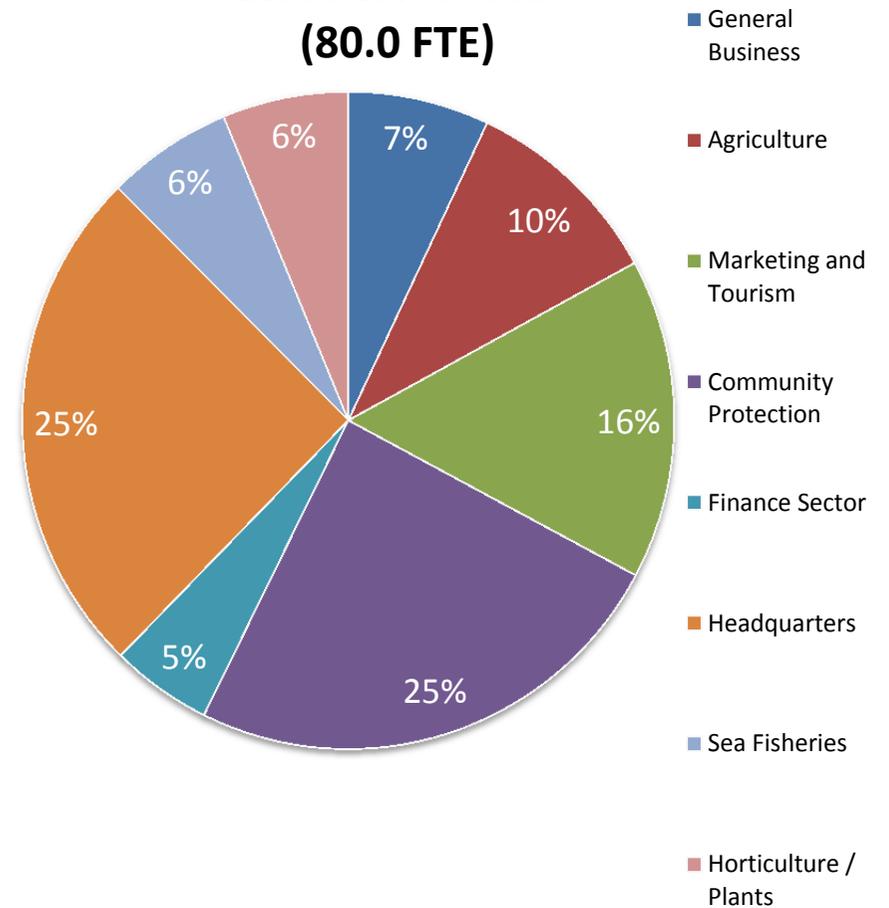
NB % are rounded to nearest whole number.

2012 Budget by Activity



The recast also breaks down the total budget into “activities” which relate either to an economic sector or sectors, regulation for the protection of the community in general or the provision of support (Head Quarters) services across all the other activities and to the Board. The charts below show the proportions of the Department’s total budget allocated to these activities and number of staff in Full Time Equivalents.

Allocation of Staff (80.0 FTE)



Part 2

ACTIVITIES

10. WORK STREAMS

(project numbers are assigned for internal use only and are carried forward year on year – some from previous years are now closed/completed)

The following work streams represent the planned activities at the beginning of 2012.

They may change due to unforeseen developments in internal or external priorities.

10. WORK STREAMS for 2012 (project numbers are assigned for internal use only and are carried forward year on year, some projects are closed)

10.1 Client Services

10.1.1 Trading Standards Service

Purpose:

To create an environment that builds consumer confidence in local businesses by encouraging fair competition, supporting Guernsey-friendly businesses and enhancing customer-friendly activities and policies.

The Service monitors transactions made by reference to quantity and ensures consumers' and traders' economic interests are not unduly affected by inaccurate equipment or inappropriate processes. The Service provides consumers with comprehensive and consistent advice and information to assist them in avoiding or resolving consumer disputes and investigates the sale of unsafe consumer products brought to its attention as a result of consumer complaints or product safety notices. Advice is provided to businesses supplying goods or services to ensure that they comply with current legislation and "best practice" policies.

Title	Description	Activity and updates	Task Type
Trading Standards Policy	Monitor developments in trading standards practice and legislation, advise the Department in relation to the development of policy.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Weights and Measures Inspection	Inspect and test weighing and measuring equipment used for trade; Ensuring that goods in packages are supplied in the quantities stated; Maintaining the island's reference standards of weight and measure.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Consumer Advice	Provision of a free and impartial Consumer Advice and investigation service, which deals with enquiries from the public and businesses; ensuring that consumers and businesses are aware of their respective rights and legal obligations.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Fair Trading Advice and Information	Providing advice and guidance to ensure that trading in the Island is conducted in a fair and safe manner. (NB Limited consumer protection legislation exists at present and the Service cannot take formal action to prevent a trader operating in an unfair or unsafe manner. New enabling legislation came into force in February 2011, but will require implementation of Ordinances to provide enforcement details and powers).	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Trading Standards Advice for Off - Island Trading	Advising local business, seeking to trade beyond the Bailiwick, of the trading standards legislation in the target market.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Consumer Safety	Identifying, responding, and promulgating information received relating to consumer safety matters.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

10.1.1 Trading Standards Service continued

Title	Description	Activity and updates	Task Type
Sunday Trading	Administering the relevant provisions of the Sunday Trading Ordinance 2002; monitoring and advising on the practicalities of its operation; overseeing the process of the Sunday Trading Appeals Tribunal.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Trades Exhibitions	Administering the approval of trades exhibition status under the Hawkers and Non-Resident Traders Law.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Development of New Legislation	Development of a programme of Ordinances on Trading Standards ("Consumer Protection") following registration of the Trading Standards (Enabling Provisions) (Guernsey) Law, 2009 in February 2011.	Public and trader consultation document to be prepared following discussions with the Law Officers' Chambers. This will provide adequate drafting instructions to enable preparation of Ordinances. Target: Report to C&E Board Q3 2012.	PROJECT 1
Prescribed Quantity Legislation	Develop proposals for the amendment of prescribed quantity and price marking legislation.	Consultation with stakeholders completed 2010. Targets: Amended priorities have delayed the project. New target date for proposals to C&E Board Q2 2012. Regulations to be placed before C&E Board Q3 2012.	PROJECT 2
Weights and Measures Regulations Review	Review of 33 weights and measures regulations to ensure continuing technical parity with UK and EU. Analysis required of regulations introduced in UK since 2000 and whether similar provisions need to be introduced in Guernsey (including probable amendments to existing provisions).	Revised Non-Automatic Weighing Machines Regulations before C&E Board Q1 2012.	PROJECT 3
Sunday Trading	Review of Guernsey's Sunday Trading legislation. (Work undertaken in Q3 & Q4 2011 to update the system at C&E for processing formal comments on each application to the respective parishes. This is expected to lead to greater accuracy at parish level and less onerous workload for parishes and C&E.)	May 2012 : the new Board agreed not to move forward with a review of Sunday Trading Legislation but maintain the status quo. Continue maintain the current system of collaboration with parishes. Review not a priority at this time.	PROJECT 4
Places of Accommodation Law Review	The Tourism and Marketing section wish to review existing legislation and this could result in measures relating to accommodation standards being introduced under the Trading Standards (Enabling Provisions) Law, together with a greater role being played by Trading Standards regarding compliance.	Work to recommence in Q3 2012.	PROJECT 5

10.1.2 Employment Relations Service

Purpose:

The Service provides advice on the development of employment relations legislation.

To provide advice and develop policy in the field of industrial relations, dispute resolution and to administer an Employment and Discrimination Tribunal Service. The section also has an enforcement role in respect of employment protection and gender discrimination laws.

The service offers a conciliation and arbitration service to help resolve disputes and, through the Industrial Disputes Officer and his Deputy, ensures that notified industrial disputes are brought to an appropriate and timely conclusion.

Title	Description	Activity and updates	Task Type
Employment Relations Policy	Monitor developments in employment relations practice and legislation on and off Island and advise the Department in relation to the development of policy.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Dispute Resolution	Provide a dispute resolution service, through confidential advisory, conciliation, and arbitration activity, for employers and employees on all matters relating to employment relations.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Employment Protection Investigation and Compliance	Administer and enforce a range of employment protection legislation. Contracts of employment and payslips; Sunday shop worker protection; Unfair dismissal; Employment of children and young persons; Sex discrimination; Industrial disputes; Transfer of States undertakings; Minimum Wage.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Administration of Tribunals	Administer the Employment and Discrimination Tribunal for Unfair Dismissal, Sex Discrimination and Minimum Wage complaints, and the Industrial Disputes Tribunal.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Good Practice in Employment Relations	Promotion of good practice in employment through the provision of reactive advice, information and advisory publications, and the provision of targeted training.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

10.1.2 Employment Relations Service continued

Title	Description	Activity and updates	Task Type
Review of Employment Protection Provision and Legislation	Further investigation of the employment protection topics considered the highest priority following the 2011 review: Disability Discrimination in employment Age Discrimination in employment Racial Discrimination in employment (in the light of the 42 year old commitment) Statutory Right to Redundancy Pay Statutory Right to Paid Leave	Work to commence Q2 2012. NB: Work on disability discrimination in employment will be co-ordinated with SPG discussions on the wider aspects of this topic.	PROJECT 1
Workshops in Good Employment Practice	Provide a series of employment law workshops for small businesses covering a wide range of employment relations and management issues.	Occasional as resources allow. Next target Q3 2012.	PROJECT 2
CEDAW /Maternity Provisions	Contribute to SPG work on the implementation of CEDAW and in due course submit proposals to the C&E Board on equal pay for work of equal value.	Part of the SPG Group discussions / ongoing.	PROJECT 3
Review of the Industrial Disputes and Conditions of Employment (Guernsey) Law, 1993	Review and consult on the Law (incorporating recommendations contained within the Inquiry into the Airport Firefighters Dispute Report.)	Consultation Process to take place Q1 and Q2 2012. Report to Board Q3.	PROJECT 4

10.1.3 Health and Safety Executive

Purpose:

To work towards and encourage high standards of health and safety in Guernsey, Alderney, Herm and Jethou acting as an advisor and regulator in all matters relating to occupational Health and Safety in Guernsey. The section must promote safe and healthy working practices and policies, in so doing, reduce to a minimum the number of incidents that happen within the workplace and in circumstances which pose a risk to the public at large. The Section is responsible for advising and preparing policy development in Health and Safety.

Title	Description	Activity and updates	Task Type
Health and Safety Policy	Monitor developments in health and safety practice and legislation on and off Island and advise the Department in relation to the development of policy.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Good Health and Safety Practice and Awareness	Provide advice, information and guidance to increase awareness of the Health and Safety laws and regulations to promote good practice in the workplace.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Inspection of Work Places and Significant Public Events	Inspect to ensure compliance with health and safety legislation and to minimise risk to acceptable levels.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Investigation of Occurrences and Accidents	Investigate serious accidents and dangerous occurrences, instigating legal proceedings if appropriate; (note: this work is done under PACE procedures with the Guernsey Police).	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Control of Storage, Handling, and Disposal of Hazardous Materials	Work with all local industries, to ensure the safe storage, handling, transportation and use of hazardous materials; Facilitate the safe disposal of hazardous waste arising in the Island; Ensuring the safe discharge of highly flammable liquid fuels from vessel to land.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Permits and Licences	Issuing permits and licenses to control high-risk activities on the Island. (Scaffold permits, licensed chemicals, petroleum storage facilities, the importation, storage and sale of explosives ranging from fireworks to commercial explosives).	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

10.1.3 Health and Safety Executive continued....

Title	Description	Activity and updates	Task Type
Extension of Legislative Powers into Island's Territorial Waters	Arising particularly from potential developments to do with offshore renewable energy, the section is working with the Law Officers on the extension of existing H&S legislation and its possible revision with the introduction of Management Regulations & Construction Design And Management (CDM) both on and offshore.	States report accepted March 2010 and Projet de Loi transmitted to Privy Council. Awaiting outcome.	PROJECT 1
Code of Practice for the Construction Industry	Revise, consult on, and introduce a new Approved Code of Practice for the construction industry.	On hold awaiting legal guidance on the introduction of further powers.	PROJECT 2
Upgraded Legislation for the Regulation of Poisons	Input to drafting process (Lead is with HSSD) in respect of new regulation of poisons following States approval of the introduction of new medicines legislation. NB The medicines legislation will not cover all poisonous substances. Gaps will be covered by H&S Poisonous Substance Legislation.	Timetable dictated by progress of legislation.	PROJECT 3
Major Accident Prevention Plans	Work with the operators of the Island's bulk petroleum storage sites to produce Major Accident Prevention Plans (MAPPS). Close working with UK HSE and in line with the UK COMAH regulations.	Ongoing work.	PROJECT 6

10.1.4 Guernsey Dairy

Purpose:

To provide an efficient processing and marketing service for locally produced milk and milk products; making high quality products locally which, in the case of liquid milk, will fully supply the Island's demand obviating the need for importation. The Dairy must be self-financing and generate an operating surplus sufficient to fund re-investment in a sustainable manner.

Title	Description	Activity and updates	Task Type
Key Operational Objectives	To operate a modern processing unit that supplies a range of high quality, dairy products for local & export markets. To satisfy the local demand for processed fresh Guernsey milk at an acceptable price to the consumer. To operate commercially within the context of government intervention and regulation as approved by the States. (Currently designed to maintain Guernsey's traditional countryside.)	Core Dairy Function:	ONGOING
Business Planning	The Dairy Management Board will prepare and submit to the C&E Board an annual Business Plan covering the following aspects of its operation: - Stakeholder Relationships - Raw Milk Supply Plan - Products, Quality, Sales, and Marketing Plan - Business and Operations Plan - Capital Investment Plan - Milk Price Review Submission	Core Dairy Function: (annual) Target date for completion of the 2012 Plan Q1 2012.	ONGOING
Stakeholder Communication	To hold regular meetings to communicate with stakeholders. 1. Regular monthly operations meetings between Dairy senior management and GMRA and GFA representatives. 2. Twice yearly Dairy "In Council" Meetings with stakeholders.	Core Dairy Function: 1. Monthly. 2. Target dates June & December 2012.	ONGOING
Production Quality	1. Maintain and review the Dairy's quality plan including the training matrix for all Dairy staff. 2. Review operational procedures across the business. 3. Minimise material and product waste whilst maximising yields and maintaining product quality standards. 4. Complete "SALSA" (=Small and Local Supplier Accreditation) by 2013.	Core Dairy Function: Target Q1 2012	ONGOING

10.1.4 Guernsey Dairy continued

Title	Description	Activity and updates	Task Type
Raw Product Supply	<ol style="list-style-type: none"> 1. Provide weekly information to farmers on milk production in relation to their quotas. 2. Update Dairy Rules of Supply. 3. Review possibility for improving raw and processed milk quality by instituting differential pricing based on raw milk quality i.e. Somatic Cell Counts and Bactoscan results. 4. Improve winter raw milk production levels in consultation with GFA. 	<ol style="list-style-type: none"> 1. Ongoing. 2. Target Q1 2012 for introduction of revised rules of supply. 3. Ongoing. 4. Ongoing. 	PROJECT
Sales and Marketing	<ol style="list-style-type: none"> 1. Increase sales and the value of sales of all Guernsey Dairy product lines in collaboration with Dairy customers. 2. Review products against fully absorbed manufacturing cost (FAMC) data. 3. Review product routes to market. 4. Continued promotion of GD branded products with customers. 5. Operate targeted promotions with business partners. 6. Augment revenue from the sale of advertising space on milk cartons. 7. Promote the GD brand as a high quality, high value product range. 	<ol style="list-style-type: none"> 1. Ongoing. 2. Initial work completed - but will be reviewed periodically. 3, 4 & 5. Ongoing and to be reviewed in the light of the outcome of States debate on the Independent Dairy Industry Review. 6. Ongoing. 7. Ongoing. 	PROJECT
Business and Operations	<ol style="list-style-type: none"> 1. Monthly financial and management reporting to DMB. 2. Review of Production operations and resources. 3. Submit a comprehensive analysis of the financial needs of the business to the Milk Price Review Panel (MPRP). 	<ol style="list-style-type: none"> 1. Ongoing. 2. Ongoing. 3. Targets: Submit to DMB by May 2012 MPRP deadline June 2012. 	PROJECT
Capital Investment	<ol style="list-style-type: none"> 1. Review and update rolling 5 year capital investment plan. 2. Implement capital investment plan. 	<ol style="list-style-type: none"> 1. Ongoing. 2. Ongoing and covering site and building fabric improvements, further development of SCADA automation, and butter making facilities. 	PROJECT
Milk Distributor Licensing	Review milk distributor's licences, regulations and distributors territory mapping in the light of Dairy Industry Review Outcomes.	Licence and Regulations Documents finalised and available Oct 2010. Issue of documents on hold at GMRA request (Nov 2010) pending Policy Council Independent Dairy Industry Review (Billet Nov 2011).	PROJECT

10.1.5 Agriculture and Rural Environment Service

Purpose:

To supply essential services and advice to the farming industry and to advise the Department on the implications and effect of agriculture policy on farm operations and viability, animal health and welfare, countryside management and the implications for the local industry of national and international developments in farming.

Title	Description	Activity and updates	Task Type
Agriculture Policy	Advising the Department on the implications and effect of agriculture policy on farm operations and viability, animal health and welfare, countryside.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Agri-technical and Environment Protection	Liaising with the UK Department of Environment, Food and Rural Affairs (DEFRA), other States Departments (Guernsey Water, HSSD, HSE) and farmers on the agri-technical matters and environmental risk assessment and management, the implementation of environmental protection, and pollution control measures.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Veterinary and Animal Welfare	Liaising with DEFRA, the States Veterinary Officer, States Departments and interest groups regarding animal health and animal welfare developments, infringements and prosecutions and offer expert witness input when required.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Animal Identification, Trade, and Transport	Liaising with DEFRA and advising the Department on matters concerning its role as the 'Competent Authority' in animal identification, surveillance and welfare of animals in transport.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Bovine Breed Development	Providing technical advice on breed development in relation to genetic improvement, artificial insemination and milk recording, and representing the Department in the development of the Guernsey Global Breeding Plan.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Wildlife and Countryside	Advising farmers and land users on wildlife conservation and countryside management and organising training courses for farmers and others on countryside management e.g. hedge laying, management of hedges.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Farm Business Advice and Training	Supporting and advising farmers and arranging suitable training, with the aim of improving animal husbandry, business performance and efficiency, countryside management and investment with regard to the Farm Loans Scheme.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

10.1.5 Agriculture and Rural Environment Service continued

Title	Description	Activity and updates	Task Type
Bio-diversity on Farmed Land	Evaluating Farm Biodiversity Action Plans in conjunction with La Société Guernesiate and liaising with the Environment Department and the Policy Council with regard to the Island Biodiversity Action Plan.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
EU Policy and Legislation	Assessing the implications of EU policy with regard to Animal Health, the identification of animals, the EU Water Directive, the Rural Area Directive, the Water Framework Directive, Competition Policy and policies regarding the Avoidance and Mitigation of Carbon Emissions.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Annual Dairy Farming Report	To prepare and present to the C&E Board an annual report on the dairy farming sector.	Presentation to the C&E Board July/August 2012.	PROJECT 1

10.1.6 Field & Support Services

Purpose:
The Field and Support Services Section comprises the Executive Support Team, the Farm Services Team and the Inspection Audit Team. They have the following key purposes:-

(a) Executive Support Team

To provide a wide range of administrative executive support services to the Client Services Unit.

(b) Farm Services Team

To provide milk production, animal health monitoring, animal identification, traceability, data and artificial insemination services to the dairy industry.

(c) Inspection and Audit Team

To provide statutory plant and animal health inspection services as well as a range of other (non-statutory) inspection and audit services to the Island's primary industries

Title	Description	Activity and updates	Task Type
Executive Support	<p>Providing executive support to the Director of Client Services and executive and secretariat support services to other sections of the Client Services Unit covering project and routine tasks.</p> <p>Gathering, collating, maintaining and publishing data (such as census and land use information).</p> <p>Operating the Digimap system in support of Department needs.</p> <p>Co-ordinating responses on planning applications referred for comment by the Environment Department.</p>	<p>Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.</p>	ONGOING
Farm Services	<p>Collect & maintain accurate milk records for all farms.</p> <p>Maintain Island bovine database (animal performance and genetic merit indicators) in support of the Guernsey Global Breeding Plan.</p> <p>Co-ordination and operation of the GGBP incl. artificial insemination services and management of the Home Farm AI Centre.</p> <p>Field services such as soil surveys and sampling.</p> <p>Provision of a range of charged services to the dairy industry and livestock keepers.</p> <p>Maintenance of livestock traceability databases and animal identification ("tagging") systems.</p>	<p>Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.</p>	ONGOING

10.1.6 Field & Support Services continued

<p>Statutory and Non-statutory Plant and Animal Health Inspection Services</p>	<p>Plant Health: Routine inspection of plant imports and implementing agreed measures to eradicate pests.</p> <p>Ensure all plant material exported meets plant health requirements of the countries of import.</p> <p>Conduct surveys for specific pests, including surveys as required under EU Plant Health legislation.</p> <p>Provide advice for owners wishing to import cats & dogs from mainland Europe under the Pet Passport Scheme and monitor the operation of the Scheme.</p> <p>Monitor the animal health status of fresh meat imports through documentary checks and inspection.</p>	<p>Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.</p>	<p>ONGOING</p>
<p>Inspection and Audit Team : Other activities</p>	<p>Enforcement of the Noxious Weeds Law.</p> <p>Inspection and support for primary industry sector regulatory activities.</p> <p>Compliance monitoring for Dairy Farm Management Contracts.</p>	<p>Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.</p>	<p>ONGOING</p>
<p>Slaughterhouse Facilities</p>	<p>Construction of replacement slaughterhouse (Target Q4 2012)</p> <p>Stage 3 : Tendered Proposal to be submitted to States for approval.</p>	<p>Stage 3 - Target late - Report to be considered by the States in February 2012.</p>	<p>PROJECT 3</p>
<p>Review and Development of Legislation</p>	<p>Review of animal health legislation, including licences and permits.</p>	<p>Work in progress.</p> <p>Completion and submission to C&E Board as soon as possible.</p>	<p>PROJECT 5</p>
<p>Review and Development of Legislation</p>	<p>Introduction of legislation agreed by the States as follows:</p> <ol style="list-style-type: none"> 1. Animal Welfare Ordinance 2. Welfare of Animals during Transport 3. Other Animal Welfare Ordinances 4. Plant Health Ordinance 5. CITES Ordinance 6. GMO Ordinance 	<ol style="list-style-type: none"> 1. Draft complete : Target Billet Q1 2012 2. Drafting Priority 3 (est. 2012/13) 3. Drafting Priority 3 (2012/13) 4. Drafting Priority 3 (2012/13) 5. Drafting in progress 6. Drafting Priority 3 (2012/13) 	<p>PROJECT 6,7,8</p>
<p>Review and Development of Legislation</p>	<p>Identification of Sheep and Goats regulations.</p>	<p>Draft proposals complete.</p> <p>Project on hold due to other commitments.</p>	<p>PROJECT 9</p>

10.1.7 Sea Fisheries

Purpose:

To safeguard the Bailiwick's marine resources through the development of fisheries management policies and legislation designed to ensure that the exploitation of the resource is conducted in a sustainable manner.

The Section will monitor and record fishing activity and enforce all relevant fisheries conservation legislation within British Fishery Limits adjacent to Guernsey. It will regulate fishing by administering and enforcing a restrictive fishing vessel licensing scheme within the Bailiwick's territorial sea to preserve opportunities for the local fleet and maintain a sustainable resource. The Section provides the industry and Bailiwick residents with advice and information on all matters relevant to fishing and the wider marine environment.

Title	Description	Activity and updates	Task Type
Fisheries Management Policy	Safeguarding the Bailiwick's marine resource through the development of fisheries management policies and legislation. Monitor developments in fisheries management practice and legislation and advise the Department in relation to the development of policy.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Compliance Monitoring	Monitoring and recording fishing activity in Bailiwick waters. Inspection of vessels in Bailiwick waters. Enforcing all relevant fisheries conservation legislation within British Fishery Limits adjacent to the Bailiwick of Guernsey.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Regulation of Fishing by Licence (& Permit) Schemes	Regulating fishing by administering and enforcing a restrictive fishing vessel licensing scheme within the Bailiwick's territorial sea.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Advice and Information Provision	Providing the industry and Bailiwick residents with advice and information on all matters relevant to fishing and the wider marine environment.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Fishing Activity Records	Collection, collation, and publication of data from licensed vessels' logbooks in an annual Economic and Statistical Report.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Leopardess (15 year life) Bi-Annual Maintenance base check at Damen Shipyards.	Following a substantial refit in 2010 by Damen Shipyards Holland, the Sea Fisheries Section has developed a maintenance programme with the vessel's manufacturers (Damen) which will see the Leopardess overhauled and manufacturer maintained for the next six years. The 2012 bi-annual maintenance check is programmed to be completed in June 2012. Leopardess will undergo: structure and mechanical checks; routine remedial corrosion work to hull, exhausts, deck and superstructure, painting of hull, decks and superstructure and all required surveys will be completed whilst she is out of the water.	In July 2011 International Paints advised over the current condition of the Intersleek anti-foul scheme. The paint scheme is in excellent condition and should offer more than the forecast 5 year life span. Bi-Annual Maintenance Check June 2012	ONGOING

10.1.7 Sea Fisheries continued

Title	Description	Activity and updates	Task Type
<p>Establishment of Sea Fisheries Licensing and Management in the Extended Territorial Waters of the Bailiwick</p>	<p>Should territorial seas be extended, licensing in the 12 mile area will be implemented by local Ordinance. Note: If the territorial sea extension is delayed a licensing and fisheries management regime will be implemented by a Projet de Loi. Note: The Policy Council leads on the extension of the territorial sea.</p>	<p>Bailiwick Fisheries Management Agreement signed Jan 2010. Assuming completion of the UK FMA, States Report (January 2012) and Projet de Loi to be submitted (February 2012). Discussions on mutual access with Jersey to be held via the Bailiwick Fisheries Management Commission.</p>	<p>PROJECT 2</p>
<p>Review of the Sea Fisheries Ordinance 1997 and secondary legislation</p>	<p>The fisheries legislation requires examination to ensure that it is adequate to provide for the sustainable management of our seas and meet the needs of the fishing industry.</p>	<p>Underway May 2010, but delayed by other priorities. Review and consultation overview paper to be presented to C&E Board Target: Q2 2012.</p>	<p>PROJECT 3</p>

10.1.8 Plant Protection and Laboratory Services

Purpose:

To provide the Island with a specialist horticulture and agriculture sector-focused laboratory service, integrated crop protection advice and an EU compliant plant health monitoring service for both imports and exports of plant and plant materials.

The Section provides a range of laboratory services to protect commercial horticulture, agriculture and the environment from indigenous and imported plant pests and diseases. The section also provides a crop protection and plant nutrition laboratory facility for the local horticulture and agriculture industries and the general public.

Title	Description	Activity and updates	Task Type
Plant Health and Plant Protection Policy	<p>Monitor developments in plant health and plant protection practice and legislation and advise the Department in relation to the development of policy in this area.</p> <p>Note: The Island has particular obligations as a member of the European Plant Protection Organisation (EPPO) and under Protocol 3 in relation to the free movements of agricultural goods.</p>	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Diagnostic and Analytical Services	<p>Providing rapid and accurate diagnostic and analytical services (plant, substrate, feed and water) to the industry and general public.</p> <p>Radiation monitoring of the environment.</p>	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Advisory Services	<p>Providing effective advice on all plant pathology, crop protection and nutrition, pesticides, integrated pest control and plant health matters to the Department, other States Departments and bodies, industry and to members of the public.</p> <p>(NB: Advisory and analytical services are charged).</p>	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Safe Use of Crop Protection Chemicals	<p>Co-ordinating technical training in the safe use of crop protection chemicals; Maintaining and advising on the local pesticide licensing scheme.</p>	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

10.1.8 Plant Protection and Laboratory Services continued

Title	Description	Activity and updates	Task Type
Maintenance of High Plant Health Status for Imported and Exported Material	<p>Routine inspection of plant imports and implementing measures to eradicate pests should outbreaks occur.</p> <p>Surveys for specific pests, including surveys under EC Plant Health Legislation.</p> <p>Inspection and licensing to ensure all plant material exported from Guernsey meets the plant health requirements of the countries of import.</p>	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Liaison with External Plant Protection Bodies	Contribute to links with the European Plant Protection Organisation (EPPO) and act as a member of EPPO Biological Control Technical Panel.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Animal Health Testing Services	<p>Annual animal health testing for the dairy industry including statutory tests for brucellosis.</p> <p>Routine milk testing for the dairy industry as part of the national milk recording scheme.</p>	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Plant Pest Identification and Monitoring	Monitor EPPO Alert lists.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Animal Health Testing Quality Maintenance	Maintenance of our link with the Central Veterinary Laboratory in order that we can continue with the "ring testing" for Brucellosis. Lab remains in effect "accredited" and hence its test results for this disease are accepted off island.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Plant Pest Identification and Monitoring	EPPO is reviewing the possibility of a similar scheme for the identification of plant pests. We will ensure that our laboratory is included in the scheme.	Ongoing – no dates available.	PROJECT 1
Knowledge Management	<p>Improve links with local bodies:</p> <ol style="list-style-type: none"> 1) La Société Guernesaise. 2) Environment Department in areas of common interest (Japanese Knotweed, Brown Tail Moth and tree related problems). 	Ongoing.	PROJECT 2
Pesticide Regulation	To review the pesticide licensing scheme. This scheme has been in operation for a number of years providing growers with pesticides not available under the UK Approval Scheme. Major EU review of pesticide regulations underway could affect the availability of crop protection chemicals.	Underway January 2012. EU decision still awaited; no completion date can be set.	PROJECT 3

10.2 ECONOMIC DEVELOPMENT

Purpose:

Commerce and Employment's economic development policies seek to maintain and enhance a business friendly environment within which *the private sector is the engine of economic growth*.

Specific work streams related to the macroeconomic objectives include the development and implementation of a Skills Strategy to provide a skilled and flexible workforce (which also contributes to the Social Policy Objective of encouraging all who need or are able to work to find employment) and a competition regime to regulate domestic markets.

Communications and Connectivity

Title	Description	Activity and updates	Task Type
Air Route Licensing Determination	Determine applications in line with the States approved air route licensing policies.	Process applications and monitor compliance. Project 3 now closed. Activity ongoing.	ONGOING AD HOC
External Transport Group	Quarterly joint C&E/PSD political group to address common interests on sea and air transport. Organise meetings and agendas. Alternate ("Joint-ETG") meetings include Jersey's Economic Development Department.	Regular meetings on transport and connectivity issues.	ON-GOING
Sea Links	Use the MOUs as the basis for developing relationship with Condor and encouraging improved standard of existing and future services. Prepare for arrangements for sea link connectivity from 2014.	Monitor compliance with MoU and work with Jersey to prepare for post 2013.	ONGOING AD HOC
FTP Review of Air Route Financial Concessions	This project is reviewing C&E's current subsidy arrangements relating to air route financial concessions.	Recommendation to the Board Q1 2012.	PROJECT 1
Meetings / Liaison with airlines servicing Guernsey	Regular meetings with airline operators to review issues of both strategic and operational importance.	Quarterly meetings.	ONGOING AD HOC
Responding to strategic issues affecting airline operators	Working collaboratively with airline operators and ERG to consider and respond to issues that may potentially affect the viability and/or fares of air routes to Guernsey.	Monitor developments and represent Guernsey's interests.	ONGOING AD HOC
Freight and Supply Chain	Continue to monitor volumes, origination/destination and carriers of sea and air freight to and from island as preliminary to risk assessment.	Ongoing.	PROJECT 2

Competition and Regulation

Title	Description	Activity and updates	Task Type
Competition Law: Competition Ordinance	The Competition Ordinance will specify the criteria and procedures for the administration of competition legislation.	Draft Secondary legislation is currently under preparation, for submission to the States during 2012.	PROJECT 3
Competition Law - Institutional Arrangements	The submission to the States of secondary legislation to set up the Guernsey Competition Authority.	The funds for setting up the Competition Authority have been included in the C&E budget for 2012. Draft Secondary legislation is currently under preparation, for submission to the States during 2012.	PROJECT 5
Review Electricity Ordinance	In fulfilment of States' Resolutions and taking into account possible changes to inspection procedures.	A consultation document on inspection procedures is in the course of preparation – for release Q1 2012.	PROJECT 7
Review of Utility Regulation	The States have approved the results of the RPI Review.	Amendments to the Regulation of Utilities Law are in the course of preparation (aim Q3 2012).	PROJECT 9

Enterprise

Title	Description	Activity and updates	Task Type
Political and staff representation on Fiscal and Economic Policy Group	Represent C&E at monthly and ad hoc meetings.	Represented by Chief Officer and Director, FSDU.	ONGOING MONTHLY
Economic Development Plan	Produce an Economic Development Strategy for Guernsey.	Publish consultation paper with draft Strategy Q1 2012.	PROJECT 29
ICT Strategy Sub Group	To produce an ICT strategy for Guernsey that will dovetail with a broader Economic Development Strategy	Investigate, debate and make policy recommendation on telco issues, connectivity, spectrum, regulatory framework and competition. Interdepartmental group: Commerce and Employment, Treasury and Resource and Home. Draft strategy Q3 2012	PROJECT 40

Energy

Title	Description	Activity and updates	Task Type
Political and staff representation on Energy Policy Group	C&E staff representative at meetings.	Implementation of work streams if Guernsey Energy Resource Plan approved by States. (Billet Jan 2012).	ONGOING
Energy Resource Plan	States Debate on Revised Energy Resource Plan.	Implement work streams and initiatives if States Report approved by States in Q1 2012.	PROJECT 11,12,13
Macro Renewable Energy Workstream	Renewable Energy Team to develop strategy for macorenrenewables and work with CI authorities.	Renewable Strategy to be published in Q1 2012 following States Debate of Revised Energy Resource Plan.	PROJECT 32

General

Title	Description	Activity and updates	Task Type
Batteries / Reach Directive	Consultation with industry on adoption of EU Batteries and REACH directives. Liaison with Policy Council (External Affairs) and Law Officers. Drafting of States Report. Second consultation on extra elements carried out June July 2010. States Report to be drafted June 2011.	Report presented on February 2012 Billet.	PROJECT 10
Social Policy Group	Political and staff representation at monthly and ad hoc Policy Council Social Policy Group meetings.		ONGOING MONTHLY
Gateway Review - New Generation Passports	Panel member for gateway review process on New Generation Passport Project (Guernsey Border Agency).	Kick off meeting held April 2011. 1st review meeting held on 6th May, 2011. October 2011, introduction of New Generation Passport delayed by UK Government until 2013.	PROJECT 36

Labour

Title	Description	Activity and updates	Task Type
Housing Licences Applications	Prepare draft letters of comment on 'non-finance' applications (including for Board) for fifteen-year licence applications for endorsement and submission to Housing Department.	Approximately 90 requests for comment are received per year. FSDU now dealing with finance sector requests.	ONGOING AD HOC
Housing Licence Policies	Review of process for responding to request for comments on Housing applications.	In October 2011, the Board agreed to a review of the way in which housing licence comments are dealt with by C&E. Work underway as at November 2011.	PROJECT 37
Education - Membership of various working groups	Political and staff membership of Lifelong Learning Advisory Committee, Apprenticeship and Youth Employment Committee, and Education Business Partnership.	Regular attendance.	ON-GOING
Population / Workforce.	Political and staff representation on Population Policy Group to ensure that economic and business considerations are fully taken into account in development of new Population Management regime.	States Report produced; for consideration at January 2012 States meeting.	ONGOING AD HOC
Careers and Employment Show	Jointly funded 2010, 2011 together with a private sector sponsor. Similar arrangement proposed for 2012. (Joint project with Education Department).	Event held 4th 5th April, 2011. Further developments planned with Education Business Partnership to enhance future Careers Shows. Meeting held with Education about resource requirements for 2012. Potential for C&E to help with staff resourcing to be explored.	PROJECT 18
Workforce: Older People's Strategy	HSSD and Housing jointly developing Older People's Strategy - includes participation in workforce and contribution to economy.	Outline strategy still under development by HSSD/Housing. Waiting for latest draft for consideration by C&E Board. Change of HSSD / Housing personnel has occurred; 'catch up' meeting to take place Dec 2011.	PROJECT 19
Development of a Skills Strategy	Multi stakeholder project flowing from the Skills Strategy Development Group's "Towards a Skills Strategy for Guernsey" report, which was delivered to the C&E, SSD and Education Boards early April 2011.	Top layer of 'Skills Guernsey' has been formed (Policy Group). Appointment of Chairperson – Q1 2012. Implementation of action plans ongoing.	PROJECT 20
Off-Island Tradesmen	Investigate the issue of tradesmen coming to the island to work for periods without industry checks and potentially not contributing to the islands economy in terms of tax and contributions.	Commence initiative to evaluate the extent of the problem and identify ways to combat issues based on evidence as presented. Commenced June 2012 – ongoing.	PROJECT 39

Land

Title	Description	Activity and updates	Task Type
Land Use Planning	Applications - Business Premises Change of Use and Development Proposals	Prepare draft comment (including for Board for strategic developments) for endorsement and submission to Environment Department on both tourism and general business applications.	ONGOING AD HOC
Review of Retail Strategy	Review of Retail Strategy covering land planning, labour and other issues.	Depends on legislation being put to the States and the appointment of Chairman / members.	PROJECT 22
Horticultural sites for light industry	Investigate policies relating to (non-glass) buildings on horticultural land.	Opportunities present with planning policies; applications for development within these categories to be monitored. Discussions with planning ongoing.	ON-GOING
Small Business Sites	Investigate and engage on policy opportunities	Discussion on potential sites than could be facilitated for use by small businesses/sole traders (colloquially known as 'fred in the shed') May 2012 – ongoing	PROJECT 41

Contingency Planning

Title	Description	Activity and updates	Task Type
Fuel Supplies Monitoring	Monitoring of Island Fuel supplies in accordance with the Minimum Stockholding Obligations Memorandum of Understanding signed by both fuel companies.	Ongoing.	ONGOING WEEKLY
Security of Fuel Supplies	Assessing and addressing risks of interruption to fuel supplies.	Risk of interruption to deliveries of oil and petrol to island addressed through purchase of vessels. Monitoring system for stock holdings now in place. Assessing risks on gas supplies and risk of commercial failures interrupting distribution of oil and petrol.	PROJECT 24
Capability Planning: Telecoms, Post, Electric	Responsibility for confirming utilities' capability capacity allocated to C&E by Emergency Powers Advisory Group. Assistance being provided by Office of Utility Regulation.	Monitor capability and planning. Interim Report received in Summer 2011 – Final Report expected Q1 2012.	PROJECT 25
Food Continuity Plan	A review of arrangements should be conducted every three years, or sooner if there is a substantial change to the circumstances of a key operator. Next review is due to be completed by 01/08/2014.	Following Waitrose's takeover of the Checkers Admiral Park and Safeway Rohais superstores in April 2011 : "Report into the Security and Continuity of Bailiwick Food Supplies" (Version 2) was approved by the Board on 27th September 2011. The report has been sent to EPAG with a covering letter from the Chief Officer.	PROJECT 38

Working with Industry			
Title	Description	Activity and updates	Task Type
Company visits	Active programme of visits by Board Members.	Regular visits.	ONGOING MONTHLY
Construction Sector Group	The Group meets quarterly to discuss matters relating to the Construction Industry. Membership consists of representatives from C&E and T&R as well as industry representatives.	Business Development and Diversity Manager providing ongoing management of the group.	ONGOING
Construction Industry Forum	Open to all construction industry employers. Output is fed back to Construction Sector Group.	Business Development and Diversity Manager services. C&E funding finished at the end of 2010. Now industry funded.	ONGOING
Guernsey Fulfilment and Mail Order Group	Main purposes of meetings are to oversee the approved Code of Conduct and to forge improved links between C&E and mail order companies/bulk retailers. Senior Policy Officer services and facilitates.	Implementation of Mitigation and Recovery aspects of the Management Plan	ONGOING AD HOC
Guernsey Film project	Working with an industry-led group to promote Guernsey as a centre of excellence for film finance.	Several committee meetings and launch event in London have taken place. Business Guernsey will become more closely involved should a Film Festival idea gain support. Now has an FSDU involvement through Tom Carpenter.	ONGOING
Tax on Real Property	TRP commercial premises are currently spread over several categorisations and thus, a number of differential tariffs apply. T&R and C&E have committed to examining the potential for rationalisation.	CO (T&R) confirmed end August 2011 that no substantial changes expected during life of current assembly. C&E to revisit with T&R May/June 2012.	PROJECT 27
Economic Impact Study - Cruise Tourism	Conduct an Economic Impact Study into the value of Cruise Tourism to assist PSD States Report.	Report presented by PSD in January 2012 Billet.	PROJECT 30

10.3 CIVIL AVIATION

Purpose:

To conduct with fairness, impartiality and independence the regulatory functions to assure a high standard of civil aviation safety in the Bailiwick whilst ensuring that the Bailiwick complies, so far as possible, with the Chicago Convention of 1944 and its associated Annexes. To fulfil Guernsey's contractual obligations to Jersey in providing the equivalent service to Jersey as their Director of Civil Aviation.

Title	Description	Activity and updates	Task Type
Bailiwick Aviation Law	To advise on amendments to the Aviation (Bailiwick of Guernsey) Law, 2008 to ensure it takes account of developments in global standards in aviation safety regulation and to propose appropriate amendments, where necessary, to improve consistency with the equivalent UK and Jersey regulations.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Bailiwick Aviation Law	To act as the independent aviation safety regulator for the Bailiwick of Guernsey, ensuring the efficient administration of the aviation laws and enforcement of the regulatory regime.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Aerodrome Licensing	To regulate the safety of aerodromes, air traffic and air transport services in the Bailiwick. Annual Licensing activity: to be satisfied through continuous oversight and regular audit activity of the fitness of the aerodrome to hold its licence.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Liaison	Liaise with UK Department for Transport (DfT) and Civil Aviation Authority (CAA) to ensure a coherent and compliant aviation safety regulatory system is maintained in the Bailiwick, particularly with respect to compliance with International Civil Aviation Organisation Standards.	Ongoing - receive notifications of amendment and proposed amendments to ICAO Annexes from CAA. Consult locally on the proposals and respond through the CAA and DfT. Implement changes where necessary.	ONGOING
Liaison	Attend meetings with DfT, CAA and DCAs from Crown Dependencies and Overseas Territories, as appropriate to ensure a consistent approach to the aviation safety regulatory system.	Six monthly communication meetings.	ONGOING
Compliance	Grant, renew and validate licences, certificates, authorisations, approvals, permissions and exemptions in a manner consistent with States' Directions and the provisions of the Law.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Licensing	Monitor, enforce, modify, suspend, revoke or consent to the surrender of licences, certificates, authorisations, approvals, permissions and exemptions in a manner consistent with States' Directions and the provisions of the Law.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

CIVIL AVIATION continued

Title	Description	Activity and updates	Task Type
Income Generation	Subject to approval of the Department, determine and prescribe the fees and levies payable on an application for the grant, renewal or validation of licences, certificates etc.	Needs to be co-ordinated with Jersey under the joint DCA arrangements. Shall be reviewed as a key part of the Aircraft Registry project business planning activity during 2012.	PROJECT 1
Regulatory	Receive and conduct inquiries and investigations (including inspections of aerodromes, aircraft and aviation facilities) and to hear complaints regarding aviation activities.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Advisory	Act as States Aviation Advisor within the Department.	Advise on the UK implementation of the EU Aviation Emissions Trading Scheme, Air Passenger Duty and any other relevant consultations.	ONGOING
Advisory Regulatory	Act as the Director of Civil Aviation for Jersey under the terms of the contract between Commerce and Employment Department and the Office of the Chief Minister for the States of Jersey.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities to Jersey.	ONGOING
Bailiwick Aviation Law	Implement the recommendations of the States Report (July 2011) to extend the DCA's role to include the regulation of aviation security.	Ensure transfer of function for aviation security regulations passed from Minister PSD to Minister C&E (Jan 2012).	PROJECT 3
Role and Business Development	Implement the recommendations of the States Report (September 2011) to Establish an aircraft registry for Guernsey (or potentially working with Jersey to establish a Channel Islands aircraft Registry).	<p>Establish Project Board (Nov 2011)</p> <p>Review submissions of Expressions of Interest to act as Guernsey's commercial strategic Partner on the project (Nov 2011)</p> <p>Subject to contract, appoint a Strategic Partner (Mar 2012)</p> <p>Work with Strategic Partner to prepare a Full business Case for the project (to be agreed by T&R (Aug 2012)</p> <p>Work with Strategic Partner to develop the technical requirements for the AR (Dec 2012)</p> <p>Work with Strategic Partner to develop/procure supporting technical and administrative procedures and systems to enable successful operation of the AR (Dec 2012)</p> <p>Work with the Law Officers to identify and draft the required legislative changes to implement the AR (Dec 2012)</p> <p>Prepare any associated New Service Development bids that arise from the Business Case Development phase (Dec 2012)</p> <p>Work with Jersey partners as determined by their decision to work jointly or separately on the AR project.</p>	PROJECT 4

10.4 ADMINISTRATION AND CENTRAL SERVICES

Purpose:

To provide finance and accounting, personnel, Information Communications and Technology (ICT), infrastructure and administrative support services to all sections of the Department and to manage the office facilities and equipment used by staff and members of the public.

Finance and Accounting

Title	Description	Activity and updates	Task Type
Accounts - Budget Matters	Provide monthly management accounts for the Dairy and quarterly management accounts for Commerce and Employment, Guernsey Registry and GuernseyFinance with estimated outturns to the C&E Board, Chief Officer, Directors and the Treasury and Resources Department.	Monthly and Quarterly.	ONGOING
Accounts - Budget Matters	Produce annual accounts and budgets for Commerce and Employment, Guernsey Dairy, Guernsey Registry and Public Trustee and annual accounts for GuernseyFinance.	Annually.	ONGOING
Electronic register of fixed assets	Investigate and select the most appropriate option to support the introduction of an electronic register of fixed assets under the Department's control.	Held over in 2011. Update: now part of the asset accounting workstream within the SAP project.	PROJECT 2
Finance	Review of Fees and Charges.	Review to be completed – for Board to consider Q3 2012.	PROJECT 4
SAP/STSC	Provide assistance to the project as a Departmental SAP Lead.	To provide a SAP lead service for the Department, including the Guernsey Registry and Guernsey Dairy in the SAP/STSC project to ensure that the Department is fully represented during the Blueprinting phase of the project and on going throughout the various phases to project realisation and go live.	PROJECT 5

Human Resources

Title	Description	Activity and updates	Task Type
Sickness and Absence policy	Monitor sickness and absence policy and produce a report on its effectiveness within C&E.	Research complete – report will be produced in January 2012 in conjunction with PCHRU.	PROJECT 1
Succession Planning	Review succession planning within the Department and in association with Senior Managers establish workable strategies for sections.	Working with PCHRU to implement cross departmental strategies.	PROJECT 4
SAP/STSC	Provide assistance to the project as a Departmental SAP HR team member.	Attend SAP/STSC HR workshops to represent the needs of the Department including the Guernsey Registry and Guernsey Dairy during the Blueprinting stage of the project. To continue to provide HR support and advice during the Realisation phase of the project.	PROJECT 6

ICT and Facilities

Title	Description	Activity and updates	Task Type
Facilities - Maintenance	Maintain a rolling property maintenance schedule for all premises (7 sites) occupied by C&E personnel (to include grounds, internal fittings and substantial furnishing items).	Monthly. The Department has also been working closely with the Property Services Unit as part of a States wide contract aimed at the maintenance of all States Properties.	ONGOING
Facilities - Vehicles	Maintain co-ordinated management of C&E vehicle fleet (to include procurement, and maintenance, as prescribed by corporate and department policies).	Monthly. As part of the FTP process we will be using States Works to maintain the vehicle fleet when required.	ONGOING
Risk Management	Maintain a risk register and carry out risk assessments as required. Respond as necessary to department and corporate strategic risk management requirements.	Ad Hoc.	ONGOING
Health & Safety	Review and revise, as necessary, the Department's health and safety provision, to include risk assessments, training and information, etc.	Ad Hoc.	ONGOING
Data Protection	Review and revise, as necessary, the Department's data protection policy and procedures and maintain a register of subject access requests.	Ad Hoc.	ONGOING
Business Continuity	Review and report to the Senior Management Team on the Department's business continuity provision. Carry out testing and risk assessments where potential risks are identified.	Ad Hoc.	ONGOING
ITC - Server Facility	Transfer the hosting of the Department's ICT systems to the central facility at the Treasury and Resources ICT Unit, upgrade existing network links and establish disaster recovery provision at Raymond Falla House. The Department has completed an upgrade to some of the network links and servers and is continuing to work with central ITU to upgrade the remaining links to enable conclusion of this project.	To enable further progress of this project central ITU will need to upgrade the Wide Area Network. The upgrade is subject to central ITU securing the funding for the project as part of the Capital Prioritisation Programme – on hold. Update: The main priority is also for the Department's Exchange Server (e-mail) to be hosted centrally. However, this is delayed possibly until 2012 pending the anticipated roll out of Exchange 2010 at the centre. The resilience of data storage facilities has been strengthened with new backup media and duplication of data across RFH & the Dairy sites.	PROJECT 2
ITC - Intranet/ Extranet	Establish Extranet facility for the C&E Board.	Sharepoint Intranet facility established. Extranet – in development, completion dependant on resource from ITU.	PROJECT 3

ICT continued

Title	Description	Activity and updates	Task Type
States of Guernsey 5-year ICT Strategy	Move towards full adoption of the States of Guernsey 5-year ICT Strategy. This will necessitate the review of the Department's existing ICT provision and predicted needs followed by the development of a C&E ICT Strategy, the principles of which will be based upon the overarching corporate strategy.	<p>The Department has completed the roll out of MS Office 2007 and upgraded desktop hardware as required as part of this roll out. The Department is working with central ITU to progress outstanding areas. Update: the majority of desktop hardware has now been upgraded in line with central policy and after a long period of testing a slow and phased roll out of the Windows 7 operating system has begun. This project has progressed as far as possible until the Wide Area Network has been upgraded by central ITU.</p> <p>ICT strategy and financing will form part of the Financial Transformation Programme, which is being managed centrally but which this Department will have input into. Work on this area has begun and we have provided information to central ITU as requested.</p>	PROJECT 4
Facilities – Energy and Utility Efficiency	Review, monitor, record and report on the Department's energy consumption and utility costs as part of the FPT project Prop D.	<p>Monitoring of the electricity, water and heating fuel consumption rates commenced towards end of 2010 and a quarterly energy efficiency report is being submitted to the Treasury and Resources Department. An energy report covering the first year of recording has been prepared.</p>	PROJECT 5
FTP Centralisation of ICT Services	Provide assistance to the project to centralise the ICT services across the States of Guernsey.	To represent the needs of the Department including the Guernsey Registry and Guernsey Dairy during the project phases by providing data and resources as requested. To review and monitor the effect of a centralised service and to ensure that Service Level Agreements are provided as appropriate to the service levels required.	PROJECT 6

10.5 MARKETING AND TOURISM

Purpose:

To communicate a positive image of Guernsey to a variety of audiences regionally, nationally and internationally and to encourage growth in the visitor economy.

Title	Description	Activity and updates	Task Type
Promoting Guernsey as a visitor destination	Devising, communicating and implementing a comprehensive integrated marketing strategy to promote Guernsey as a destination, both direct to the visitor (consumer) and through the trade (business to business), offering industry partnership opportunities as and where appropriate.	Core Section Service - continuing and reactive work to deliver advisory and regulatory activities. Targeted consumer marketing campaigns into core markets and business development with key partners within each market.	ONGOING
Promoting Guernsey as a visitor destination	Briefing agency partners in relation to the VisitGuernsey brand and strategy. To manage the performance of agency relationships with outside suppliers (media buyer agencies, public relations, creative agency, web agency, fulfillment house) and monitoring on an ongoing basis.	Core Section Service - continuing and reactive work to deliver advisory and regulatory activities. Ongoing in-house relationship direction/management. Performance indicators, contact reports, performance and campaign reviews, regular liaison and reporting back into wider M&T team meetings.	ONGOING
Promoting Guernsey as a visitor destination	Monitoring performance of various off-line and on-line campaigns and ensuring value for money.	Core Section Service - continuing and reactive work to deliver advisory and regulatory activities.	ONGOING
Understanding visitor economy behavior and impact	Collect data and statistics to inform the direction of the marketing strategy and to identify business development requirements.	Core Section Service - continuing and reactive work to deliver advisory and regulatory activities. Carry out visitor exit survey and report statistics to the industry. Collate behavior through brochure feedback form and, where budget allows, collate detailed visitor behavior and economic impact data to help shape the direction of the visitor economy.	ONGOING
Route Development	Work in conjunction with Economic Development to work towards the long term sustainability of existing air and sea routes and to identify new air route opportunities albeit year round or season charter/scheduled services.	Core Section Service - continuing and reactive work to deliver advisory and regulatory activities. New scheduled service – Air Berlin from Dusseldorf agreed to begin in 2011. Ongoing liaison with air and sea operators and identify and pursue potential new opportunities where there is a business case both for Guernsey and the operator in question.	ONGOING
Stakeholder Liaison	Providing the main interface between Commerce and Employment and stakeholders in the Visitor Economy including hoteliers, self catering owners, and restaurateurs, owners of places of visitor interest and transport suppliers. Developing and maintaining a network of relationships dealing with both day-to-day operation and strategic issues is a core part of the team's function.	Core Section Service - continuing and reactive work to deliver advisory and regulatory activities. Ensure ongoing communication with the hospitality and tourism sector through presentations, workshops, seminars, e-mailers and an open door policy for meetings and phone enquiries.	ONGOING
Product	Guernsey Tourism needs to continue to evolve its product offering. Work to take any new product developments, or enhancements, from Culture and Leisure and incorporate into Guernsey's tourism positioning.	Identify new credible product offering, through the work of C&L primarily under walking, nautical, arts, sports, heritage, culinary and floral and integrate events and offering to colour the wider core tourism proposition.	ONGOING

MARKETING AND TOURISM continued....

Title	Description	Activity and updates	Task Type
VisitBritain	Maintaining and nurturing a mutual strategic and marketing related relationship as appropriate.	Pursue cost effective opportunities that assist with positioning Guernsey as a tourism destination to a UK domestic audience, European as well as mature and emerging worldwide markets.	ONGOING
Meeting Visitor Expectations	Ongoing collaboration and liaison with Culture and Leisure Department.	Monitor and liaise on performance/feedback. M&T produces brochure literature for the visitor experience. VG's call centre and visitor information is handled by C&L so it is imperative they deliver as promised to ensure the service value chain is completed for our visitors – to ensure satisfaction and avoid disappointment.	ONGOING
Event Group	Ongoing collaboration and liaison with Culture and Leisure Department, the Events Group chairman and sub group chairpersons.	C&E provide sponsorship to the Events Group to help financially support events that will contribute to the overall visitor experience. Receive reports on ROI and performance and ensure that money is being well spent to maximise visitor experience and that the events being offered dovetail into the wider Tourism strategy.	ONGOING
Investor Liaison	Encourage and facilitate investment in the Visitor Economy accommodation sector reactively and proactively.	Core Section Service - continuing and reactive work to deliver advisory and regulatory activities. Business development and promoting confidence in the Guernsey visitor economy.	ONGOING
Land Use and Planning	Assist with the implementation to the changes to planning law specified in the Billet D'Etat of January 2007 by providing comments if requested to the Environment Department on an application by that Department.	Provide industry specific strategic comment to the Environment Department on request with regard to new or change of use applications.	ONGOING
Quality Assurance	Advise hoteliers on necessary investment to increase the Star rating of their properties, this capability is increasingly being called upon. Administer the Department's preferred scheme of quality rating. Research, evaluate and facilitate wider industry participation in voluntary Quality Assurance schemes.	Core Section Service - continuing and reactive work to deliver advisory and regulatory activities. Ongoing education and regulatory work. Proactive work with industry partners and potential new investors to deliver best practice and understanding of visitor expectations.	ONGOING
Regulatory	Administer the Tourist (Guernsey) Law (1948 to1998).	Delivering of advisory and regulatory services including the issue of Boarding permits and collection of fees, monitor compliance with permit conditions, monitor use and description of premises.	ONGOING
Jersey Liaison	Work with Jersey Tourism and relevant States Members on both islands to identify and create opportunities for joint Channel Island marketing.	VisitChannellIslands.com website relaunched January 2010 and performance monitored. Continuing co-operation in Trade and Maritime shows, production of CI nautical guide etc. Aim is to identify possible collaborative opportunities, wherever possible, as part of the pan Island working approach.	ONGOING
Cruise Liner Business Development	To assess the economic impact of cruise liner business and business development potential.	Commerce & Employment, in conjunction with Public Services Department, to take forward a States Report to ask States Members to support further investigation into the cost and logistical feasibility of building an alongside berth and to hold consultation to gather stakeholder views. Report scheduled for February 2012 States Debate.	ONGOING

10.6 FINANCE SECTOR DEVELOPMENT

Purpose:

To deliver policies, strategies and legislation aimed at securing and enhancing the wellbeing of the Island's financial services sector, whilst being mindful of how these might impact upon other business and commercial interests. The Unit conducts ongoing research on developments in other jurisdictions as well as making recommendations for legislative changes to ensure the ongoing prosperity of Guernsey's financial services sector.

Title	Description	Activity and updates	Task Type
Advisory Services	Advice to the Department and Policy Council on all matters proposed by the GFSC.	All Legislative and Regulatory proposals by the GFSC are reviewed with advice provided to C&E and the Policy Council.	ADVISORY AD HOC
Advisory Services	Review of UK and EU legislation and policy. The unit is responsible for monitoring developments in legislation and policy in the UK and the EU that have the potential to affect Guernsey's financial services sector.	Key matters currently under review include the EU Alternative Investment Fund Managers Directive, which will regulate private equity and hedge funds, the Solvency II Directive which will regulate the insurance industry in Europe, and the potential impact on the financial services sector of developments in Guernsey's corporate tax regime as a result of HMT and EU Code of Conduct for Business Taxation Group policy.	ADVISORY AD HOC
Advisory Services	The unit will provide advice and assistance to the Department and Policy Council, as required, in connection with responses to international reviews and assessments of the jurisdiction conducted by bodies such as the IMF, OECD, UK government, etc	Ad Hoc.	ADVISORY
Advisory Services	Channel Islands Brussels Office (CIBO) – the unit will liaise with CIBO on matters relating to financial services that are relevant to the EU.	Ongoing through 2012.	ADVISORY
Advisory Services	The FSDU will provide a lawyer to attend Departmental Board meetings, to advise the C&E Board on legal issues.	Ongoing through 2012.	ADVISORY
Advisory Services	The FSDU has assumed responsibility for providing comments to Housing on all finance sector housing licenses. Previously this function was fulfilled by the GFSC.	The unit reviews and comments on approximately 180 applications per year.	ADVISORY
Advisory Services	The Director participates in the Fiscal and Economic Policy Group's working party on the review of Corporate Tax.	The unit will continue to provide advice and input into the Corporate Tax review on behalf of the Department.	ADVISORY

FINANCE SECTOR DEVELOPMENT continued

Title	Description	Activity and updates	Task Type
Guernsey Registry	The Director is the line manager for the Registrar of Companies.	The unit will continue to provide legal advice to the Company Registry and the Intellectual Property Registry as required.	ADVISORY AD HOC
Guernsey Finance Liaison	The FSDU will provide support and expertise for Guernsey Finance Initiatives and Conferences	Participate in GF delegations to London and elsewhere where required.	ADVISORY AD HOC
GFSC Commissioner Recruitment	The FSDU will continue to support the Policy Council in the recruitment and appointment of Commissioners.	There will be two appointments in 2012 with further recruitment likely to be necessary from 2013 onwards.	ADVISORY AD HOC
Finance Sector Group / Blue Skies Meetings	The FSDU provides a secretariat to the FSG. Industry has also requested that FSG run a series of Blue Skies workshops.	Hold two 1 day workshops each year.	PROJECT 1
Review of Companies Law	Following the identification of primary issues with the Commercial Law Association, public consultation has taken place on a wide range of proposed amendments. Amendments will be brought forward by Ordinance in 2012 following detailed analysis of the issues raised in the consultation.	The Unit will finalise a States Report for presentation to the States in the first quarter of 2012.	PROJECT 3
Policy Development – Banking Strategy	The FSDU will be developing a strategy for the Banking Sector to implement several of the recommendations of Lord Hunt's strategic review of Banking.	The FSDU will be holding workshops with the Banking Industry, Guernsey Finance, the GFSC and the Policy Council to develop a policy for approval by the Department and the FEPG.	PROJECT 4
Full review of Guernsey's Insolvency Law	A working party is reviewing alternatives and developing recommendations for changes to the Insolvency Regime.	Underway, concludes 2012.	PROJECT 5
Alternative Investment Fund Managers Directive	The Directive was finalised in late 2010, and now will be implemented by the European Union in the coming 2 years. The European Securities and Markets Authority will be publishing the level 2 implementing provisions in November 2011.	The Department will be working with the GFSC and the Guernsey Investment Funds Association to identify any changes to Guernsey's legal and regulatory framework to ensure we can achieve recognition from the EU for the Island's funds industry.	PROJECT 6

FINANCE SECTOR DEVELOPMENT continued

Title	Description	Activity and updates	Task Type
Review of Insurance Regulation	Solvency II is a new regulatory framework for insurance in the EU which may have an effect on Guernsey's insurance regime. In addition the International Association of Insurance Supervisors will be publishing amended international standards for insurance regulation.	The Department is working with the GFSC and the Guernsey International Insurance Association to develop proposals to meet the changing regulatory standards. The Department will continue to monitor developments on Solvency II as it is implemented in the EU over the coming years.	PROJECT 7
Full review of Guernsey's Arbitration Law	The Department has engaged two international experts on commercial arbitration and insurance to advise on developing Guernsey's arbitration law.	Underway and a draft Law will be published for consultation.	PROJECT 8
Limited Partnerships Amendment Law	Limited Partnerships Amendment Law to transfer functions to the Registry. Consultation on proposed amendments closed, States Report to follow.	States Report finalised, legislation being drafted by Law Officers for presentation to the States in 2012.	PROJECT 9
Limited Liability Partnerships	Introduction of Limited Liability Legislation.	States Report approved in April 2010. Legislation drafted and will be put to the States for approval in Q1 2012.	PROJECT 10
SEPA	Membership of Single Euro Payments Area.	Ongoing discussions with European Payments Council concerning the membership of SEPA	PROJECT 11
Foundations	Legislation Drafted and consultation conducted on draft, currently being reviewed for finalization.	Legislation to the States in Q1 of 2012.	PROJECT 12
Financial Services Ombudsman	Public Consultation on an Ombudsman completed.	Working with Jersey to explore the possibility of introducing a Channel Islands Financial Ombudsman Service. Investigation into operational costs of an FOS underway. States Report to be developed for presentation to the States in 2012.	PROJECT 13
Aircraft Registry	FSDU providing support to Director of Civil Aviation on implementation of an aircraft Registry.	FSDU staff will be represented on working party for implementation of States Report.	PROJECT 14
Business Guernsey Visits	The unit will accompany members of the C&E Board on Business Guernsey visits to financial services companies.	Ongoing through 2012.	PROJECT 18

GUERNSEY REGISTRY

10.7 Company Registry

Purpose:

To provide an on-line, effective service to Guernsey Companies and Limited Partnerships. To continue to develop in order to provide new products and enhanced services. To represent the Island internationally, both independently and in conjunction with Guernsey Finance.

Title	Description	Activity and updates	Task Type
Amendments to Companies (Guernsey) Law 2008	Ensuring compliance following enactment of revisions to the Companies (Guernsey) Law, 2008 as approved by the States.	Results of consultation on the amendments to the Companies Law have been published. Amendments likely to come into force in Q2 2012. In the meantime, the current transitional provisions will be extended.	ONGOING AD HOC
Statutory Instruments - Companies Law	Implement statutory changes as required e.g. Limited Partnerships, Limited Liability Partnerships, Foundations, Register of Charities and NPOs and any other developments as the Commerce and Employment Board see fit.	Preparing for implementation of new legislation following consultation and approval by the States	ONGOING AD HOC
Compliance	Ensure compliance with the Companies (Guernsey) Law 2008 within the finance industry and by local companies. Including investigating and identifying enforcement issues, conducting regular meetings with FIS/GFSC, AML reporting and monitoring, dealing with director disqualifications.	In 2011 the Registry struck off 229 companies for failing to comply with the Companies (Guernsey) Law, 2008. Two directors disqualified in 2011. The Registrar and Deputy Registrar are members of the AML/ CFT Committee.	ONGOING DAILY
Registry Processing	Including: incorporations; Annual Validations; Guernsey Finance Funding Levy, company filings; providing copies of requested documentation and certificates; answering queries.	Analysis of registry trends for incorporations, winding-up, amalgamations and migrations will continue.	ONGOING DAILY
Communication, Relationships and Marketing Strategy	Development and delivery of the Communications, Relationships and Marketing Strategy.	A new website was launched in October 2011 and this will continue to be enhanced in accordance with user feed-back. The Registry will increase the publication of performance statistics in 2012. Engagement with industry through the sector associations will continue.	ONGOING
Liaison - International	Attend key Registry international events where appropriate (CRF, ECRF, EBR) as set out in Communications, Relationships and Marketing Strategy.	In 2011 the Registry attended CRF and ECRF. It attended the launch of Guernsey Company Listings on the HKSE. In 2012 it will continue its International engagement including EBR.	ONGOING ADHOC

Company Registry continued

Title	Description	Activity and updates	Task Type
Disaster Recovery and Business Continuity	Ongoing oversight and management of plan specific to the Registry in conjunction with the plans of C&E and the States of Guernsey.	Battle boxes and alternative office space has been secured for the Registry. A system for regular review will be put in place.	ONGOING AD HOC
Document Retention Policy	To provide the Registry with an approved policy to ensure the safe and legal destruction of company records.	A draft policy has been developed with the Law Officers of the Crown. This will go out to consultation in Q3 2012.	ONGOING AD HOC
Guernsey Finance Funding Levy	Collection of Guernsey Finance Funding Levy.	The first two sets of submission were successfully collected in Nov 2010 and January 2011, respectively. The third submission will be collected in January 2012.	ONGOING
Guidance Documents/ Training	Development of guidance notes and training initiatives to assist users (current and future) to make the best use of Registry services.	The Registry will continue to develop guidance notes for industry. Training opportunities will be developed to meet industry requirements.	ONGOING
European Business Register and Branch Disclosure Program	Access to the European Business Register (EBR) and Branch Disclosure Programme for users of the Guernsey Registry.	Access to the EBR is available through the Guernsey Registry website.	ONGOING
Limited Partnerships	Integration of Limited Partnerships onto online system.	This project is awaiting final instruction from the Law Officers of the Crown. This is likely to commence in Q2 2012.	PROJECT 1
Fees and Charges	Review fees and charges regulations. Recommend and make any appropriate enhancements.	To allow for a period of stability, Registry fees are unchanged for 2011 and there are no proposals to review fees ahead of the implementation of the Company Law Amendments in 2012.	PROJECT 2
Foundations	Introduction of new products/services – Foundations.	The consultation document on Foundations was issued in 2011 and the results will be published ahead of drafting for the States in early 2012. Service will be provided subject to a Business Case Assessment.	PROJECT 3
Limited Partnerships & Limited Liability Partnerships	Introduction of new products/services – LP & LLP.	Awaiting draft legislation from the Law Officers of the Crown. Service will be provided subject to a Business Case Assessment.	PROJECT 4
System developments	To ensure that the Registry on-line services portal meets the requirements of the relevant legislation and its industry users.	Following feed-back from users, a programme of enhancements to the portal commenced in Q4 2011 and is due to be completed by Q2 2012.	PROJECT 5

10.8 Intellectual Property Office

Purpose:

To provide an intellectual property registry and information service to practitioners and members of the public. To facilitate wealth creation opportunities in the management of intellectual property from Guernsey. To continue to develop market leading IP legislation and the international recognition of the Bailiwick intellectual property environment. To provide for a customer centred service, with on line access to the registry services. To represent the Island internationally, both independently and in conjunction with other parties in IP.

Title	Description	Activity and updates	Task Type
Development of the economic opportunities for wealth creating industries	Development of the economic opportunities for wealth-creating industries in the Bailiwick. This includes the development and integration of the main work-streams on international agreements, and the development of legislation, economic development, marketing and links with the commercial sector.	See activities listed below. Various strategic recommendations are currently being followed through. Implementation of business opportunities associated with the development of the IP environment will be pursued during 2012.	ONGOING
International agreements	There are over 20 international agreements which it is in Guernsey's interest to have extended in order to internationalise the Island's IP environment. The international agreements are being progressed as set out in the International Agreement Plan through the Ministry of Justice working with BIS, UK IPO, FCO treaties division and on to the World Intellectual Property Organisation.	The international treaties are being progressed with the External Relations Group through to HMG. For 2012 the primary objectives are: work with the UK on an agreed statement on TRIPS for a public position of our compliance, together with the extension of Berne and Paris treaties while noting that Berne will be subject to a States decision see 1b. Working closely with staff at ERG, Policy Council, and CI Brussels Office for EU issues.	PROJECT 1
International agreements – extension of Berne convention	UK have required that the extension of the Berne Convention is dependant on the removal of copyright exceptions for clubs, charities and societies.	Consultation report, access opportunity for Bailiwick governance of copyright collecting societies, present Report to Board and as approved to States of Guernsey, redraft legislation and notify UK for Berne extension process.	PROJECT 1b
Image rights	To progress image rights legislation and enable image rights into service in 2012.	Drafting image rights legislation and regulations with Law Officers; submit to States of Guernsey through LSC; Office registry service including appropriate modular build IT system. Work with industry on code of practice. Marketing and communications – see marketing section. Consultation on Image Rights Legislation in February 2012 with Report to Board in Q2.	PROJECT 2
Registered Patents and Biotechnological inventions linked with the Innovation Patents	Regulations for Registered Patents and biotechnological inventions and enable into service Q1 2012. Complete Innovation Patent legislation and enable into service.	Regulations for the Registered Patents and biotechnological inventions to be drafted and the service provided through the IPO with a transfer of existing register and service from the Greffe. Drafting of innovation patent legislation with Law Officers to be completed, submitted to States of Guernsey through LSC; enabled into service when Paris Convention is extended; link with Registered Patent and Biotechnological inventions service, develop industry Innovation Patent examination service, build appropriate IT system.	PROJECT 3

Intellectual Property Office continued

Title	Description	Activity and updates	Task Type
Digital Copyright Exchange (DCE)	Examine and report on potential for a digital copyright exchange.	Managing unregistered rights presents problems of a lack of registered ownership and accessible data bases for proprietor searches. US has maintained a voluntary copyright register and this has enabled growth in their IT, data and creative industries. A DCE could be built on existing IP legislation, enable commercial opportunities and provide an income stream around unregistered rights for the Office.	PROJECT 4
IP finance and securitisation	Development of IP finance pathways including securitisation of IP.	Early stage financing is critical to IP development and innovation. This will include a link with the progress of securitisation and review of Guernsey's insolvency provisions work. Also work with UK in development of international standards for IP valuation and financing and Island industry initiatives.	PROJECT 5
Other IP legislation	Review and develop as required and as resources are available other IP legislation.	There is an existing States resolution for the development of Geographical indicators (GI) IP rights and drafting this legislation continues to have a priority for C&E. GI's for example could protect traditional Island industries and would strengthen this area of TRIPS compliance. Other new rights could follow image rights and these will be researched and kept under review.	PROJECT 6
Intellectual Property Office services	Intellectual property registrations, renewals, assignments, licences, and mergers. Meet targets for income generation and delivery cost.	Activity to date has been mainly in Trade Marks. For 2012 registrations will include Registered Designs, Plant Breeders' Rights, Registered Patents Biotechnological Inventions and as enabled into service, image rights. Focus on resources and resilience issues for 2012.	ONGOING
Marketing	Market the Bailiwick intellectual property environment for IP products, services and opportunities including: Financial and IP media GuernseyFinance, Guernsey Film, Chamber of Commerce, World IP day (IP Registry staff , Bailiwick IP practitioners) and promoting new products and services (IP Registry staff, Communications Manager).	Appropriate marketing opportunities will be taken. A focus for 2012 will be the launch of image rights working with Guernsey Finance and the industry.	ONGOING
Liaison and network building international	Attend key intellectual property international events, build links with other Intellectual Property Offices and continue work with the UK representative body for IP IPAN (Intellectual Property Area Network).	Opportunities will be taken to participate in relevant conferences and meetings as appropriate. It is planned to attend WIPO congresses in association with the UK IPO as required by the international agreements.	ONGOING
Liaison and joint working: Guernsey, Alderney and Sark	Consult and link with IP practitioners, GuernseyFinance, Guernsey Bar, IOD, Chamber, GIBA, GTA, GEA and other representative organisations. Continue consultations with Alderney and Sark as IP includes the Bailiwick.	Ad Hoc.	ONGOING

Intellectual Property Office continued

Title	Description	Activity and updates	Task Type
Intellectual Property Commercial Group and IP Users Group	Continue to progress the close working relationship with industry through the IP Commercial Group which includes advocates, IP lawyers, IP Attorneys, Finance directors, telecoms, data centre managers and IP specialists.	<p>IP Commercial Group meetings are held 3-4 times a year. Joint IPO / industry working parties have been established in specialised subject areas. Communication and joint working is on-going.</p> <p>A service level User Group to be activated for reporting on Office services and development of IT facilities.</p>	ONGOING
Intellectual Property awareness: Island business sector	Awareness and understanding for IP registration and IP use in Island business sectors.	<p>Development of IP web-based business tools for Island business sectors. This will be delivered based around adapted UK IPO applications and working closely with industry organisations.</p> <p>Promotion of existing IP services and cross marketing with Company Registry for existing Island business sectors.</p>	PROJECT 7
Enforcement of IP Rights and compliance	Enhancement of law enforcement activities in relation to IP by facilitating and supporting enforcement initiatives, including Protocol, review of legislation and amendments to existing legislation.	Enforcement protocol across agencies linking IPO together with an examination of the requirement for recognising the EU IP enforcement directives.	ONGOING
Strategic programme for the development of the IT system for IPO	Cost effective, targeted development of ICT system capability for existing and future services: Full IT programme will be implemented over 3-5 years. Essential aspects will continue to be prioritised within resources and budget.	The IT strategy has been re-assessed to deliver low cost tailored IP Office solutions implemented with web-enabled client services and some manual processing. Future links into the international IP IT data bases are kept under review.	ONGOING
IP Web Site and extra-net site	Modernised web-site as part of Guernsey Registry. Extra-net facility for filing, service delivery, guidance and legislation consultation and client interaction/communication.	Ad Hoc.	ONGOING
IP Office manual and IPO guidance notes	IP Office has rules, procedures, flow charts processes and KPIs. A first draft has been compiled and are being reviewed and standardised in an Office manual. New procedures are being added for the new services. There is a single hard copy and an electronic copy. Guidance notes are being prepared from the Office manual and made available on the web-site.	Continue to update, amend and publish in 2012. Draft completed 2011.	ONGOING

10.9 OUTSIDE AGENCIES

Title	Description	Activity and updates	Task Type
-------	-------------	----------------------	-----------

Guernsey Enterprise Agency

Guernsey Enterprise Agency GEA	Continue to develop the role of the Guernsey Enterprise Agency to offer advice and to act as a native guide to new and existing investors in business.	Attend GEA Board Meetings.	ONGOING
		Approve Budget for GEA.	ONGOING
		Monitor performance against SLA.	ONGOING

Guernsey Training Agency University Centre

Guernsey Training Agency University Centre GTA	To continue to develop the role of the GTA University Centre to facilitate training across all sectors of the economy. The GTA University Centre also provides a link between Commerce and Employment and the financial services industry.	Attend GTA Board Meetings.	ONGOING
		Approve Budget for GTA.	ONGOING
		Monitor performance against SLA.	ONGOING

GuernseyFinance LBG

GuernseyFinance LBG	The GuernseyFinance strategic objective is to ensure that the core competencies and values of Guernsey as an international finance centre are accepted and respected by the international community, and that finance business flows are enhanced. To put forward the most coherent and compelling case for the local finance industry through targeted and timely messages to business introducers and end clients. To develop and maintain existing relationships to protect and enhance existing business flows. To assist in identifying and developing relationships with new jurisdictions that offer the greatest opportunity for business flows to develop (e.g. China). To reach the target audiences with the industry's key messages. To play a supporting role communicating wider Guernsey messages covering business, the visitor economy and residency.	Attend GF Board Meetings.	ONGOING
		Approve Budget for GF.	ONGOING
		Monitor performance against Key Performance Indicators in SLA.	ONGOING
	During 2011, GuernseyFinance will be using the same overall resource allocation to deliver more value across its schedule of Guernsey events, third-party conferences, media work and e-marketing, by incorporating the feedback from recent blue sky sessions held with industry. In addition, GuernseyFinance will be able to draw on the expertise of a newly appointed Technical Director / Deputy Chief Executive who will add a significant depth of industry knowledge to the team. This will be particularly beneficial in enabling the agency to capitalise on the marketing opportunities presented by developments surrounding sector-specific issues such as the AIFM Directive and Solvency II, as well as facilitating a greater range of work in promoting the Island's specialisation in niche products and services and the development of the Guernsey brand in the 'emerging markets' of China, India, Russia and the Middle East.		

Office of Utility Regulation

Title	Description	Activity and updates	Task Type
Office of Utility Regulation	The Office of Utility Regulation (“OUR”) is the independent regulatory agency established by the States of Guernsey to regulate the telecoms, electricity and postal markets in Guernsey. Its primary objective is to fulfil the statutory obligations set down in the Regulation of Utilities (Bailiwick of Guernsey) Law 2001 and the separate sector specific primary legislation which covers each of the three utility sectors under the OUR’s remit. In addition, the OUR is required to implement States Directions as provided for under the Law. In contrast to the three other outside agencies, the OUR is self funded through licence fees.	Give Directions and Guidance to OUR as required by the States.	ONGOING
		Publish Annual Report - October Billet.	ONGOING
		Regular reports to Board on activities and work programme.	ONGOING

