



COMMERCE AND EMPLOYMENT

A STATES OF GUERNSEY GOVERNMENT DEPARTMENT

Business Plan

2013

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2012 Review

The Review of Activities in 2012 is published as a separate document and may be found appended to the end of this Business Plan (printed copy) or as a separate PDF if viewed online.

MANDATE AND SUMMARIES

1. Introduction from Commerce and Employment Board

The 2013 Business Plan sets out what the Department intends to achieve over the year and provides information for both internal and external audiences to assess the Department's priorities and performance.

Commerce and Employment (CE) is committed to delivering the set objectives in the States Strategic Plan and endorsed by the States in relation to the departmental mandate. The Commerce and Employment Board (CE Board) recognises the need to act corporately with other States Departments and work to achieve the aims and objectives of the Financial Transformation Programme. The CE Board is also committed to engaging with key stakeholders and delivering services in a cost effective and timely manner.

*The second part of the Business Plan details on-going and **intended** priorities and work streams for the Department. It should, however, be noted that they may be subject to change due to the impact from new unforeseen internal or external priorities that may arise during the year.*

During 2013 the Commerce and Employment Department will remain committed to delivering a range of business and community related regulatory and advisory services but at the same time progressing work streams within the broader economic development strategy. The more specific finance sector and ICT strategies (many issues are inter-connected) will be the highest priority in order to ensure, within the context of appropriate levels of regulation, that Guernsey remains competitive and successful within a challenging global economic environment. Ensuring adequate and relevant promotional messaging and strategies, together with collaboration with private sector stakeholders, will be key for on-going prosperity.

As the CE Board, this is our first 'full year' business plan and we collectively look forward to working with all stakeholders over the course of the four year term to ensure momentum on all important projects is maintained and ultimately to achieve economic growth for Guernsey.

The CE Board very much hopes that you find the business plan both of interest and useful across the wide range of Commerce and Employment roles and responsibilities.

The CE Board comprises:

- Deputy Kevin Stewart (Minister)
- Deputy Al Brouard (Deputy Minister)
- Deputy David De Lisle
- Deputy Laurie Queripel
- Deputy Heidi Soulsby
- Advocate Tom Carey (non-States Member)

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

The Commerce and Employment Business Plan for 2013 implements policies and work streams which 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.

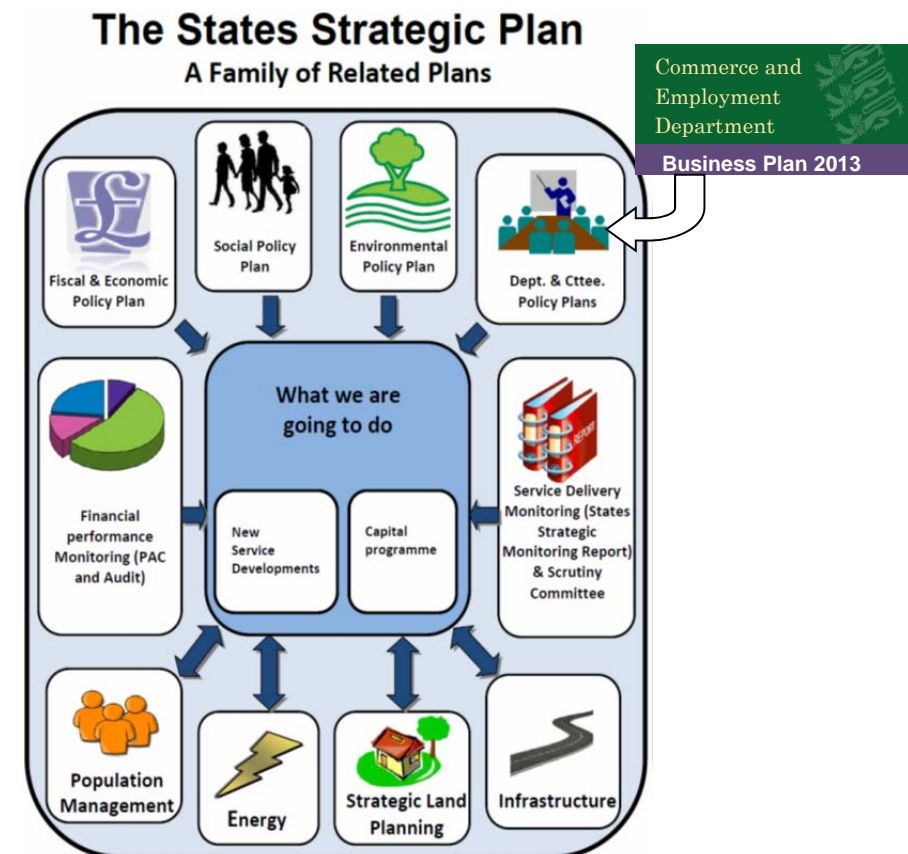
For the Department the most relevant is the Fiscal and Economic Plan which comments:

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.
- 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 GOP.
- Maintenance of an internationally competitive fiscal regime.
- Maintenance of an internationally respected financial services regulatory regime: adopting and applying international standards.



Commerce and Employment's economic development policies – driven by the new **Economic Development Strategy** 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.

Economic Development Strategy

The States Strategic Plan, via its Fiscal and Economic Plan, tasks Commerce and Employment with producing an Economic Development Strategy for Guernsey.

In September 2011 the Department sought tenders to carry out '*... a review of Guernsey's current economic profile and an assessment of potential future economic direction and opportunities...*'. Oxford Economics (independent economic consultants) were appointed to undertake the analysis phase and delivered its final report in March 2012.

Following elections and the formation of Department Boards, the Department, in conjunction with the Policy Council's Fiscal and Economic Policy Group (FEPG), entered into a period of consultation and held a series of workshops to deliberate on initial views and findings and to explore further new ideas (October 2012). The workshops were attended by more than 70 business leaders and other key stakeholders. In excess of 300 consultation responses were submitted and, at the date of producing this business plan, analysis of the responses is taking place in order to inform the development of a strategy.

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, Guernsey Finance 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. Commerce and Employment Policy Principles

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

- 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;
- Adopting policies with respect to land, labour and legislation (including regulation) to create the right environment to encourage and give businesses the freedom to flourish;
- Belief that Guernsey's unique selling point (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;
- An acknowledgement that Guernsey's economy is not sustainable from local demand and needs outward facing businesses generating inward competitive income streams;
- Recognition 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;
- 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;
- Ensuring that Guernsey has a well trained local workforce as this is key to success of local businesses; and
- Appreciation of the value of communication and listening to its stakeholders. CE Board is committed to consultation both internal and external to government to ensure evidence based decisions are made.

5. Commerce and Employment 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 (EDU)

The priorities for the EDU for 2013 are wide ranging and will include:

An Economic Development Strategy for Guernsey: This is the Unit's number one priority and it will be developed in conjunction with the Policy Council's Fiscal and Economic Policy Group - a key component of the States Strategic Plan.

ICT Strategy: This is a high priority under the overarching Economic Development Strategy. The Department led ICT Strategy Working Group will continue to focus on evolving and developing a strong cutting edge ICT sector that makes a significant contribution to the Island's economy, both in its own right and by supporting other sectors of the economy.

The Guernsey Skills Strategy: Skills to meet the needs of all sectors are recognised as a key economic driver. The Department is represented at political and staff level at 'Skills Guernsey' and will continue to work over the year with public and private stakeholders to achieve the provision of skills to support the economy and increasing workforce participation.

Sustainable Sea Link services: The EDU will work with Jersey's Economic Development Department and the incumbent operator to maximise benefits to the Islands of the newly agreed service provision (to 31 December 2018). Work on examining the Island's long-term needs and how that service will be provided will also commence in the new year.

Retail Strategy: This is another 'opportunity' under the overarching Economic Development Strategy. A strategy is scheduled to be produced early in 2013 that will aim to maintain and hopefully enhance the retail sector, its offer to local residents and its contribution to the economy. This is also expected to have strong links to the Development Plan (land) Review.

Land Use Policies: The availability of land/premises is a key component of economic growth and opportunity. Over the coming year the Department will contribute to the Development Plan Review (combined UAP and RAP successor) and will further evidence base its policies on land usage in support of its efforts to ensure adequate availability for all business sectors.

Security of Supply - Energy/Fuel/Essential Commodities: The EDU will also continue to monitor security of fuel and essential commodities, as required by the Emergency Powers Advisory Group. In liaison with CICRA and commercial enterprises and through cross committee working, the RET will pursue education led programmes and developmental work on renewables which will contribute to ensuring resilient and affordable energy supplies for the Island whilst, at the same time, contributing to the wider energy policy plan.

Energy – Renewable Energy Team (RET): During the coming year the RET will further progress all key areas identified in the 2013 RET strategy document, with particular focus on (1) Commercial photo voltaic – progressing a meaningful tangible project towards a position of completion/approval; (2) Completing a business case for a costed 30MW offshore wind site; (3) Making significant progress towards secondary legislation/licensing and seabed rights. In addition, the RET will progress further analysis of all marine renewable energy sources, continuing to forge links, co-operate and liaise with stakeholders in the Channel Islands, universities and governments and other institutions in the UK and France.

Client Services Unit

The key priority for all the sections of the Unit (see part two for list) is the timely delivery of regulatory advisory and information services to the public and to businesses. Alongside this regular workload, and generally having received policy direction or approval for the development of legislation from the States, the following projects have been prioritised for action in 2013:

The Employment Relations Service will review the Industrial Disputes Law (which has been in force for some 60 years) and the operation of the statutory Minimum Wage (in force for 26 months). Both projects will require periods of consultation, leading to reports to the CE Board in the first instance. The service will also contribute, as resources allow, to the Policy Council's Social Policy Group led projects regarding maternity and paternity leave and disability and inclusion.

In November 2011 the States resolved to note the independent Dairy Industry Review Panel's report and direct the Department to report back (before the end of 2013) with its own comprehensive policy report on the dairy industry. This will be a major and high priority aspect of the work for the agriculture and policy development elements of the Client Services Unit during 2013.

The Guernsey Dairy, whilst a major contributor to the above mentioned dairy industry review, will again focus its efforts on the efficient operation of the Dairy, maintenance of the liquid milk supply and the continued implementation of its capital investment programme.

The (since December 2011 directly employed) States Vet will have a priority task in 2013 to complete the regulatory and welfare codes framework which will lead to the coming into force of the new Animal Welfare Ordinance, which will update and take the place of existing legislation in this area.

The completion of the new Slaughterhouse at Longue Hougue is a significant capital project to be completed, licensed, and open for business during 2013. The project entered the construction phase in late 2012 and should be completed and operational by the middle of 2013.

With Royal Assent of the Sea Fisheries Licensing Law received at the end of the summer 2012, the Sea Fisheries section continues to put a major amount of its resources into the correct and timely introduction of the licensing of commercial fishing in the 3 to 12 n-mile area of Bailiwick waters, during the early months of 2013.

With no work to be done in 2013 in relation to the legislation regulating trading on a Sunday, the Trading Standards Service will prioritise work to develop suitable drafting instructions for new consumer protection legislation, which will require a States Report later in the year.

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 and into 2013. The unit is also involved in providing Departmental data to the Financial Transformation Programme teams and implementing cost saving measures in order to assist the States and the Department in meeting its overall efficiency savings targets.

Marketing and Tourism Unit

Marketing and Tourism's priorities are the effective roll out of the 2013 marketing strategy involving a brand awareness campaign and four themed campaigns. Two campaigns are designed to strengthen performance in the shoulder months, the Department continues to invest in trade relations, to achieve a successful season despite an on-going challenging economic climate.

Finance Sector Development Unit

The primary task for 2013 is the development, finalisation and implementation of a strategic framework for the financial services industry. The strategy will set the Department's priorities for the finance industry which will include: the types of financial services the Department wishes to develop, the appropriate level of regulation, the target markets for growth and how the States can support the industry for the future.

In 2013 the policy priority for the FSDU will be to commence a full review of the Islands Insolvency Framework. In addition the unit is targeting the completion of amendments to the Limited Partnership and Company Laws as well as working with the Guernsey Financial Services Commission on a review and consolidation of regulatory legislation.

Guernsey Registry

The Company Registry priorities will be: the launch of new products e.g. Foundations and Limited Liability Partnerships and administering changes to The Companies (Guernsey) Law, 2008 and the Limited Partnerships (Guernsey) Law, 1995.

The Intellectual Property Office will concentrate on consolidating the implementation of the Image Rights service and the main work will focus on the international agreements with support work on IP financing.

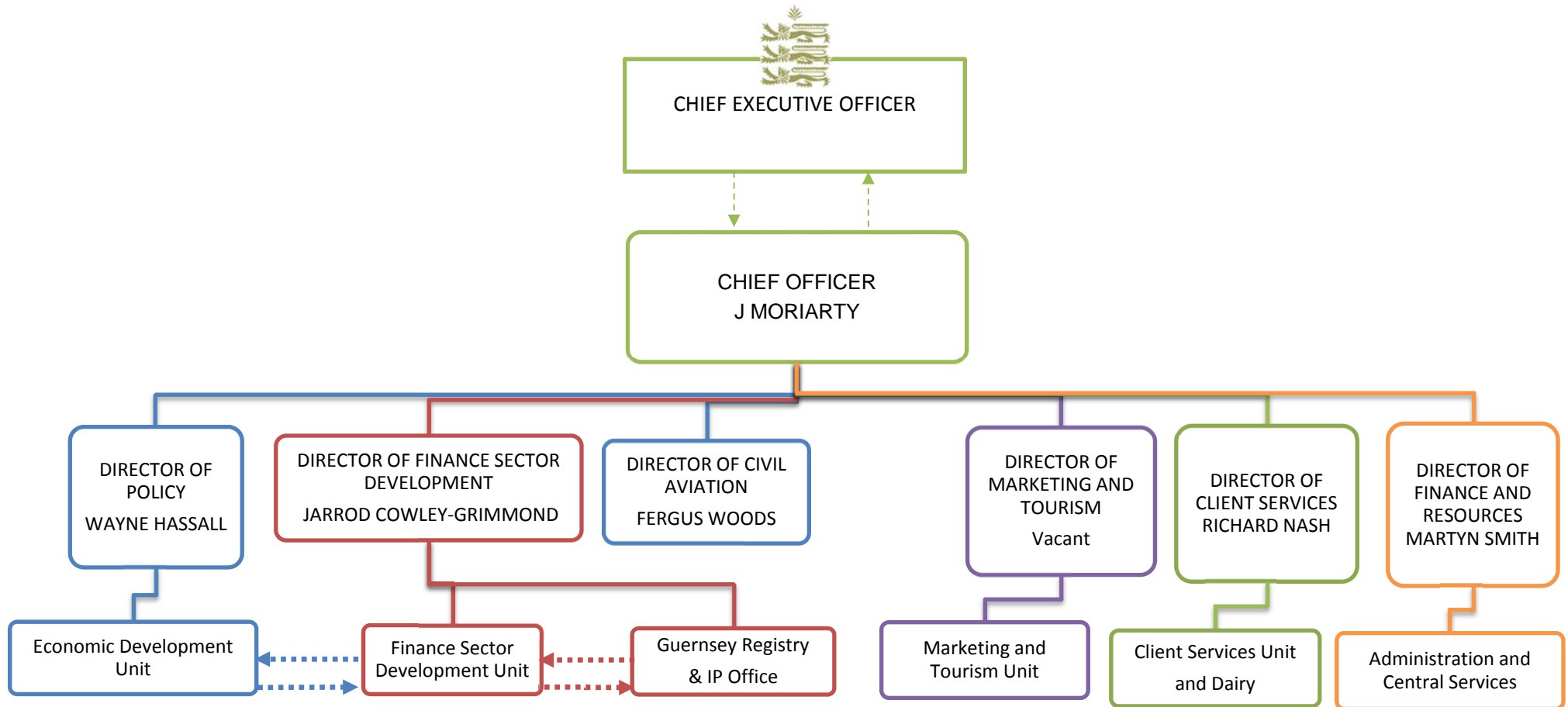
External Agencies, Relations and Joint Working with Jersey

During 2013, Guernsey Finance will continue to evolve its operation so that it can provide even greater value to stakeholders and is hoping to be able to carry out additional specific projects in relation to developing new business flows from 'emerging' markets, but this will be subject to the outcome of a bid for extra resources to the newly formed 'strategic development fund' at the Treasury & Resources Department. Plans are already in place to appoint a Technical Manager. Having greater industry knowledge in-house will enable Guernsey Finance to be better focussed on industry demands and able to produce promotional/marketing material of enhanced technical emphasis.

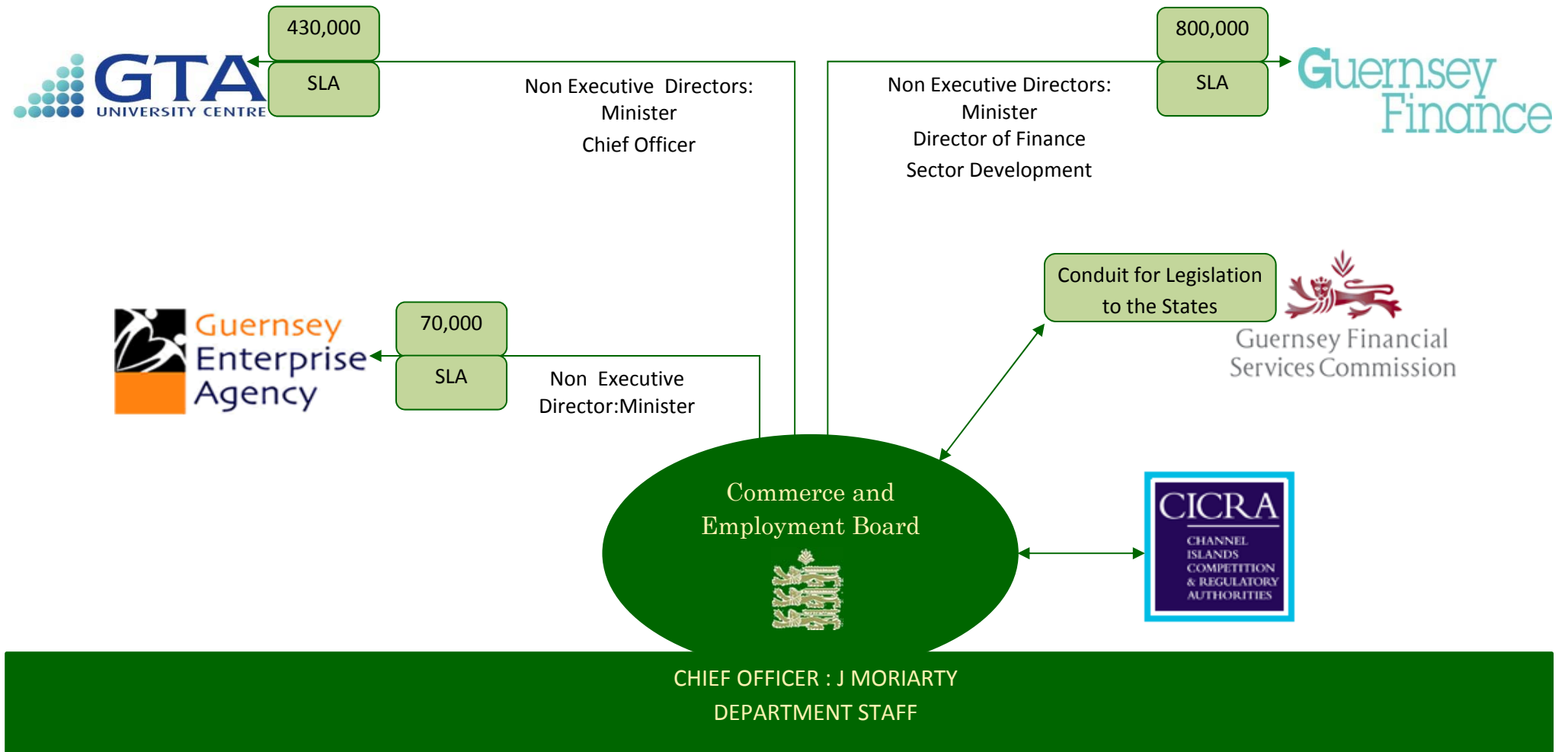
The agency will be maintaining its programme of Guernsey events (including the Guernsey Funds Forum which is planned for May), third-party events, media activity and e-marketing. In particular, it will capitalise on legislative developments, such as the enactment of foundations legislation, the new image rights legislation (a seminar in London is planned for January 2013), new and updated company and partnership legislation, as well as the EU's proposed regulatory framework for alternative investments, AIFMD. Continuing to maintain our profile in the core markets, Guernsey Finance will also be building on the existing work to highlight the Island's credentials in niche products and services, such as cleantech, 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 Latin America. (Although, as previously mentioned, the extent of this work is dependent on the outcome of the bid for extra resources from the 'strategic development fund').

Guernsey and Jersey will continue to work together during the year through the pan-Island External Transport Group on issues of mutual interest regarding the maintenance and development of transport links. Other projects include: pan CI Financial Ombudsman and Aircraft Registry.

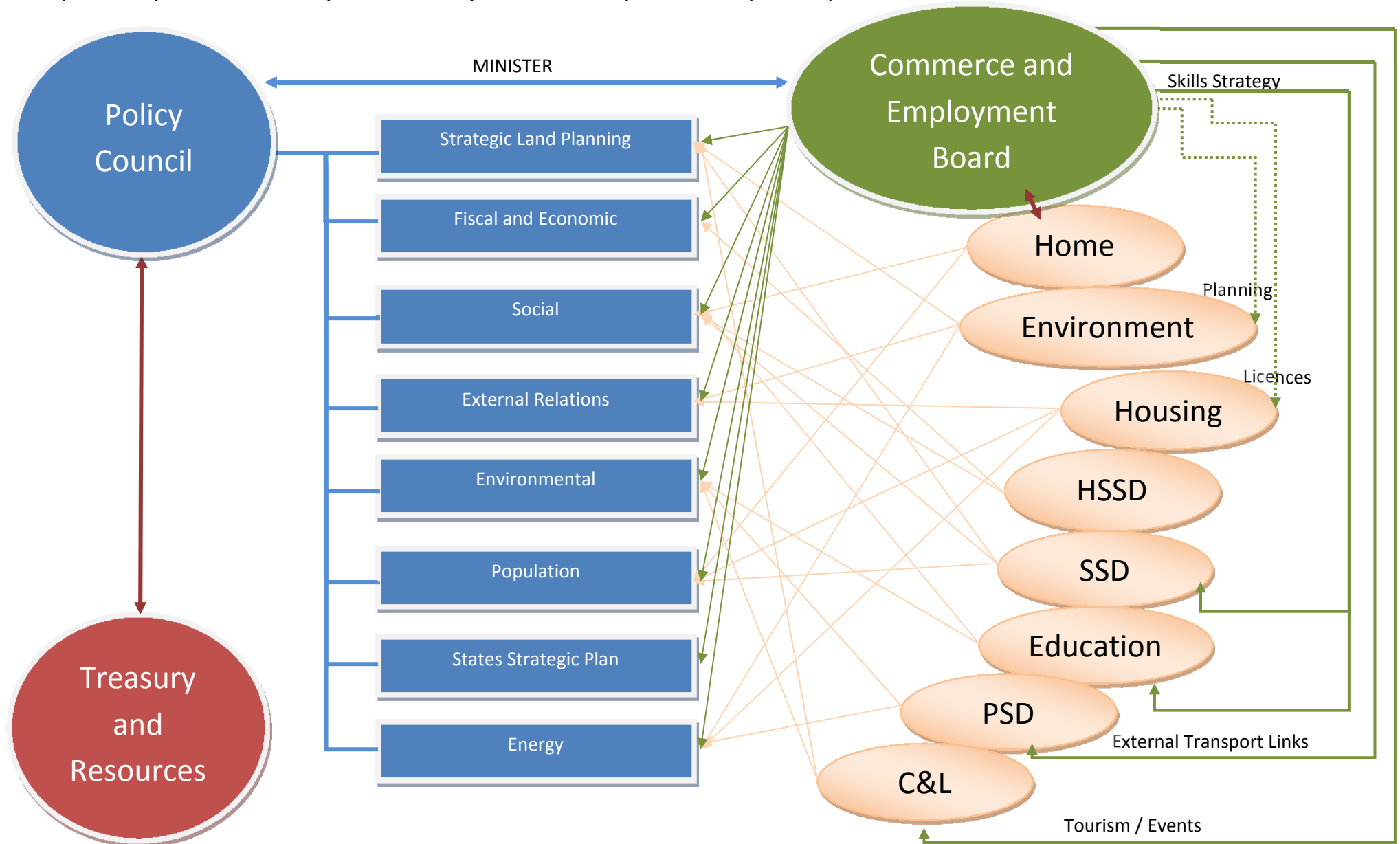
6. A - Organisational Structure – Senior Staff



6. B - Organisational Structure – responsibilities and funding



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



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

Dept/Committee	CE Political/Board Representation	Principal Staff Representation
Policy Council	Deputy K Stewart (Deputy A Brouard alt)	-
PC – Population Policy Group	Deputy K Stewart	-
PC – Strategic Land Planning	Deputy K Stewart	-
PC – Fiscal/Economic Policy	Deputy K Stewart	Chief Officer/Director of Finance Sector Development
PC – Environmental Policy Group	Deputy K Stewart	Chief Officer/Energy Policy Advisor
PC – External Relations Group	Deputy K Stewart	Director of Finance Sector Development (ad hoc)
PC – States Strategic Plan Team	Deputy K Stewart	-
PC – Social Policy Group	TBC	Senior Policy Officer
PC – Energy Policy Group	Deputy K Stewart	Chief Officer/Energy Policy Advisor
EPAG	Deputy K Stewart	
CEBoard	All	Chief Officer, All Directors and senior specialist staff
CE – Mail Order and Fulfilment	Deputy Brouard	Senior Policy Officer
CE – Awards for Achievement	Deputies K Stewart, A Brouard	Chief Officer
CE – IPO Steering Group	Deputy K Stewart	Chief Officer/Registrar of Intellectual Property
CE – Renewable Energy Team	Deputies A Brouard, D De Lisle	Policy Advisor – Finance and Renewables
CE – Guernsey Dairy Management Board	Deputies D De Lisle, H Soulsby	Director of Client Services
CE – Finance Sector Group	Deputies K Stewart, A Brouard	Director of Finance Sector Development
CE – Construction Sector Group	Deputies Laurie Queripel, D De Lisle	Business Diversity and Development Manager
CE – Slaughterhouse Project	Deputy Laurie Queripel	Director of Client Services
CE – Air Route Licensing Panel	Deputies A Brouard, D De Lisle, Laurie Queripel	Senior Executive and Legal Officer
CE – Aircraft Registry Project Group	Deputy K Stewart, Advocate T Carey	Chief Officer/Director of Civil Aviation
CE – Dairy Industry Review Project	Deputies K Stewart, Laurie Queripel, H Soulsby	Director of Client Services
External Agencies		
GEA	Deputy K Stewart	-
Guernsey Finance LBG	Deputy K Stewart	Director of Finance Sector Development (Chief Officer alt)
GTA	Deputy K Stewart	Chief Officer
Culture and Leisure		
C&L – Events Chairmen Group	Deputy K Stewart	Director of Marketing and Tourism/Consumer Marketing Manager
Education		
Apprentice & Youth Employment Committee	Deputy Laurie Queripel	Senior Policy Officer
Cross Departmental		
CE/PSD – External Transport Group	Deputies K Stewart, A Brouard	Chief Officer/Director of Policy/Director of Marketing and Tourism
CE/Education /SSD – Skills Guernsey Policy Group	Deputies K Stewart, H Soulsby	Director of Policy/Senior Policy Officer
CE/Home /T&R – ICT Strategic Working Group	Deputies K Stewart, H Soulsby	Chief Office /Principal Assistant

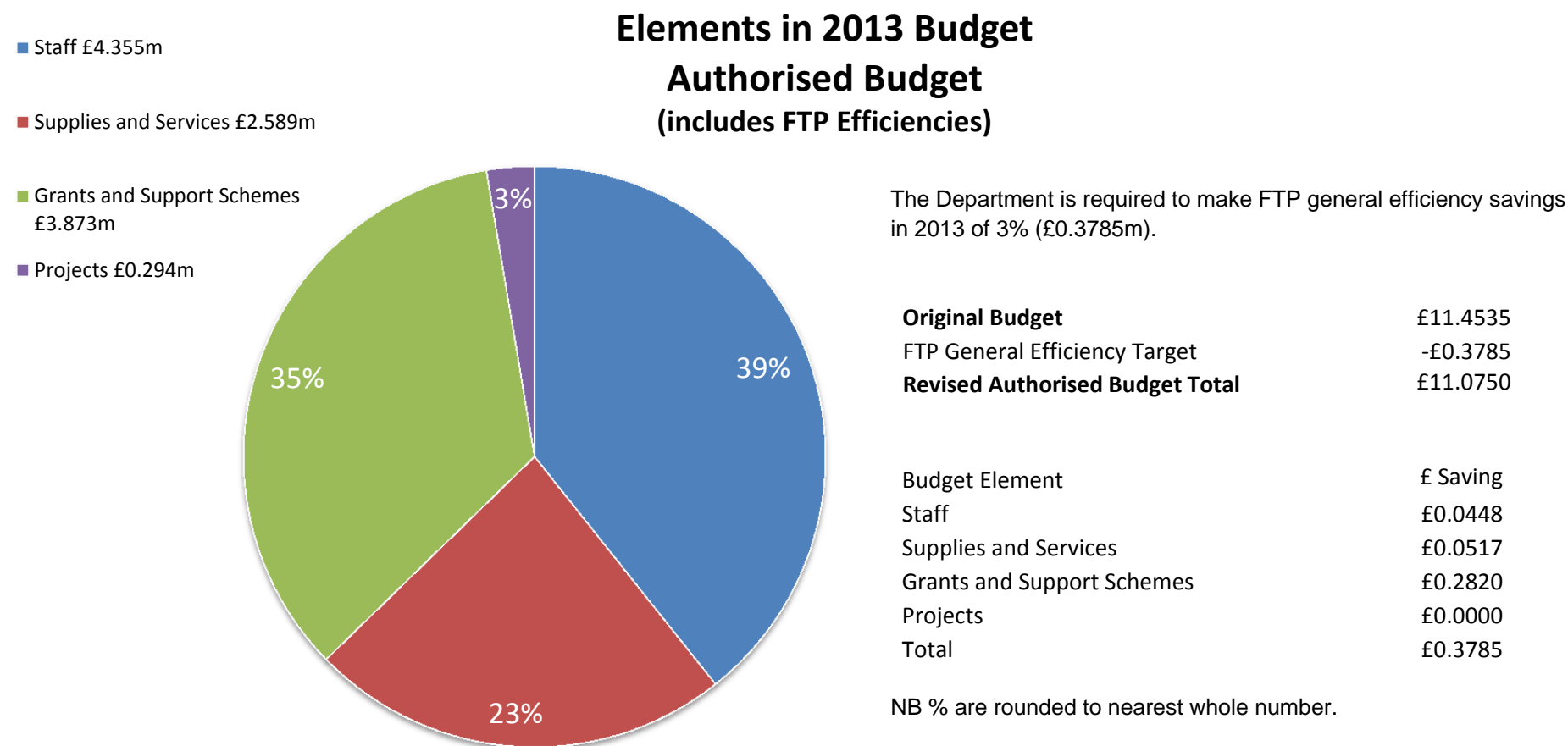
8. Summary of the 2013 Allocation of Financial and Staff Resources

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.

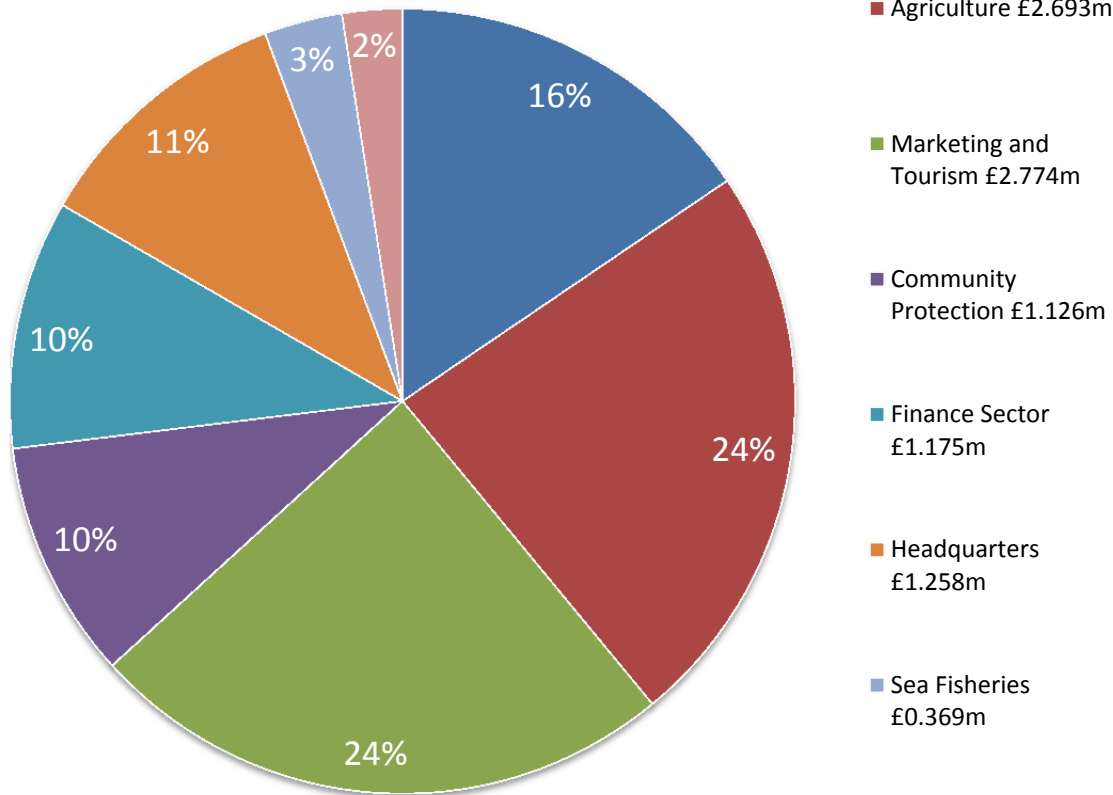
The Department's original budget allocation for 2013 was £11.45m – with a FTP General Efficiency target of £378k.

The recast of the authorised budget is broken down into a number of “elements” and the chart below shows the authorised budget allocations.

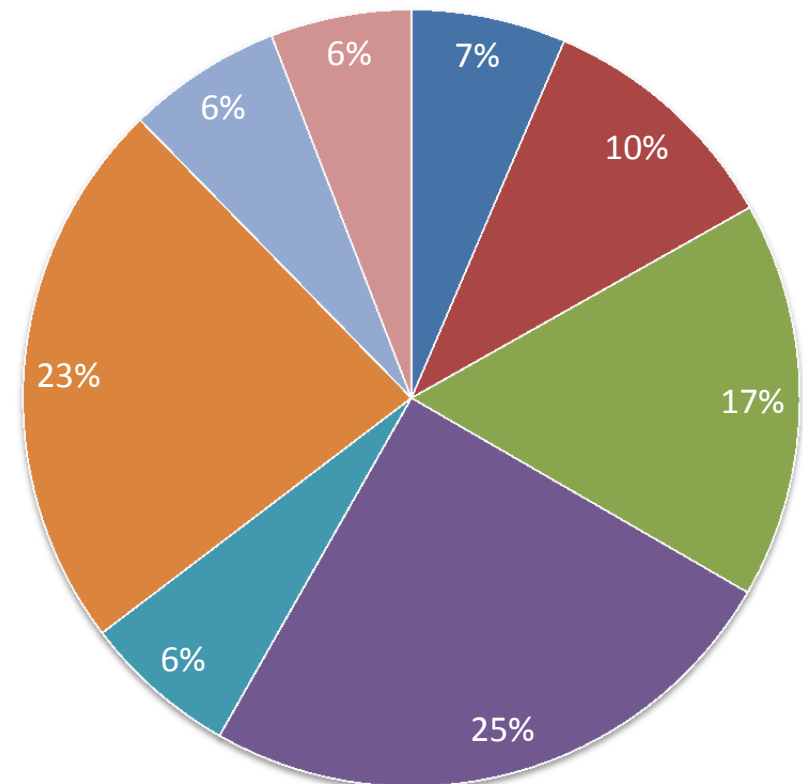


The recast also breaks down the total budget into “activities” which relate either to an economic sector or sectors, regulation for the protection of the community in general or the provision of support (Head Quarters) services across all the other activities and to the Board. The charts below show the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

2013 Budget by Activity



Allocation of Staff (77.7 FTE)



Part 2

ACTIVITIES

9. WORK STREAMS for 2013

The following work streams represent the planned activities at the beginning of 2013.

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

9.1 CLIENT SERVICES UNIT

The Unit comprises of nine sections that are overseen by the Director of Client Services.

The Client Services Unit has a wide remit and brings together all those sections of the Commerce and Employment Department that deliver services and carry out duties that are set out in legislation for which the Department holds the responsibility. The Unit, which comprises the following sections, is also involved in inspecting, licensing, educating, and encouraging the uptake of best practice in a number of specialist areas:

- 9.1.1 Trading Standards Service
- 9.1.2 Employment Relations Service
- 9.1.3 Health and Safety Executive
- 9.1.4 Guernsey Dairy
- 9.1.5 Agriculture and Rural Environment Service
- 9.1.6 States Veterinary Service (States Veterinary Officer – “SVO”)
- 9.1.7 Field & Support Services
- 9.1.8 Sea Fisheries
- 9.1.9 Plant Protection and Laboratory Services

The activities of each section listed are the on-going, “**Core Section Service**”, responsibilities that require continued management and resourcing and are carried out to ensure that the section meets its key objectives. For some sections of the Client Services Unit these “**Core Section Service**” activities are dictated by legislation. From time to time due to changes in policy or legislative requirements – projects may be undertaken.

9.1.1 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

9.1.1 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 a States Report to obtain approval for the development of legislation. Target: Report to CE Board Q3 2013.	PROJECT
Prescribed Quantity Legislation	Develop proposals for the amendment of prescribed quantity and price marking legislation.	Work complete. Regulations to be placed before CE Board Q1 2013.	PROJECT
Sunday Trading	Review of Guernsey's Sunday Trading legislation.	On Hold In the light of the outcome of the 2012 ("Hadley") requête, no work is scheduled for this in 2013.	PROJECT

9.1.2 Employment Relations Service

Purpose:

The Service provides advice on the development of employment relations legislation and provides advice and develops 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 - Administration 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 (and rates review).	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

9.1.2 Employment Relations Service continued

Title	Description	Activity and updates	Task Type
Review of Employment Protection Provision and Legislation – Further Development Work	<p>Further investigation of the employment protection topics considered the highest priority following the 2011 review:</p> <p>Disability Discrimination in employment;</p> <p>Age Discrimination in employment;</p> <p>Racial Discrimination in employment (in the light of the 42 year old commitment);</p> <p>Statutory Right to Redundancy Pay;</p> <p>Statutory Right to Paid Leave.</p>	<p>Highest priority is work on disability discrimination in employment which will be co-ordinated with the Social Policy Group's development of a strategy for "Disability and Inclusion".</p> <p>The section will contribute to the development of a States Report by HSSD on this topic which is anticipated in Q1 or Q2 2013.</p> <p>Progress dependant on States' decisions during 2013.</p>	PROJECT
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 2013.	PROJECT
CEDAW /Maternity Provisions	Contribute to work on the implementation of CEDAW and in due course submit proposals to the CE Board for required legislative changes in respect of rights to maternity and paternity leave.	<p>Linked to the Social Policy Group / Policy Council States Report was approved in February 2012 (Billet IV).</p> <p>Likely preliminary report to CE Board: Q3 2013.</p>	PROJECT
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 2013. Report to CE Board Q3.	PROJECT
Maritime Labour Convention	Continue to assist with the development of the legislation needed to give local effect to the requirements of this Convention in the area of the regulation of employment of ship crews by local manning agencies.	<p>Enabling provision Projet de Loi approved by the States in November 2012.</p> <p>Subject to Royal Assent of the Law, a targeted ordinance will be drafted and consulted upon during 2013. Estimated completion Q4.</p>	PROJECT

9.1.3 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

9.1.3 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
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
Upgraded Legislation for the Regulation of Poisons	Following States approval of the introduction of new medicines legislation and the imminent finalisation of veterinary medicines legislation, additional regulation (by statutory instrument) will be required under the H&S Poisonous Substances Legislation to ensure as far as possible, in practice, all poisonous substances are the subject of suitable control.	Complete and report to C&E Board by Q2 2013 .	PROJECT
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.	On-going work.	PROJECT
Approved Code of Practice for the Control of Legionella bacteria in water systems	Consult on and report to the C&E Board on the adoption, as an ACoP of UK HSE Leaflet L8 "Legionnaire's Disease" in Guernsey.	Consultation and report to the C&E Board Q1 2013.	PROJECT

9.1.4 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 2013 – 2014 Plan Q2 2013.	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 meetings are offered. 2. Target dates June & December 2013.	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	ONGOING

9.1.4 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. New Rules of supply introduced in April 2012. 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. FAMC reviewed periodically – no less than annually. 3, 4 & 5. Ongoing 6. Ongoing. 7. Ongoing. A one-year Guernsey brand awareness campaign commenced. November 2012 in collaboration with stakeholders. 	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 2013 . MPRP deadline June 2013. 	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. 2013 focus is on the further development of SCADA automation systems and the general building and equipment improvement programme. 	PROJECT
Dairy Industry Review	CE Department is required to report to the States before the end of 2013 with its own (i.e. non independent) review of the future prospects and policy direction for the dairy industry. The Dairy will contribute to that process.	Initial discussion held by the Dairy Management Board in Q4 2012. Involvement in CE review process will be required in 2013.	PROJECT

9.1.5 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
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

9.1.5 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 Guerneslaise 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 CE Board an annual report on the dairy farming sector. NB: in 2013 this will also form part of the Dairy Industry Review process.	Presentation to the CE Board July/August 2013.	PROJECT

9.1.6 States Veterinary Service (States Veterinary Officer – “SVO”)

Purpose:

To advise the Department and the public, on animal welfare and animal health matters, and in relation to the Island's obligations to the UK and the EU. The Island is able to function as an associated territory rather than a third country with the EU, with the UK's backing and to maintain relatively simple animal import and export regulation with the UK mainland. The Island is able to enact its own animal health responses (e.g. FMD) to threats, within reason.

Title	Description	Activity and updates	Task Type
Animal Health	<p>Advise the Department on animal health matters for the Island, existing and emerging threats, and on control and prevention measures.</p> <p>Record the incidence of notifiable animal disease in the Island and take appropriate actions to facilitate the treatment and control of animal disease when detected.</p> <p>Undertake the annual routine bovine health testing.</p> <p>Advise on and monitor the Island's animal health testing procedures to ensure the maintenance of the Island's disease free status and compliance with international obligations in this regard.</p> <p>Monitor & review animal and animal by product imports with regard to biosecurity & liaise with the Guernsey Boarder Agency and advise on confiscations and seizures.</p> <p>Provide veterinary oversight at the Home Farm AI centre, facilitate the export of semen and embryos.</p>	<p>Core Section Service - routine and reactive work to deliver advisory and regulatory activities.</p>	ONGOING
Animal Welfare	<p>Liaise with DEFRA, States Departments and interest groups regarding animal health and animal welfare developments, infringements and prosecutions and offer expert witness input when required.</p> <p>Advise on animal welfare codes and practice, minimum standards for licensed premises and activities, inspect premises.</p> <p>Advise on animal welfare in transit for travel to the UK and EU.</p>	<p>Core Section Service - routine and reactive work to deliver advisory and regulatory activities.</p>	ONGOING
Veterinary Medicines	<p>Advise on veterinary medicines legislation and monitor local suppliers of veterinary products.</p>	<p>Core Section Service - routine and reactive work to deliver advisory and regulatory activities.</p>	ONGOING
Animal Welfare	<p>Development of regulatory and licensing framework and welfare codes required under the (new) Animal Welfare Ordinance.</p>	<p>New codes have been developed during 2012 and are the subject of consultation. Target completion (and coming into force of the Animal Welfare Ordinance) is Q1 2013.</p>	PROJECT

9.1. 6 States Veterinary Service continued

Title	Description	Activity and updates	Task Type
Veterinary Public Health	<p>Monitor and advise in relation to the (introduction of) identification for all livestock.</p> <p>Oversee the safe and hygienic operation of the Island's slaughter and animal carcass disposal facilities and to ensure that meat released into the food chain is fit for human consumption as regulated by EH&PR.</p> <p>In liaison with farmers and butchers ensure high standards are maintained regarding animal health, slaughter and hygienic treatment of meat.</p> <p>Verify the safety of composting of animal by-products (ABP) from the perspective of animal health as regulated by EH&PR.</p>	<p>Core Section Service - routine and reactive work to deliver advisory and regulatory activities.</p>	ONGOING
Animal Health Controls	<p>Official (specified) Animal disease Freedom Status for the Island.</p>	<p>The SVO is seeking to establish a factual case for disease freedom for the Island. This facilitates exports and reduces costs by making routine testing unnecessary.</p> <p>Close contact is maintained with the other Islands within the Bailiwick and with Jersey regarding animal health, to assist the presentation of a coordinated and credible case when negotiating with the UK and EU for all veterinary matters including official disease freedom status.</p> <p>Work is on-going. Current focus is on monitoring local animal populations for Brucella abortus and Blue Tongue Virus.</p>	PROJECT
Replacement Slaughterhouse	<ol style="list-style-type: none"> 1. Complete additional professional accreditation training to act as "Officiating Vet". 2. Advise and input to design of replacement Slaughterhouse. 	<ol style="list-style-type: none"> 1. Academic (UK FSA based) completed in 2012. "Supervised hours training" to be completed Q1 and Q2 2013. 2. On-going (see elsewhere for replacement Slaughterhouse timetable). 	PROJECTS

9.1.7 Field & Support Services

Purpose:
The Field and Support Services section comprise 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>	Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.	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>	Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.	ONGOING
Inspection and Audit Team : Other activities	<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>	Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.	ONGOING

9.1.7 Field & Support Services continued

Title	Description	Activity and updates	Task Type
Statutory and Non-statutory Plant and Animal Health Inspection Services	<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>	Core Section Service - routine and reactive work to deliver support, advisory, and regulatory activities.	ONGOING
Slaughterhouse Facilities	<p>Construction of replacement Slaughterhouse at Longue Hougue.</p> <p>Project in construction phase from November 2012.</p>	<p>Approved by the States in March 2012.</p> <p>Design development and approvals April to October 2012.</p> <p>Contractor mobilised on site November 2012.</p> <p>Project completion anticipated in Q2 2013.</p>	PROJECT
Review and Development of Legislation	<ol style="list-style-type: none"> 1. Review of animal health legislation, including licences and permits. 2. Amendment of Medicines Laws to allow suitable regulation of veterinary medicines. 	<ol style="list-style-type: none"> 1. Work on hold pending the introduction of EC Food Law by HSSD to avoid duplication of legislation. 2. HSSD Medicines law proposals are out of date in respect of veterinary medicines and cannot be adapted. Proposals to repeal the vet meds elements and replace with new legislation are being developed. Consultation is anticipated in Q1 with a States Report later in 2013 (Q3). 	PROJECT
Review and Development of Legislation	<p>Introduction of legislation as 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. Approved by States February 2012. Drafting and consultation on welfare codes in progress. (Estimated to come into force Q1 2013). 2. Drafting Priority 3 (est. 2013) 3. Drafting Priority 3 (2013) 4. Drafting Priority 3 (2013) 5. Drafting in progress 6. Drafting Priority 3 (2013) 	PROJECT

Review and Development of Legislation	Identification of Sheep, Pigs, and Goats regulations.	Presentation of proposals to the CE Board Q1 2013.	PROJECT
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9.1.8 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
Aquaculture Monitoring and Compliance	Administration and licensing of the Bailiwick's licensed coastal aquaculture areas and ensuring that all aquaculture product movements in and out of the Bailiwick are controlled in accordance with EU, UK and Local controls.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING

Fishing Industry Safety Training	Providing the Bailiwick fishing industry with a SEAFISH Authority Accredited training establishment on Island which ensures fishermen are trained to the safety standards which are applicable throughout the Bailiwick and the UK.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
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9.1.8 Sea Fisheries continued

Title	Description	Activity and updates	Task Type
Scientific Monitoring	Collecting and monitoring samples of sea water, shellfish, wet fish, shoreline flora and fauna for disease, leachate and radiological testing. Monitoring and recording Bailiwick sea water temperatures.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Business Development	Developing the Bailiwick fishing industry and ensuring that facilities and trade links are made available and are secure for the industry to land, sell and distribute catches. Explore areas of business growth and encourage and assist fishing businesses to expand ensuring that they operate sustainably and profitably.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Establishment of Sea Fisheries Licensing and Management in the 0 to 12 mile sea area of the Bailiwick	<p>Fisheries Management Agreement (FMA) Implementation stage of the Licensing of commercial sea fishing in Bailiwick Waters.</p> <p>Work done in conjunction with the authorities in Sark and Alderney on the Bailiwick Fisheries Management Commission.</p>	<p>FMA with the UK to bring about licensing signed August 2011.</p> <p>States Approved Licensing Projet de Loi February 2012.</p> <p>Projet received Royal Assent in July 2012 and comes into force 1st February 2013.</p> <p>License Application Process commenced 1st October 2012. Work dealing with applications anticipated to continue in Q1 and Q2 of 2013.</p>	PROJECT
Review of the Sea Fisheries Ordinance 1997 and secondary legislation	The fisheries legislation requires review to ensure that it is adequate to provide for the sustainable management of our seas and meet the needs of the fishing industry. This project will also include a review of the Sark and Alderney legislation and where possible the Island's domestic legislation will be unified. Investigation and review of licence/leasing options.	<p>Underway 2010, but delayed by other priorities.</p> <p>Review and consultation overview paper to be presented to CE Board Target: Q2 2013.</p>	PROJECT

9.1.9 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	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. 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.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities. (NB: The Island may take a pro-active stance in advance of UK legislative controls being introduced, if it is considered to be in the best interests of protecting the Island's environment and native flora.)	ONGOING
Diagnostic and Analytical Services	Providing rapid and accurate diagnostic and analytical services (plant, substrate, feed and water) to the industry and general public. Radiation monitoring of the environment.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Advisory Services	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. (NB: Advisory and analytical services are charged).	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Safe Use of Crop Protection Chemicals	Co-ordinating technical training in the safe use of crop protection chemicals; Maintaining and advising on the local pesticide licensing scheme.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities.	ONGOING
Maintenance of High Plant Health Status for Imported and Exported Material	Routine inspection of plant imports and implementing measures to eradicate pests should outbreaks occur. Surveys for specific pests, including surveys under EC Plant Health Legislation. Inspection and licensing to ensure all plant material exported from Guernsey meets the plant health requirements of the countries of import.	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

9.1.9 Plant Protection and Laboratory Services continued

Title	Description	Activity and updates	Task Type
Animal Health Testing Services	Annual animal health testing for the dairy industry including statutory tests for brucellosis. Routine milk testing for the dairy industry as part of the national milk recording scheme.	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	Monitor EPPO Alert lists.	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.	On-going – no dates available.	PROJECT
Knowledge Management	Improve links with local bodies: 1) La Société Guernesiaise. 2) Environment Department in areas of common interest (Japanese Knotweed, Brown Tail Moth and tree related problems).	On-going.	PROJECT
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
Export Business Development	Currently a local plant producer cannot export to New Zealand or Australia because the species in question has been put on a list of artificially infected hosts of Phytophthora ramorum (Sudden Oak Death pathogen) and this disease is absent from these countries.	The section aims to provide data, through monitoring and testing, to prove that the nursery is free from this pathogen, so that the place of production can be classed as a 'Pest Free Area' with respect to P. ramorum. There is another year's data to collect before submission of the application to the authorities. If we can achieve this status it will be a first for the UK.	PROJECT

9.2 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.	As at November 2012 applications for Norwich and Glasgow (charter) are pending. In addition a hearing to consider an application that would provide competition on the Bristol route is in the process of being convened.	ONGOING
External Transport Group (ETG)	Quarterly joint CE/PSD political group to address common interests on sea and air transport. Alternate ("Joint-ETG") meetings include Jersey's Economic Development Department.	Regular meetings on transport and connectivity issues. Next meeting (joint-ETG with Jersey) will take place January 2013.	ONGOING
Sea Links - Maintenance and Development	Secure sea links for period following expiry of existing agreement with Condor Ferries (31/12/2013).	Pan-Island negotiations with Condor extended end July 2012 to include freight services. Revised 'Joint Policy Statement on Sea Links' for period to 31/12/2018 achieved pan-island political approval by December 2012. Revised Memorandum of Understanding between Condor and Guernsey expected by end of year.	ONGOING
FTP Review of Air Route Financial Concessions	Review of CE's subsidy arrangements relating to air route financial concessions.	The concession on Gatwick and Southampton routes ceased from 01/04/2012. Funding on other long haul routes becomes seasonal from 01/05/2012 with the payment in future being made for period 1 October to 30 April (inclusive). Effects of latest reduction expected to be reviewed Q3 2013.	PROJECT
Air Route Development	Explore, identify and pursue opportunities to extend network of air routes to Guernsey.	CE Board has signed off reactive policy on route development. However, this policy will be reviewed during, it is expected, the first half of 2013 as part of the Economic Development Strategy 'connectivity' topic.	ONGOING
Responding to strategic issues affecting airline operators	Working collaboratively with airline operators and External Affairs (EA) and ETG to consider and respond to issues that may potentially affect the viability and/or fares of air routes to Guernsey.	In conjunction with EA and the ETG, CE has, during the fourth quarter 2012, responded to the: <ul style="list-style-type: none"> DfT – Draft Aviation Policy Framework consultation and, The Transport Select Committee – UK Aviation Strategy call for evidence. At mid November 2012, EA is in the process of arranging officer level discussions with DfT.	ONGOING

Communications and Connectivity

Title	Description	Activity and updates	Task Type
Ports (Harbours) Master Plan	The Public Services Department is developing a Ports Master Plan with input from consultants (Moffatt Nicholl). To ensure corporate approach, an ad hoc project Board has been formed to include stakeholders, including CE.	As at 13/11/2012, PSD has produced a draft report for imminent review at stakeholder (officer) level prior to submission to Boards. Proposals for the Harbours are expected to be formulated by the end of Q1 2013.	PROJECT
Review of fibre optic cable provision	Examine and report on the adequacy of existing fibre cables (both on / off connectivity for the Island). From the aspects of (a) resilience and (b) capacity to meet future needs both on and off island. Cost of use also forms part of examination.	The ICT Strategic Working Group (see below) is currently engaged in discussions with stakeholders.	PROJECT
Review of Channel Islands existing and new Spectrum allocation	Examination of existing spectrum provision and undertake preparatory work on the allocation of new radio spectrum, which is to be released shortly by Ofcom (to be carried out in partnership with Jersey). This new spectrum will be used for the development of next-generation 4G wireless services in the Channel Islands.	Expert consultants are about to be appointed to carry out a review of Channel Islands spectrum and ensure harmony with UK. This review should be complete by end of Q1 2013, at which time the CICRA 4G consultation (deferred from May 2012) will be resumed.	PROJECT
Examine cost of bandwidth	Research and analyse cost of off island connectivity (bandwidth) for businesses.	The cost of off island internet bandwidth for businesses has been identified by numerous businesses and business representative bodies as one of the barriers to growth of business, including the Chamber ICT Subgroup. The ICT Strategic Working Group is researching this matter in conjunction with CICRA. It is currently engaging with the telecoms operators in order to gather evidence on this matter, with the aim of finding a cooperative route to ensure that the Island's data connectivity is as affordable as possible.	PROJECT

Competition and Regulation

Title	Description	Activity and updates	Task Type
Review Electricity Ordinance / Review electrical installation inspection procedures	In fulfilment of States' Resolutions and taking into account possible changes to inspection procedures. Substantial electrical installations currently inspected and certified by Guernsey Electricity. Alternative options to be examined.	Consultation with electrical contractors undertaken first quarter 2012; response evaluated. Paper presenting options to be presented to CE Board by Q1 2013.	PROJECT
Review of economic regulation of GEL and GPL	Review the economic regulation of Guernsey Electricity Ltd (GEL) and Guernsey Post Ltd (GPL) to assess fitness for purpose of regulatory regime applied.	T&R and CE have jointly formed a working group to undertake a review of the cost and application of regulation to GEL and GPL. The group is meeting regularly and is consulting extensively with stakeholders.	PROJECT

Enterprise

Title	Description	Activity and updates	Task Type
Guernsey: as a possible jurisdiction to locate corporate HQ functions	Researching and monitoring the potential to add to the existing cluster of corporate HQs of international trading companies with a physical presence in Guernsey.	Reactive work undertaken as necessary. CE sponsored GEA adviser to attend major franchising event in UK October 2012. A report from the GEA remains pending as at end of 2012.	ONGOING
High Net Worth Individuals - promotion of Guernsey to this group	Promotion - generally reactive - to this group concerning the benefits of establishing businesses in Guernsey.	Reactive strategy agreed as more suitable and appropriate given the reduced budget, effective from 2011. Although revisions have been made to the LiveGuernsey brochure and website, strategy and communications will be reviewed in Q1 2013 following appointment of the new Director of Marketing and Tourism.	ONGOING
Access to finance for business	On-going monitoring of need for a Business Angels (BA) network.	Series of private sector BA events held locally during 2012. CE in attendance. Discussions planned with provider early 2013.	ONGOING
Monitoring and Facilitating eGaming Activities	Supporting the Alderney Gambling Control Commission in its efforts to increase the number of eGaming licence holders which encourages the maintenance and enhancement of telecoms links to the Bailiwick's benefit. Seek to add to the cluster of high value eGaming support activities located in Guernsey.	Progressing liaison with eGaming companies and AGCC.	ONGOING
Economic Development Plan	Produce an Economic Development Strategy (EDS) for Guernsey.	Oxford Economics Ltd delivered 'Towards an EDS for Guernsey' March 2012. Series of stakeholder workshops held October 2012 and public consultation held (closed 19/11/2012). Analysis of outputs underway; target is to submit EDS for inclusion in States Strategic Plan by January 2013.	PROJECT
Medical Tourism	Research, in conjunction with stakeholders, the economic benefits that could be gained from the development of Guernsey as a medical tourism centre.	Identified in 'Towards an EDS for Guernsey' as a potential high value niche opportunity. To be further evaluated once EDS has been formally adopted via States Strategic Plan.	PROJECT

Title	Description	Activity and updates	Task Type
ICT Strategy Working Group (ICT Strategy)	To research and develop an ICT strategy for Guernsey that will dovetail with a broader Economic Development Strategy.	<p>An ICT Strategy Working Group has been formed under the Chairmanship of the CE Minister, with the Ministers of T&R and Home Departments. The Group has become a focal point for strategic discussions between government and industry. Its principal aim is to grow a strong, cutting edge ICT sector which makes a significant contribution to Guernsey's economy, both in its own right and by supporting other sectors of the economy.</p> <p>(See also work streams in the 'Enterprise' section covering energy and fibre cable links, spectrum and bandwidth costs).</p> <p>At its meeting held 23/07/2012, the Policy Council endorsed the progress to date and the on-going work of the Group. This matter is expected to form an integral part of the (under development) Economic Development Strategy.</p>	PROJECT

Energy

Title	Description	Activity and updates	Task Type
Political and staff representation on Energy Policy Group	CE staff representative at meetings.	Implementation of work streams as delegated to the Department.	ONGOING
Energy Resource Plan	Revised Energy Resource Plan approved by States Debate Q1 2012.	Implement work streams and initiatives as delegated to the Energy Policy Advisor.	PROJECT
Macro Renewable Energy work stream	Renewable Energy Team (RET) to develop and implement strategy to progress local macro renewable energy and work with CI authorities.	Implement work streams and initiatives identified in the RET strategy and as delegated to RET and referred to in the Energy Resource Plan.	PROJECT
Implications of favouring low-carbon power generation	CICRA (OUR) asked to consider as part of Energy Price Review.	This task has been superseded by the revised Energy Resource Plan that was approved by the States in January 2012. Energy Policy Advisor responsible for energy resource plan with specific macro renewable matters falling to RET.	ONGOING
Strategic Overview of Tidal Energy	Review principles of, and current progress on Tidal Energy and integration with States Energy policy. Secure commitment from all interested parties to "route map" for future developments.	This task has been superseded by the revised Energy Resource Plan that was approved by the States in January 2012. Tidal energy in RET's mandate and being progressed with other macro renewables.	ONGOING

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.	States Report in February 2012 Billet. The Law Officers to draft the necessary Ordinance in due course; expected at some point during 2013. To check progress if still outstanding at end of Q2 2013.	PROJECT
Social Policy Group	Political and staff representation at monthly and ad hoc Policy Council Social Policy Group meetings.	Structure of Group amended at beginning of 2012. CE still involved at staff level and through the Social Policy Group Mapping Group but now attending monthly SPG political meetings only for relevant items.	ONGOING

Labour/Workforce

Title	Description	Activity and updates	Task Type
Housing Licence Applications	Prepares draft response on 'non-finance' applications, as requested by Housing, for licence applications for approval and submission to Housing Department.	Approximately 90 requests for comment are received per year. FSDU deal with finance sector requests.	ONGOING
Education - Membership of various working groups	Political and staff membership of Apprenticeship and Youth Employment Committee.	Regular attendance; activity has strong connections with the developing Skills Strategy.	ONGOING
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.	Further instruction awaited from Population Management Group as at end of 2012.	ONGOING
Careers and Employment Show	Education Department led Annual Careers and Employment Show but with major financial and planning support from CE.	Event held 28 and 29 April 2012. Loss of major private sector sponsor required greater financial input from C&E. Planning underway for 2013 event, to be held 20 and 21 March.	PROJECT
Skills Guernsey - Development of a Skills Strategy	Multi stakeholder project involving CE, SSD and Education Departments alongside the private sector. Aim is to develop a sustainable Skills Strategy to support the needs of the Island's economy through upskilling and increasing participation in the workforce. Operating on a 'pilot' basis until end of 2013 with a review due at that time.	<p>The political layer (Skills Guernsey Policy Group) and industry led Skills Guernsey Implementation Group has been in place since early in 2012 - Dr Elaine Monkhouse chairs the latter.</p> <p>Both Groups meet regularly, with CE playing a full role at political and staff level. At the present time a number of significant work streams are underway at Implementation Group level.</p>	PROJECT

Title	Description	Activity and updates	Task Type
Land Use: Planning Applications for Business	Change of Use and Development Proposals - prepares draft response (including for CE Board on strategic developments) for endorsement and submission to Environment Department on both tourism and general business.	Approximately 60 applications related to economic development are processed every year.	ONGOING
Department Land Use Policies	Department feeds its land use policies in to Environment, as required, based upon need and evidence. Staff involved research and advise on implications of land use planning policies and Development Plans in respect of land for business.	Continuing input into Environment Department on the Development Plan review process (to be concluded approximately end of 2014). CE has provided input to Use Class Ordinance review. CE in discussions with Environment on how to make input more evidence based.	ONGOING
Retail Strategy	Produce Retail Strategy to enhance Guernsey's retail sector (links also to land planning and labour)	Business-led Guernsey Retail Strategy Group (a public / private partnership) set up April 2012 to research and develop a strategy. Group is active; final data gathering underway with strategy document being in draft as at mid November 2012. Likely to have strong links to EDS and Development Plan (Land) Review.	PROJECT

Security of Supply/Contingency Planning

Title	Description	Activity and updates	Task Type
Security of Supply - Fuel Supplies	Assessing and addressing risks of interruption to fuel supplies.	Monitoring system for stock holdings now in place. Fuel companies have raised concerns regarding numerous aspects of fuel supplies (including Guernsey port facilities). James Milne commissioned December 2012 to carry out study of supply security issues. Report expected during Q1 2013.	PROJECT
Security of Supply - Food Continuity Plan	Work stream allocated to CE via the Emergency Powers Advisory Group's 'Bailiwick Capability Programme'. Requires three yearly review.	Next full review is due to be completed by end of July 2014, or earlier if market conditions change significantly.	PROJECT
Security of Supply - Electricity	Maintain on-Island generation capacity to meet critical minimum levels. Examine and report on the adequacy of existing energy supply from the aspects of (a) resilience and (b) capacity to meet future needs.	New energy cables to the UK and/or France will be necessary in order to provide additional resilience, and also to support growing industry needs. T&R as the major shareholder play a key role in stakeholder involvement. Being considered as a strategic issue in conjunction with CICRA, GEL, and T&R (as shareholder) and through the Energy Policy Group following approval by the States of the Energy Policy Resource Plan in January 2012.	PROJECT
Capability Planning: Telecoms, Post, Electric	Work stream allocated to CE via the Emergency Powers Advisory Group's 'Bailiwick Capability Programme'. Technical support provided by CICRA. Requires three-yearly review.	The OUR's (now GCRA) report on utility providers' emergency planning preparedness was considered by CE Board June 2011. Clarification of a small number of issues was requested but proved difficult to obtain. EPAG's Emergency Planning Officer (EPO) agreed 14/03/2012 to accept the report as presented. The onus is on the EPO to review and comment – but does not expect to revert back to CE until end of Q1 2013 at earliest.	PROJECT

Title	Description	Activity and updates	Task Type
Company visits	Since March 2009, CE Board has pursued an active programme of industry visits across all sectors.	Arrival of new CE Board has resulted in ad hoc programme, with requests often emanating from businesses themselves. Reintroduction of structured programme to be considered early in 2013.	ONGOING
Governor's Visits to Industry	1-2 per year. Governor's Office led – includes a CE politician and staff member.	Business Diversity and Development Manager liaises throughout year with HE's office.	ONGOING
Maintain regular contact with business organisations	Including : Chamber of Commerce, Guernsey International Business Association, Institute of Directors, Confederation of Guernsey Industry, GEA. Provides staff level interface between CE and business representative bodies; acts as 'open door' to Department.	Business Diversity and Development Manager aims to meet with business representative bodies at least annually. Acts as conduit to CE Board, as necessary. Record of meetings is maintained.	ONGOING
Construction Sector Group	Membership consists of representatives from CE and T&R and industry. Meets quarterly to discuss matters relating to the Construction Industry.	Business Development and Diversity Manager providing on-going management of the group.	ONGOING
Construction Industry Forum	Quarterly forum open to all construction industry employers. Output is fed back to Construction Sector Group.	Business Development and Diversity Manager services. Generally well supported with attendance in the order of 20 medium to large construction industry companies.	ONGOING
Guernsey Fulfilment and Mail Order Group (post LVCR)	Main purposes of meetings are to oversee the approved Code of Conduct and to forge improved links between CE and mail order companies/bulk retailers. Senior Policy Officer services and facilitates.	Following removal of LVCR from Channel Islands from 01/04/2012, CE has continued to liaise with the sector and monitor the effects. As at mid November 2012 a series of industry visits with those employers that remain is being planned. The opportunity for dialogue with HMT remains open via the Policy Council's External Relations Group.	ONGOING
Tax on Real Property	Examine rationalisation of commercial categories with T&R. TRP for commercial premises are currently spread over several categorisations and thus a number of differential tariffs apply. T&R and CE have committed to examining the potential for rationalisation.	CO (T&R) confirmed end August 2011 that no substantial changes could be expected until installation of new Assembly in May 2012. At mid November 2012 - confirmation is awaited from the States Treasurer whether T&R has any firm plans to review business premises' TRP tariffs. Issue will be followed up at end of Q1 2013 if no response received.	PROJECT

Working with Industry

Title	Description	Activity and updates	Task Type
Off Island Tradesmen	Establish the volume and effects of Off Island tradesmen visiting the Island for short periods of work – the so called 'White Van Man'.	Working Group has formed (with political representation from Deputies De Lisle and Queripel). Meetings are held regularly. Data gathering is underway but target end date has been put back to mid March 2013 because of higher priorities within the EDU. (NB: CE Board require findings to be shared with Population Group).	PROJECT
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.	ONGOING
Small Business Sites	Investigate need for premises and if confirmed, determine type/structure, how to introduce and to whom.	Focus is principally on new businesses (although small businesses seeking to grow will not be overlooked). A Working Group has formed (with political representation from Deputies De Lisle and Queripel). Meetings are held regularly. Data gathering is underway but target end date has been put back to end of February 2013 because of higher priorities within the EDU.	PROJECT
Business Advisory Communications	To strengthen the communication pathways (with emphasis on internet presence) for businesses considering establishing a presence in the Island as well as new and existing local businesses. CE and the GEA act as the first point of contact for a significant proportion of businesses considering relocation to Guernsey and indigenous start-ups. On an on-going basis, the means of communication are to be reviewed and enhanced to ensure fitness for purpose of methods used and to clearly highlight the Island's USP.	Both the LiveGuernsey and the GEA websites updated during 2012; both provide information for potential new businesses. In addition a 'getting started in business in Guernsey' PDF is also sent out to relevant prospective enquirers. The product will be reviewed in Q1 2013 following appointment of the new Director of Marketing and Tourism. This will include business relocation and economic development messaging on gov.gg.	ONGOING

9.3 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 it's 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
Bailiwick Aviation Law	To act as the independent aviation security regulator for the Bailiwick of Guernsey, ensuring the efficient administration of the aviation security 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
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
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
Compliance	Undertake security audits at the Bailiwicks' airports to ensure compliance with security regulations.	Core Section Service - routine and reactive work to deliver advisory and regulatory activities to bailiwicks airports.	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, UK's Aviation Strategy with respect to the South East England airports and any other relevant consultations.	ONGOING
Advisory Regulatory	Act as the Aviation Security Regulator 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

CIVIL AVIATION continued

Title	Description	Activity and updates	Task Type
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
Liaison	Liaise with UK Department for Transport (DfT) to ensure a coherent and compliant aviation security regulatory system is maintained in the Bailiwick, particularly with respect to compliance with EU, UK and International Civil Aviation Organisation Standards.	On-going - receive notifications of amendment and proposed amendments to EU, UK and ICAO Annexes from DfT. Consult locally on the proposals and respond through the DfT. Implement changes where necessary.	ONGOING
Liaison	Attend meetings with DfT, and ASR from IOM, as appropriate to ensure a consistent approach to the aviation security regulatory system.	Quarterly communication meetings with the DfT.	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.	On-going - 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.	Ad hoc communication meetings when required.	ONGOING
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 2013. The fees structure will form an integral part of the Aircraft Registry Business Plan.	PROJECT
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 CE.	The States Resolutions shall be incorporated into the Aviation (Bailiwick of Guernsey) (Amendment) Law, 2012 scheduled for the December 2012 Billet. This will include the transfer of powers from PSD to CE.	PROJECT

CIVIL AVIATION continued

Title	Description	Activity and updates	Task Type
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) – Completed. Review submissions of Expressions of Interest to act as Guernsey's commercial strategic Partner on the project (Nov 2011) – Done. Subject to contract, appoint a Strategic Partner (Mar 2012) – Done.</p> <p>Work with Strategic Partner to prepare a full business case for the project (to be agreed by T&R (Aug 2012) – On-going: target March 2013. Work with Strategic Partner to develop the technical requirements for the AR (Dec 2012) – On-going: target March 2013. Work with Strategic Partner to develop/procure supporting technical and administrative procedures and systems to enable successful operation of the AR (Dec 2012) – On-going: target March 2013.</p> <p>Work with the Law Officers to identify and draft the required legislative changes to implement the AR (Dec 2012): Aviation (Amendment Law 2012 and new Air Navigation Law approved by Legislative Select Committee October 2012; presented in the Billet to the States in December 2012.</p> <p>New Guernsey Aircraft Registry Law (2013) drafted October/November 2012, anticipated to the States in February 2013.</p> <p>Prepare any associated New Service Development bids that arise from the Business Case Development phase (Dec 2012) – not required.</p> <p>Work with Jersey partners as determined by their decision to work jointly or separately on the AR project. Revived element: was the subject of an inter-Island working Group to establish the framework and structures. Report presented November 2012 informed the decision for Jersey to rejoin the project. Terms and Conditions prepared and presented.</p>	PROJECT
Compliance	Work with the DfT to achieve EU Third Country Status for the Bailiwicks.	<p>Ensure that all necessary requirements are in place at Bailiwicks' airports for an approach to be made to the EU. Liaise with DfT and Jersey Authorities to achieve an orderly and consistent solution.</p>	PROJECT

9.4 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 Guernsey Dairy and Guernsey Training Agency and quarterly management accounts for Commerce and Employment, Guernsey Registry and Guernsey Finance with estimated outturns to the CE 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 Guernsey Finance and Guernsey Training Agency.	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.	This will now form part of the asset accounting work stream within the SAP project. Project due to go live January 2013.	PROJECT
Finance	Review of Fees and Charges.	Review to be completed – for CE Board to consider Q3 2012. Update: review now forms part of the Financial Transformation Process. Data has been supplied to the FTP team and the Department is working closely with them as part of this project.	PROJECT
SAP/STSC	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 to go live January 2013. Support to staff via the Change Management Team to implement changes and establish new procedures and ways of working through SAP.	PROJECT

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 CE.	Research has been completed and a report was produced in January 2012 in conjunction with PCHRU. This will now form part of the introduction of SAP HR and all future reports from 2013 should be available from SAP.	PROJECT
Succession Planning	Review succession planning within the Department and in association with Senior Managers establish workable strategies for sections.	This will now be implemented through SAP HR from 2013. Thereafter this will become on-going.	PROJECT
SAP/STSC	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 to go live January 2013. Support to staff via the Change Management Team to implement changes and establish new procedures.	PROJECT

ICT and Facilities

Title	Description	Activity and updates	Task Type
Facilities - Maintenance	Manage a rolling property maintenance schedule for all premises (7 sites) occupied by CE personnel (to include grounds, internal fittings and substantial furnishing items).	Monthly: the Department works closely with the Property Services Unit as part of a States wide contract aimed at the maintenance of all States Properties. We are working towards contracting out all grounds maintenance to States Works for the Department including Dairy.	ONGOING
Facilities - Vehicles	Manage the CE 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
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.	Quarterly energy consumption reports as part of the monitoring process are submitted to the States Property Services. Staff in the Department are fully aware of the need to save on energy costs and where opportunities are identified for further saving a review of the cost of implementation and cost saving benefits are undertaken on an on-going basis.	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.	Reviewed as required.	ONGOING

ICT and Facilities

Title	Description	Activity and updates	Task Type
Health and Safety	Review and revise, as necessary, the Department's health and safety provision, to include risk assessments, training and information, etc.	Reviewed as required.	ONGOING
Data Protection	Review and revise, as necessary, the Department's data protection policy and procedures and maintain a register of subject access requests.	Reviewed as required.	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.	Reviewed as required.	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.	<p>To enable further progress of this project, central ITU will need to upgrade the Wide Area Network, which is being managed by central ITU.</p> <p>The main priority is for the Department's Exchange Server (e-mail) to be hosted centrally, however, this has been delayed until 2013 pending the anticipated roll out of Exchange 2010 at the centre.</p> <p>The States ICT WAN project has not been rolled out to CE at time of production of Business Plan.</p>	PROJECT
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 CEICT Strategy, the principles of which will be based upon the overarching corporate strategy.	<p>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.</p> <p>Work on this area has begun and we have and will continue to provide information to central ITU as requested.</p>	PROJECT

ICT and Facilities

Title	Description	Activity and updates	Task Type
FTP - Centralisation of ICT Services	Provide assistance to the project to centralise the ICT services across the States of Guernsey.	<p>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.</p> <p>The Department has provided staff to central ITU on a secondment basis during the SAP Project. We are also working with central ITU to establish training for staff both from CE and ITU in order to establish an on-going shared resource model.</p>	PROJECT
FTP – Document Management Survey	Provide assistance to the document management FTP project team.	Provide assistance to the FTP project team tasked with surveying and reviewing all document management practices, retention policies and record management systems across the States of Guernsey.	PROJECT

9.5 MARKETING AND TOURISM

Purpose:

To communicate a positive image of Guernsey to a variety of audiences regionally, nationally and internationally and to foster 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 visitor 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 Targeted consumer marketing campaigns into core markets and business development with key partners within each market. Q4 2012 saw the project delivery of the new visitguernsey.com. Language sites to follow in Q1 2013. Collaborative funding on joint campaigns with travel trade partners continued to generate good levels of ROI. 2013 campaign has been launched and is fully integrated across all aspects of the marketing mix. As well as a generic 'rediscover what life's about campaign' there are four themed campaigns across the year highlighting Guernsey's core offering to our target markets.	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 suppliers (media buyer agencies, public relations, creative agency, web fulfilment house) and monitoring spend/value for money/ROI on an on-going basis.	Core Section Service On-going 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
Understanding visitor economy behaviour and impact	Collect data and statistics to inform the direction of the marketing strategy and to identify business development requirements.	Core Section Service Carry out visitor exit survey, accommodation and visitor behaviour surveys and report statistics to the industry to help shape the direction of the visitor economy. Appoint a new exit survey contract Q1 2013.	ONGOING
Route Development	Work in conjunction with EDU 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 On-going 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 – in relation to market conditions, commerciality of opportunity and level of route development required/available.	ONGOING
Stakeholder Liaison	Providing the main interface between CE 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 Ensure on-going communication with the hospitality and tourism sector through presentations, workshops, seminars, e-mailers and an open door policy for meetings and phone enquiries.	ONGOING
Investor Liaison	Encourage and facilitate investment in the Visitor Economy accommodation sector reactively and proactively.	Core Section Service Encourage business development and promote confidence in the Guernsey visitor economy. Hold stakeholder land use related meetings as required.	ONGOING

MARKETING AND TOURISM continued....

Title	Description	Activity and updates	Task Type
Product	Guernsey Tourism needs to continue to evolve its product offering. Work to take any new product developments, or enhancements, from Culture and Leisure (C&L) 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 Q1, 2013. Success in hitting target to develop a shoulder month campaign (Tasty Walks) for Spring 2013 in collaboration with industry partners and C&L. On-going campaign development and review. Integrated responsibility for product development into consumer team Q4 2012. Development of outdoor museum campaign for Autumn 2013 to stimulate increased occupancy. A LoveGuernsey loyalist campaign offering first hand learning and endorsement as well as an "activity" campaign aimed at affluent urban dwellers will also feature.	ONGOING
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	On-going 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	On-going collaboration and liaison with Culture and Leisure Department, the Events Group chairman and sub group chairpersons.	CE provide sponsorship to the Events Group to help financially support events that will contribute to the overall visitor experience and to encourage/facilitate inbound tourism. 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. Q1 2013 review working practises and commitments in conjunction with C&L to evolve the group and ensure best ROI possible.	ONGOING

MARKETING AND TOURISM continued....

Title	Description	Activity and updates	Task Type
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 On-going 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 to 1998).	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.	VisitChannellslands.com website re-launched 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.	CE and PSD achieved support from States Members (February Billet 2012) to investigate the cost and logistical feasibility of building an alongside berth and to hold consultation to gather stakeholder views. PSD has integrated this research and analysis into port development plan. CE will achieve some clarity as to likely feasibility Q1-Q2 2013. On-going engagement required with key industry stakeholders.	ONGOING
Marketing Support	Improve the co-ordination of commercial marketing and investment messages.	To advise and lead on branding, messaging and communication/marketing plans for business to business opportunities that are delivered from the economic development strategy. Each market activity needs to be evaluated in terms of current status, USP's, opportunities and target audiences.	ONGOING

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9.6 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 on-going research on developments in other jurisdictions as well as making recommendations for legislative changes to ensure the on-going 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 CE and the Policy Council.	ADVISORY
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 Commission communication on tax havens, the Markets in Financial Instruments Directive revisions, and the review of money laundering standards in the EU.	ADVISORY
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. The FSDU will assist the Income Tax Office in the finalisation of Phase 2 of the Island's OECD Peer Review.	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.	On-going through 2013 It is anticipated that approximately 2 – 4 visits to Brussels will be arranged through 2013.	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 110 applications per year.	ADVISORY
Advisory Services	The Director participates in the Fiscal and Economic Policy Group.	The unit will continue to provide advice and input to the FEFG.	ADVISORY
Political and staff representation on Fiscal and Economic Policy Group	Represent CE at monthly and ad hoc meetings.	Represented by Chief Officer and Director, FSDU.	ONGOING
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
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

FINANCE SECTOR DEVELOPMENT continued

Title	Description	Activity and updates	Task Type
GFSC Commissioner Recruitment	The FSDU will continue to support the Policy Council in the recruitment and appointment of Commissioners.	Process has taken place for two appointments in 2012 with further recruitment likely to be necessary from 2013 onwards.	ADVISORY
Guernsey Finance Cleantech Initiative	Guernsey Finance has established a working group looking at establishing a cleantech financing hub in Guernsey.	The FSDU will continue providing support and expertise to that sector.	ADVISORY
Guernsey Film project	Working with an industry-led group to promote Guernsey as a centre of excellence for film finance.	Several committee meetings and events in London have taken place. Business Guernsey will become more closely involved should a Film Festival idea gain support. Now has a limited FSDU involvement through Tom Carpenter who has attended Guernsey Film functions.	ONGOING
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
Review of Companies Law	Revision of the Companies (Guernsey) Law, 2008.	The States approved the final report in November 2012, the FSDU will work with the Law Officers to prepare an amending Ordinance.	PROJECT
Finance Sector Strategy	The FSDU will be working with the FEPG to develop strategy for the next decade for the financial services sector.	Three workshops are planned for early 2013 which will be followed by a more detailed consultation and States Debate.	PROJECT
Retail Distribution Review	The FSDU is seeking feedback from the industry and the general public on how Guernsey should respond to the Retail Distribution Review.	The consultation closes in early 2013 and a report to the Board will follow thereafter.	PROJECT
Full review of Guernsey's Insolvency Law	A working party is reviewing alternatives and developing recommendations for changes to the Insolvency Regime.	Underway, concludes 2014.	PROJECT
Alternative Investment Fund Managers Directive	The implementation of the directive will be completed in the EU by the middle of 2013. The Department is working with the GFSC and the funds industry to develop a new set of AIFMD compliant rules.	The working group will develop the relevant rules by mid 2013.	PROJECT

FINANCE SECTOR DEVELOPMENT continued

Title	Description	Activity and updates	Task Type
Statutory Audit Directive	Guernsey is seeking equivalence with the EU's Statutory Audit Directive.	The equivalence application will be considered by the EU during 2013.	PROJECT
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
Limited Partnerships Amendment Law	The Department is proposing the introduction of protected cell limited partnerships and permitting the amalgamation and migration of limited partnerships in Guernsey.	The draft legislation will be released for consultation in Q1 2013.	PROJECT
Limited Liability Partnerships	Introduction of Limited Liability Legislation.	A supplementary States Report will be presented to the States in January 2013 with the final legislation being debated in March 2013.	PROJECT
SEPA	Membership of Single Euro Payments Area.	On-going discussions with European Payments Council concerning the membership of SEPA.	PROJECT
Foundations	Legislation drafted and consultation conducted on draft, currently being reviewed for finalization.	The legislation will be brought into force in early 2013.	PROJECT
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 2013.	PROJECT
Foreign Account Tax Compliance Act (FATCA)	The FSDU is advising the policy council on the terms of an Intergovernmental agreement with the USA.	Negotiations are well advanced with the IGA to be finalised in Q1 of 2013.	PROJECT
Review of AML legislation	The FSDU will be working with the GFSC, Law Enforcement, and the financial services industry to review the Island's AML framework to ensure that it remains fit for purpose but also recognises international developments in information technology and new types of business.	A working group will be formed following the development of the finance sector strategy.	PROJECT
Mobile Money	The FSDU is monitoring developments in mobile and alternative payments systems in order to ensure that the Island's regulatory framework is able to accommodate these developments	An initial report will be made to the board in the first quarter of 2013	PROJECT

GUERNSEY REGISTRY

9.7 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.	Proposed changes to the Companies Law have been proposed in a States Report. Amendments likely to come into force in 2013. In the meantime, the current transitional provisions have been extended.	ONGOING
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 CE Board see fit.	Preparing for implementation of new legislation following consultation and approval by the States.	ONGOING
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 2012 the Registry struck off 170 companies for failing to comply with the Companies (Guernsey) Law, 2008. Compliance with the Resident Agent requirements has been confirmed. One director has been disqualified in 2012. The Registrar and Deputy Registrar are members of the AML/CFT Committee.	ONGOING
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
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 has continued to be enhanced in accordance with user feed-back. The Registry has increased the publication of performance statistics in 2012 and enhanced reporting functionality. 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 2012 the Registry attended CRF, ECRF, EBR and the Common Law Registry Forum. In 2013 it will continue its International engagement.	ONGOING

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 CE 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
Document Retention Policy	To provide the Registry with an approved policy to ensure the safe and legal destruction of company records.	A policy will be developed with the Law Officers of the Crown.	ONGOING
Guernsey Finance Funding Levy	Collection of Guernsey Finance Funding Levy.	The third submission was successfully collected in January 2012. The revised levy will be collected in January 2013.	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 Programme	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 on-line system.	This project is awaiting final instruction from the Law Officers of the Crown.	PROJECT
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 2013. They will be reviewed for 2014 once new products and services have been established.	PROJECT
Foundations	Introduction of new products/services – Foundations.	System enhancements are being put in place to ensure that Foundations can be Registered as soon as the legislation permits.	PROJECT
Limited Partnerships & Limited Liability Partnerships	Introduction of new products/services – LP & LLP.	As above.	PROJECT
System developments	To ensure that the Registry on-line services portal meets the requirements of the relevant legislation and its industry users.	The first phases of improvements have been successfully implemented and more improvements are planned for 2013.	PROJECT

9.8 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 workstreams 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 2013.	ONGOING
Intellectual Property Office services	Intellectual property registrations, renewals, assignments, licences, and mergers. Meet targets for income generation and delivery cost.	For 2013 registrations will include Image rights, Trade Marks, Registered Designs, Plant Breeders' Rights, Registered Patents Biotechnological Inventions. Resources and resilience issues will remain important for 2013.	ONGOING
Marketing/IP Advocacy	Market the Bailiwick intellectual property environment for IP products, services and opportunities including: Financial and IP media Guernsey Finance, 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 and communication opportunities will be taken. A focus for 2013 will be the launch of image rights working with Guernsey Finance and the industry together with IP thought leaders in UK IPO, IPAN and IP specialist Universities.	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, Guernsey Finance, Guernsey Bar, IOD, Chamber, GIBA, GTA, GEA and other representative organisations. Continue consultations with Alderney and Sark as IP includes the Bailiwick.	As required.	ONGOING
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.	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.	ONGOING
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

Intellectual Property Office continued

Title	Description	Activity and updates	Task Type
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.	As required.	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 is being reviewed and standardised in an Office manual. New procedures are being added for the new services with particular development of image rights processes for 2013. 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.	ONGOING
Registered Patents and Biotechnological inventions linked with the Innovation Patents	Completion of Innovation Patent legislation and enablement into service is awaiting extension of the Paris Agreement.	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
Image rights	To support the communication and marketing of image rights. Respond to questions and issues. Development of Registry practice and IT system.	Complete development of image rights and Office registry services. Build understanding of image rights nationally and internationally as an important next step to realise the potential and manage risks. See also marketing and communication.	PROJECT
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 2013 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. Working closely with staff at ERG, Policy Council, and CI Brussels Office for EU issues. These agreements are important for the internationalisation of the Bailiwick's IP environment other international agreements can follow Berne and Paris.	PROJECT
International agreements – extension of Berne Convention	The Berne Convention covers the unregistered IP rights. The UK has 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 on removal of section 88 of the Copyright Ordinance and as approved by the States of Guernsey, redraft legislation and work with UK IPO and WIPO for Berne extension process.	PROJECT

Intellectual Property Office continued

Title	Description	Activity and updates	Task Type
International agreements – extension of Paris Convention	The Paris Convention covers the registered IP rights. The extension process is through the UK.	Work with UK IPO and WIPO for the extension of the Paris Convention.	PROJECT
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 have 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
IP finance and securitisation	The role of IP in Business Finance and Economic growth.	Early stage financing is critical to IP development and innovation. This work is co-joined with the UK in development of standards for IP valuation and financing. Benefits to the Island include financing for small to medium sized companies, to future growth businesses to the Funds and Pensions sectors. Supports extension of international agreements through positive involvement of Guernsey in UK objectives for IP and growth.	PROJECT
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 CE. GI's for example could protect traditional Island industries particularly Guernsey milk 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
Intellectual Property awareness: Island business sector	Awareness and understanding for IP registration and IP use in Island business sectors.	Development of awareness of IP for Island business sectors. Access potential for web-based business tools. The opportunity for adapting UK IPO applications to be examined. Promotion of existing IP services and cross marketing with Company Registry for existing Island business sectors.	PROJECT
IP competitiveness - tax environment & Double Tax Agreements	Work to support Income Tax, Fiscal & Economic Policy Group and consult with industry to achieve signing of Agreements with other jurisdictions.	Report, review and inform regarding IP fiscal competitiveness as appropriate to the development and decisions on the Corporate Tax environment.	PROJECT and ONGOING

9.9 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 (Minister). Quarterly reports provided by GEA.	ONGOING
		Approve Budget for GEA.	ONGOING
		Monitor performance against SLA. SLA for 2012 agreed. As at 26/11/2012 discussions with GEA in regard to the 2013 SLA underway; to include review of KPIs.	ONGOING

GTA University Centre

GTA University Centre	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 to ensure that the training 'offer' meets the needs of the Guernsey economy.	Attend GTA Board Meetings (Minister and Chief Officer). Quarterly reports provided by GTA.	ONGOING
		Approve Budget for GTA.	ONGOING
		Monitor performance against SLA. SLA for 2013 under review at 14/11/2013 with GTA and CE Boards' endorsement expected early January 2013. Governance continues to be reviewed.	ONGOING

Guernsey Finance LBG

Guernsey Finance LBG	The Guernsey Finance 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 (Minister) Board Meetings.	ONGOING
		Approve Budget for GF.	ONGOING
		Monitor performance against Key Performance Indicators in SLA.	ONGOING

Guernsey Competition and Regulatory Authority (formerly OUR)

Title	Description	Activity and updates	Task Type
Guernsey Regulatory and Competition Authority	<p>The Guernsey Regulatory and Competition Authority ("GCRA") is the independent regulatory agency established by the States of Guernsey to oversee competition in Guernsey.</p> <p>One of its primary objectives 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: Electricity, Guernsey Post and Telecoms. In addition the agency is required to implement States Directions as provided for under the Law.</p> <p>In contrast to the three other outside agencies, the GCRA is self funded through licence fees and now forms part of a pan CI agency: CICRA</p> <p>http://www.cicra.gg/about_us/legal_framework.aspx</p>	Give Directions and Guidance to GCRA as required by the States.	ONGOING
		Publish Annual Report - October Billet.	ONGOING
		Regular reports to Board on activities and work programme.	ONGOING

The Channel Islands Competition and Regulatory Authorities or 'CICRA' is the name given to the **Guernsey Competition and Regulatory Authority** (formerly the Office of Utility Regulation) and the **Jersey Competition Regulatory Authority**.

The GCRA was established under the Guernsey Competition and Regulatory Authority Ordinance, 2012 (was formerly the OUR) and JCRA was established under the Competition Regulatory Authority (Jersey) Law, 2001.

In Guernsey the telecoms, postal and electricity sectors are regulated by the GCRA, which is also responsible for administering and enforcing The Competition (Guernsey) Ordinance, 2012. In Jersey, the telecoms and postal sectors are regulated by the JCRA, which is also responsible for administering and enforcing the Competition (Jersey) Law 2005.

By working together, sharing resources and expertise between the islands, CICRA's aim is to ensure that consumers receive the best value, choice and access to high quality services, in addition to promoting competition and consumers' interests.

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