

THE STATES OF DELIBERATION
of the
ISLAND OF GUERNSEY

POLICY & RESOURCES COMMITTEE

EAST COAST DEVELOPMENT

The States are asked to decide:-

Whether, after consideration of the Policy Letter 'East Coast Development' submitted by the Policy & Resources Committee, they are of the opinion:

1. To approve the proposed Board membership, remit and funding for the Guernsey Development Agency, as set out in paragraphs 3.7.1 to 3.9.4.
2. To approve the Development Principles and Objectives as the overarching strategic direction for the Guernsey Development Agency.
3. To approve the proposed Terms of Reference for the Political Oversight Group, as set out in Appendix 1.

The above Propositions have been submitted to His Majesty's Procureur for advice on any legal or constitutional implications in accordance with Rule 4(1) of the Rules of Procedure of the States of Deliberation and their Committees.

THE STATES OF DELIBERATION
of the
ISLAND OF GUERNSEY

POLICY & RESOURCES COMMITTEE

EAST COAST DEVELOPMENT

The Presiding Officer
States of Guernsey
Royal Court House
St Peter Port

5 June 2023

Dear Sir

1 Executive Summary

- 1.1 The co-ordinated development of Guernsey's east coast has the potential to be transformative for Guernsey, in equal terms of economic, environmental and social benefit. However, as with all mature economies, the ability to enhance and upgrade the environmental aspects and to provide social benefits is wholly dependent on the opportunities for economic activity.
- 1.2 The significant opportunities arising from the potential development along Guernsey's east coast have been recognised by Guernsey's government for decades, with several initiatives seeking to bring forward this development prioritised by various different Assemblies over the years.
- 1.3 Unlike many regeneration projects undertaken in other jurisdictions, Guernsey's east coast is not run down or unused. In fact, the east coast remains one of Guernsey's strongest assets, accommodating its two main centres and socio-economic hubs.
- 1.4 Despite this, there has been a lack of investment in the infrastructure that supports the activity along Guernsey's east coast. Whilst the infrastructure along the east coast remains a fantastic asset, not least in terms of heritage, subsequent development and enhancement of these assets has been piecemeal in order to react to external influences and changes to our way of life.
- 1.5 There is now a requirement for further consideration to be given to development and enhancement along Guernsey's east coast in order to ensure infrastructure remains fit for purpose.

- 1.6 The establishment of a Development Agency provides the opportunity for an arm's length body to work with community groups, business representative bodies, government stakeholders and infrastructure investors to enable the development of Guernsey's east coast, to provide positive opportunities and to direct the commencement of work that will see tangible progress made towards realising the benefits of east coast development.
- 1.7 The States considered the conclusions of the States' Trading Supervisory Board's ('STSB') analysis of future harbour requirements in June 2021 (Billet d'État XIII¹). The STSB Policy Letter presented information of detail and complexity, building upon a number of previous studies. However, the States did not make a definitive decision, and this matter will now be considered again in the next States term given it has not been proposed for prioritisation this term. Following successful amendments, the States instead resolved:
- (a) To direct the States' Trading Supervisory Board to submit by the end of December 2022 a Policy Letter together with suitable Propositions, which provide for a scheme to develop within St Peter Port Harbour a 'Pool Marina' with associated marina facilities and which includes costings and a delivery plan.
 - (b) To direct the Policy & Resources Committee to establish a Development and Regeneration Board, as an arm's length body of the States or similar entity, to replace the interim sub-committee established by the Policy & Resources Committee to advise it on the development of the Seafront Enhancement Area.
 - (c) To direct the Policy & Resources Committee to develop Propositions and an accompanying Policy Letter, for consideration by the States of Deliberation at the earliest opportunity and not later than December 2021, which shall include recommendations on:
 - a. the mandate, membership, accountability, funding, and involvement in the preparation of a long-term development strategy for the Seafront Enhancement Area of the Development and Regeneration Board; and
 - b. a timeline and set of steps to develop the seafront masterplan, which shall include within St Peter Port Harbour a 'Pool Marina' with associated modern marina facilities, by December 2022.
- 1.8 These Resolutions signalled the start of a further two east coast development workstreams; the St Peter Port Pool Marina and the establishment of the Guernsey Development Agency (the 'Development Agency').

¹ CHttpHandler.ashx (gov.gg)

1.9 In March 2022 (Billet d'État VI & VII²) the States considered a Policy Letter entitled 'Establishment of a Development Agency', and resolved to:

- (a) Direct the Policy & Resources Committee, in consultation with the States' Trading Supervisory Board, to set out the options for Guernsey's future operational harbour and commercial port infrastructure requirements for approval by the States.
- (b) To direct the Policy & Resources Committee to establish a Development Agency as a company limited by guarantee, wholly owned by the States, that will be tasked with:
 - a. the preparation of a strategic direction for approval by the States setting out the options for the provision of infrastructure along Guernsey's east coast consistent with the objectives and priorities set out in paragraphs 9.3 to 9.5;
 - b. the preparation of a Long-Term Development Plan for the provision of future operational harbour and commercial port requirements and infrastructure along Guernsey's east coast consistent with the relevant extant strategies and policies of the States, and with the detailed requirements set out in the Local Planning Briefs. The Long-Term Development Plan shall require a Certificate of Consistency from the political oversight group to provide assurance that the proposals are consistent with the decision of the States and its strategies and policies; and
 - c. delivery of the Long-Term Development Plan.
- (c) To agree to establish the political oversight group (as set out in paragraph 5.9.2.7) which shall:
 - a. Have oversight of the appointment process of a board for the Development Agency (as set out in paragraph 5.9.2.8) and thereafter make recommendations of appointments to the board for approval by the States;
 - b. Discharge the role as the guarantor on behalf of the States (as set out in paragraph 5.9.2.10);
 - c. Have responsibility for certifying that the Long-Term Development Plan is consistent with the decisions and strategic directions of the States of Guernsey and its strategies and policies as may be amended from time to time;
 - d. Undertake a comprehensive review of the strategic direction every five years in accordance with paragraph 9.14, or sooner should the political oversight group consider it necessary to do so, for approval by the States;
 - e. Deliver the annual report of the Development Agency to the Policy &

² CHttpHandler.ashx (gov.gg)

Resources Committee for submission to the States for debate (as set out in paragraph 6.7)'

- f. Comprise three States' Members, one nominated by each (but need not be a Member) of the Policy & Resources Committee, the Committee for the Environment & Infrastructure and the Committee for Economic Development.
- (d) To direct the Policy & Resources Committee to develop and set out for approval by the States the Terms of Reference, any delegated authorities and clear financial arrangements for the political oversight group (based on the principles set out in paragraph 7.5).
- (e) To direct the Policy & Resources Committee to make available a maximum of £1million of funding over the first two years of the establishment of the Development Agency (as set out in section 7) by approving funding from the 2022 Budget Reserve and making specific allowance in recommended Cash Limits for 2023 and 2024.
- (f) To agree that the Development Agency is added to the existing list of entities whose activities fall within the scope of the States of Guernsey Freedom of Information Code.
- (g) To direct the Policy & Resources Committee to:
- a. establish a clear land management transfer policy for approval by the States; and
 - b. consult with the States' Trading Supervisory Board on the areas of land to be transferred from the States to the Development Agency and on the revenue implications that would result; and
 - c. to effect that transfer once the Development Agency has been established.
- (h) To direct the Development & Planning Authority to complete the Local Planning Briefs for the St Peter Port and St Sampson Harbour Action Areas within 18 months following a decision of the States which provides direction as to the future development of commercial port infrastructure for Guernsey.
- (i) To agree that the Development Agency, in consultation with relevant stakeholders, should identify and include in its development of the strategic direction the most viable option for taking through-traffic off the surface level of the road between the South Esplanade and the North Beach roundabout (or whichever points along the stretch of seafront through St Peter Port that the agency considers more appropriate) in order to realise greater potential economic, social, and environmental benefits in this area of the public realm.

- (j) To direct the Development & Planning Authority to take this aspect of the strategic direction into account when developing the Local Planning Brief for the St Peter Port Harbour Action Area.

1.10 As a result of multiple Resolutions across the current and previous term of government, there are now several separate, yet closely interrelated, workstreams which ultimately seek to achieve and/or facilitate development along Guernsey’s east coast. These are:

East Coast Development Workstream	Responsible Body
Future Operational and Commercial Harbour Infrastructure Requirements	Policy & Resources Committee in the next political term
Harbour Action Areas Local Planning Brief	Development & Planning Authority – now initiated
Guernsey Development Agency Establishment	Policy & Resources Committee, and the subject of this policy letter
St Peter Port Pool Marina	States’ Trading Supervisory Board
Long-Term Development Plan	Guernsey Development Agency

1.11 This Policy Letter asks the States to agree the formal establishment of the Guernsey Development Agency.

2 Development Principles and Objectives

2.1 In March 2022 (Billet d’État VI & VII³) the States resolved to direct the Policy & Resources Committee to establish a Development Agency to be tasked with the preparation of a strategic direction setting out the options for the provision of infrastructure along Guernsey’s east coast.

2.2 The shadow Development Agency Board have worked with the Political Oversight Group to prepare this strategic direction via the following Development Principles and Objectives.

Development Principles and Objectives

2.3 In order to help shape land use policies and provide focus for the identification of proposals for development relating to Guernsey’s east coast, as well as providing consistency across the various east coast work streams, Development Principles and Objectives have been developed. These are intended to be sufficiently high level to facilitate the consideration of a wide range of opportunities for Guernsey’s east coast whilst providing focus so that the States’ priorities are delivered and that land use policy, and the long-term delivery of

³ CHttpHandler.ashx (gov.gg)

specific development proposals, remain consistent.

2.4 Proposals should meet each of the development principles and demonstrate they meet at least one specific objective. Land use policy development should ensure that all the objectives can be delivered through the development of the east coast.

2.5 Development Principles

2.5.1 All proposals will:

- Be consistent with the strategic priorities of the States and its policies and strategies.
- Demonstrate adaptation to, and mitigation of, climate change impacts.
- Where appropriate, identify opportunities for the enhancement or creation of new public realm and public spaces.
- Be appropriately accessible for people of all abilities.
- Take into account the use of energy and natural resources and incorporate sustainable construction methods and the use of sustainable materials where possible.
- Support decarbonisation of the Island by taking into account the States' long-term energy and climate change policy objectives.
- Consider the health and well-being of occupiers and users and ensure that the principle of health in all policies is adhered to.
- Where appropriate, be of a high quality of design which respects and, where appropriate, enhances Guernsey's heritage and inspires civic pride.

2.6 Development Objectives

2.6.1 Development Objective 1: Provide infrastructure that protects Guernsey's east coast and harbours from current and future environmental threats. This may include:

- Providing increased momentum to complete essential infrastructure maintenance and coastal defence projects that increase resilience to the impacts of climate change (such as sea level rise) and help to mitigate and reduce environmental risk.
- Exploring opportunities for the improvement of existing, and the creation of additional, green spaces that support local biodiversity along the east coast.
- Exploring opportunities for renewable energy infrastructure to be incorporated into proposals for development.

2.6.2 Development Objective 2: Provide infrastructure to develop modern and resilient harbours (taking into account Guernsey's future harbour requirements,

both in terms of operational requirements and the wider redevelopment of the east coast) which create opportunities to provide improved social, economic and environmental infrastructure. This may include:

- Investigating options for the provision of new marina facilities and associated ancillary development at St Peter Port Harbour.
- Investigating options for the improvement of existing marina infrastructure, both land side and water side.
- Exploring opportunities for an enhanced leisure offer and supporting facilities at St Sampson Harbour.

2.6.3 Development Objective 3 Provide transport infrastructure which improves transport connectivity and choice to, within and between the Main Centres. This may include:

- Developing proposals for improved parking infrastructure, allowing for existing parking to be relocated away from the surface of the seafront.
- Identifying the most viable option for taking through traffic off the surface level of the road between the South Esplanade and the North Beach roundabout.
- Identifying options for mobility hubs in central locations in St Peter Port and/or St Sampson, as well as supporting transport infrastructure to improve connectivity and choice.

2.6.4 Development Objective 4: Provide infrastructure that supports Guernsey's housing requirements. This may include:

- Investigating opportunities for residential development to act as an enabler within the Harbour Action Areas and Regeneration Areas or in accordance with any other Local Planning Brief for development on the east coast.
- Investigating options for addressing Guernsey's housing need through development in the Harbour Action Areas and Regeneration Areas or in accordance with any other Local Planning Brief for development on the east coast.

2.6.5 Development Objective 5: Provide infrastructure that supports existing business activity and creates new economic opportunities. This may include:

- Identifying options for infrastructure which supports Guernsey's tourism product and visitor economy, including its heritage and culture.
- Identifying opportunities for a network of mixed-use public spaces which can support local businesses by encouraging people to spend time in areas.
- Establishing demand, and identifying locations, for business premises, including office, retail and associated amenity spaces.

- Exploring opportunities for infrastructure to attract and support new high-value economic activity.
- 2.7 The Development Principles and Objectives will provide guidance to the Development Agency and Development & Planning Authority in preparing the Long-Term Development Plan and HAA LPB respectively, ensuring that both documents are aligned with the strategic objectives of the States of Guernsey and are consistent so that developments can be delivered.

3 Establishment of the Guernsey Development Agency

- 3.1 The concept of the Development Agency was developed as a mechanism for achieving delivery and continuity of large-scale and integrated development schemes across terms of government.
- 3.2 In March 2022, the Policy & Resources Committee were directed to establish the Development Agency, to be tasked with the production and delivery of a strategic direction and Long-Term Development Plan, identifying opportunities for development along Guernsey's east coast.
- 3.3 At this meeting, the States also resolved to establish the Political Oversight Group, to be populated by representatives from the Policy & Resources Committee, the Committee *for* Economic Development and the Committee *for the* Environment & Infrastructure. The Political Oversight Group was given oversight of the appointment process of the Board for the Development Agency and directed thereafter to make recommendations of appointments to the Board for approval by the States.
- 3.4 Following its formation, the Political Oversight Group approved a programme of work to establish the Development Agency, which included:
- Appointment of Chair designate of the Development Agency;
 - Administrative work to set up the Development Agency (registration as a company, setting up a bank account, etc.);

- Drafting of governance arrangements including Terms of Reference for the Political Oversight Group⁴, Memorandum of Understanding⁵ and Service Level Agreement⁶ between the States of Guernsey and Agency, and Grant Funding Agreement⁷ outlining the terms of the initial two years of funding provided by the States of Guernsey to the Development Agency;
 - Appointment of non-executive directors to the board of the Development Agency;
 - Preparation of a Policy Letter for the Policy & Resources Committee, seeking approval from the States of Deliberation for the Board membership, governance arrangements and funding agreement of the Development Agency.
- 3.5 The Policy & Resources Committee has prepared a Terms of Reference for the Political Oversight Group, attached in Appendix 1, for the approval of the States. The Terms of Reference establishes the responsibilities, delegated authorities and financial arrangements of the Political Oversight Group as well as providing detail as to the process for providing a Certificate of Compliance for the Long-Term Development Plan.
- 3.6 In November 2022 the Development Agency was registered as a non-cellular company limited by shares with a company number 71160.
- 3.7 Guernsey Development Agency Board Membership
- 3.7.1 In June 2022, following an open and competitive recruitment process, during which the Political Oversight Group members interviewed four candidates, Mr Stuart Falla was appointed as Chair designate of the Development Agency.
- 3.7.2 In November 2022 a recruitment campaign was launched to identify suitable candidates for the five remaining positions as non-executive directors on the Development Agency Board. In total, 15 formal applications were received, of which 13 applicants were male and two were female.
- 3.7.3 An interview panel was established, consisting of one member of the Political Oversight Group, the Development Agency Chair designate and a senior Civil Servant, and was tasked with reviewing applications, shortlisting and interviewing candidates and presenting appropriate candidates to the Political Oversight Group for approval.

⁴ Political Oversight Group Terms of Reference attached in Appendix 1.

⁵ States of Guernsey – Guernsey Development Agency Memorandum of Understanding attached in Appendix 2.

⁶ States of Guernsey – Guernsey Development Agency Service Level Agreement attached in Appendix 3.

⁷ Guernsey Development Agency Grant Funding Agreement attached in Appendix 4.

3.7.4 Applications were considered against a number of specialisms identified in the application packs.

- Master Planning
- Infrastructure Procurement and Management
- Construction and Property Services
- Property Development
- Sustainability and Resource Management
- Commercial Legal
- Investment Management and Appraisal
- Civil Service in Public Private Partnership models of delivery

3.7.5 The interview panel shortlisted 10 candidates for interview who had demonstrated experience in at least one of the above specialisms. The shortlisted candidates were invited to interview which sought expansion on their written submissions, including a detailed understanding of their belief as to the level of risk/ambition that the Development Agency should be undertaking, what the candidates believed the mix of skills across the board should be, and what success for the Development Agency looked like in the short and long term.

3.7.6 The interviewed candidates were considered against a further matrix developed by the interview panel, which set out the desired mix of experience that the Board should have:

- Finance/Private Equity
- Large Scale Development/Infrastructure Delivery
- Communications and Social/Environmental Consideration
- Visionary/Ideas/Creative
- Political/Local Network

3.7.7 Whilst there were five board positions available, the interview panel resolved that only three additional Board members should be nominated at this time.

3.7.8 It was the view of the interview panel that the three nominated candidates provided sufficient expertise to effectively oversee the work of the Development Agency during its initial years of operation, as set out in 3.8. Recruitment of the remaining two Board member positions will be undertaken in 12 months' time with an additional focus on ensuring diversity of the Board.

3.7.9 Based on the written submissions and responses in interview, the interview panel identified the following individuals for roles as non-executive directors on the Development Agency Board.

Peter Watson

3.7.10 Mr Watson is a skilled, experienced and highly effective business leader having spent the last 41 years working in retail, medicine, veterinary medicine along with being a Super Yacht Captain and former Merchant Navy officer. He has lived in Guernsey for 32 years and is passionate about upholding the outstanding scenic landscapes and natural heritage of the Island while improving the local infrastructure and progressing towards decarbonisation.

3.7.11 Mr Watson has had involvement at a senior level in several large companies, including Vision Express, Vets4pets and First Contact Health. His written submission and interview highlighted experience in the following specialisms:

- Construction and Property Services
- Commercial Legal
- Visionary/Ideas/Creative
- Political/Local Network

Simon Kildahl

3.7.12 Mr Kildahl has spent over 30 years practising law in City and international firms, guiding some of the world's leading property, pension fund, financial service providers and major contractors.

3.7.13 Mr Kildahl has direct experience of large-scale regeneration projects having been involved with the London Docklands Development Commission, and a detailed understanding of how arms-length bodies can work with government to deliver effectively, given his experience in working with the Homes and Communities Agency, the Millennium Commission and the Treasury Solicitor. His written submission and interview highlighted experience in the following specialisms:

- Infrastructure Procurement and Management
- Construction and Property Services
- Civil Service in Publish Private Partnership Models of Delivery
- Finance/Private Equity
- Commercial Legal
- Large Scale Development/Infrastructure Delivery

Louis Le Poidevin

3.7.14 Mr Le Poidevin is a Chartered Mechanical Engineer with a passion for large engineering projects and contributing to developments which leave a lasting legacy for the community. His current role is a Project Manager/Package Manager for Devonport Royal Dockyard, working on a 5-year major infrastructure project related to constructing a new submarine berth within the dockyard.

3.7.15 Mr Le Poidevin has experience in engaging with local authorities and unions. His written submission and interview highlighted experience in the following specialisms:

- Infrastructure Procurement and Management
- Large Scale Development/Infrastructure Delivery
- Communications and Social/Environmental Consideration

3.7.16 In May 2023, the Chair designate advised the Political Oversight Group that he would be withdrawing his application to the role of Chair of the Development Agency.

3.7.17 As such, the Political Oversight Group resolved to propose Mr Peter Watson, who was one of the four applicants interviewed in June 2022, as Chair designate of the Development Agency. Recruitment of a fourth Board member shall be undertaken immediately following the States' formal approval of the establishment of the Development Agency.

3.7.18 The Policy & Resources Committee and Political Oversight Group would like to thank Mr Stuart Falla for his invaluable role in progressing the establishment of the Development Agency to date.

3.7.19 CVs of the proposed Development Agency Board members are attached in Appendix 5.

3.7.20 The States are asked to endorse the proposed membership of the Development Agency Board en bloc.

3.8 Guernsey Development Agency Remit

3.8.1 At its March 2022 meeting, the States resolved to direct the Policy & Resources Committee to make available a maximum of £1million of funding over the first two years of the establishment of the Development Agency. Within this initial funding phase, the Development Agency is expected to deliver the following outputs:

Interim Plan

3.8.2 The Interim Plan should set out the Development Agency's initial intended activity. This should include detail as to the Development Agency's approach towards:

- Inputting into the preparation of the Harbour Action Areas Local Planning Brief;
- Exploring options for public private partnership models of delivery for physical development;

- Developing a land management transfer proposal with the Policy & Resources Committee;
 - Preparing a Business and Funding Plan, outlining the operations and revenue streams of the Development Agency post its initial phase of funding, for approval by the States of Guernsey; and
 - Preparing the Key Infrastructure Delivery Programme (Long-Term Development Plan, see 3.8.13), for approval by the States of Guernsey, including identifying one or more interim projects that can be investigated in detail in tandem with the production of the Local Planning Brief.
- 3.8.3 The Interim Plan will require approval by the Political Oversight Group within three months of the States' formal approval of the establishment of the Development Agency.

Business and Funding Plan

- 3.8.4 The Business and Funding Plan (the 'B&FP') should set out the Development Agency's intended activity from January 2026 for a period of five years. The B&FP should identify the Development Agency's approach towards funding, both in terms the ongoing day to day operations of the Agency and any specific developments proposed within the Key Infrastructure Delivery Programme. This plan should set out the Development Agency's proposed sources of income, including any requirement for further financial support from the States of Guernsey, which should include the criteria by which the States may be asked to invest in potential future development opportunities.
- 3.8.5 The B&FP should provide detail as to the Development Agency's proposed approach and timeline to achieving its objective of moving to a funding model that is cost neutral to the States.
- 3.8.6 The B&FP should also include the Development Agency's proposed approach (which should be developed alongside the Policy & Resources Committee) towards surplus funds or profits generated by the Agency and how such surpluses should benefit the States and the public purse.
- 3.8.7 The B&FP should focus on the activity of the Development Agency in (a) finalising the Key Infrastructure Delivery Programme (if not already finalised) and (b) delivery of the developments identified in the Key Infrastructure Delivery Programme.
- 3.8.8 The B&FP will require approval by the Political Oversight Group, who shall then submit the B&FP to the Policy & Resources Committee for consideration for inclusion in the 2026 Budget. The B&FP should be submitted to the Political Oversight Group no later than June 2025, and, if approved, shall come into effect from 1st January 2026.

Annual Reports

3.8.9 The Annual Report should identify the Development Agency's performance over the previous 12 months and set out in detail the Development Agency's approach to the following 12 months. The Annual Report shall include:

- The Development Agency's accounts (as published);
- An annual confidential Shareholder Report to include, as a minimum, the following: disclosure of the remuneration package for each of the Executive Directors, including any bonuses paid and their basis; a summary of the work of the Company's Audit Committee; and, a summary of the work of the Company's Remuneration and Nominations Sub-Committee;
- An annual operational business plan and periodic strategic plans, drafts of which should be submitted to the Shareholder for approval;
- Annual budgets and quarterly management accounts, including P&L, cash flow and balance sheet performance; and,
- Quarterly KPI and service quality reports.

3.8.10 The Annual Report will require approval by the Political Oversight Group, Policy & Resources Committee and ultimately the States of Deliberation. The Annual Report should be submitted to the Political Oversight Group no later than 30 June each year, commencing in 2024.

3.8.11 The Political Oversight Group and Policy & Resources Committee shall ensure that the Annual Report is submitted to the States of Deliberation no later than three months after the Political Oversight Group's receipt of the Annual Report.

Key Infrastructure Delivery Programme

3.8.12 The March 2022 'Establishment of a Development Agency' Policy Letter established that the Development Agency should be tasked with the preparation of a Long-Term Development Plan for the provision of future operation harbour and commercial port requirements and infrastructure along Guernsey's east coast consistent with the relevant extant strategies and policies of the States, and with the detailed requirements set out in the Local Planning Briefs.

3.8.13 It is the view of the Development Agency Board and Political Oversight Group that the term 'Long-Term Development Plan' no longer adequately represents what the Development Agency should be tasked with producing. Instead, it is recommended that the Development Agency should prepare a Key Infrastructure Delivery Programme, which will identify a number of specific developments that are aligned with the guidance in the LPB and set out a timescale and approach to delivery of these developments.

3.8.14 Preparation of the Key Infrastructure Delivery Programme should be completed no later than 12 months after the States' approval of the St Peter Port and St Sampson Harbour Action Areas Local Planning Brief and should be submitted to the Political Oversight Group for review and approval of consistency with the Development Principles and Objectives, the decisions and strategic direction of the States of Guernsey and its strategies and policies as may be amended from time to time.

3.9 Guernsey Development Agency Funding

3.9.1 At its March 2022 meeting, the States resolved to direct the Policy & Resources Committee to make available a maximum of £1million of funding for the first two years of the establishment of the Development Agency.

3.9.2 Given the Development Agency's remit as set out in sections 3.8.1 to 3.8.14, the Political Oversight Group and the shadow Development Agency Board are of the view that the Development Agency will be able to operate with funding of £100,000 per year, significantly less funding than initially anticipated in the March 2022 Policy Letter.

3.9.3 The longer-term funding arrangement for the Development Agency, as set out in the B&FP, shall come into effect, subject to political approval, from January 2026. In order to cover the period until January 2026, the Policy & Resources Committee will make available a maximum of £250,000 for the first 30 months of the Development Agency's operation.

3.9.4 A Grant Funding Agreement setting out the terms of the funding provided by the States of Guernsey to the Development Agency is attached in Appendix 4.

3.9.5 The combination of skills on the Development Agency Board and the executive nature of these roles means that there is a reduced requirement for additional members of staff to be employed to prepare the Key Infrastructure Delivery Programme. Furthermore, much of the baseline evidence required to determine whether themes of development have merit in investigating in more detail will have already been collected as part of the Harbour Action Area LPB preparation process.

3.9.6 Funding provided to the Development Agency during its first 30 months of operation will be used for three purposes:

- (a) The remuneration of Board members. A breakdown of which can be found in Appendix 6;
- (b) Undertaking primary research to inform the feasibility of developments that are being investigated for inclusion in the Key Infrastructure Delivery Programme; and

(c) Operational costs and expenses.

4 East Coast Development Next Steps

- 4.1 Delivering the development of the east coast in an expedient manner requires the Harbour Action Areas Local Planning Brief ('LPB') and Key Infrastructure Delivery Programme to be developed simultaneously, with the Development Principles and Objectives providing the strategic direction to ensure both documents are aligned.
- 4.2 The Development Agency will be a key stakeholder in the initial phases of developing the first draft of the LPB, alongside relevant States Committees, external interest groups and other key stakeholders. The Development Agency will contribute key expertise and knowledge for the preparation of the draft LPB, providing an expert understanding of the feasibility, deliverability and commerciality of the early development concepts being investigated for inclusion in the LPB.
- 4.3 Once a first draft LPB is prepared and published, the Development Agency will begin to undertake detailed analysis of the development themes identified in the draft LPB, with the objective of identifying and investigating specific development opportunities that are aligned with the guidance provided in the draft LPB.
- 4.4 The draft LPB will be subject to public consultation and an independent planning inquiry and potential amendment by the States' Assembly, so the development themes informing the Development Agency's investigations may change. However, it is considered that there is not a high risk of substantial change following the publication of the draft LPB given the land use policy base and the high-level approach to the preparation of a LPB and that the risk will be offset by the advantages of moving forward at pace with the identification of development, investment and other opportunities.
- 4.5 In the absence of a LPB for the Harbour Action Areas the Development Agency could prepare its Key Infrastructure Delivery Programme proposing development outside of these areas, which would be subject to existing land use policy. However, in this case the opportunities for development that brings forward the significant social, economic and environmental benefit as envisaged when the Harbour Action Areas were designated in the IDP.
- 4.6 Furthermore, in the aim of achieving the benefits arising from development within the Harbour Action Areas in as short a timeframe as practicably possible, it is considered that this risk is appropriate, as opposed to further delaying the commencement of investigations as part of the Key Infrastructure Delivery Programme until after the LPB is approved by the States.

- 4.7 The States will be kept informed of the progress of the Development Agency in preparing the Key Infrastructure Delivery Programme, and other activities within its remit, via Annual Reports, which will be submitted to the States by Q4 each year, commencing in 2024. The States' Assembly will also have the ability to ask Rule 11 and Rule 14 parliamentary questions regarding the Development Agency, which will be answered by the Political Oversight Group via the Policy & Resources Committee.
- 4.8 Only after the LPB is approved by the States will the Development Agency be able to complete its Key Infrastructure Delivery Programme and submit planning applications for physical development. Before planning applications can be submitted, however, the draft Key Infrastructure Delivery Programme will be subject to a review by the Political Oversight Group in order to provide a Certificate of Consistency with the Development Principles and Objectives and the strategies and policies of the States of Guernsey.

5 Compliance with Rule 4

- 5.1 Rule 4 of the Rules of Procedure of the States of Deliberation and their Committees sets out the information which must be included in, or appended to, motions laid before the States.
- 5.2 In accordance with Rule 4(1):
- a) The Propositions contribute to the States' objectives and policy plans by progressing Resolutions 1A, 2, 2A, 3, 3A and 6A made by the States of Deliberation on 30th March 2022, following consideration of the Policy Letter entitled "Establishment of a Development Agency" (Billet d'État VI & VII⁸).
 - b) In preparing the Propositions, consultation has been undertaken with the Political Oversight Group and shadow Guernsey Development Agency Board.
 - c) The Propositions have been submitted to His Majesty's Procureur for advice on any legal or constitutional implications.
 - d) There are no new financial implications deriving from the Propositions. At its meeting on 30th March 2022 (Resolution 3, Establishment of a Development Agency, Billet d'État VI & VII) the States resolved to make available a maximum of £1million of funding over the first two years of the establishment of the Development Agency. This approach has been revised so that the Policy & Resources Committee will make available a maximum of £250,000 for the first 30 months of the Development Agency's operation.

⁸ CHttpHandler.ashx (gov.gg)

The Development Agency will provide a plan for its longer-term funding by June 2025.

5.3 In accordance with Rule 4(2):

- a) The Propositions relate to the Committee's duties and powers to advise the States and to develop and implement policies and programmes relating to leadership and co-ordination of the work of the States, which includes promoting and facilitating cross-committee policy development.
- b) The Propositions have the unanimous support of the Committee.

Yours faithfully

P T R Ferbrache
President

M A J Helyar
Vice President

J P Le Tocq
D J Mahoney
R C Murray

STATES OF GUERNSEY

**TERMS OF REFERENCE FOR THE GUERNSEY DEVELOPMENT AGENCY POLITICAL
OVERSIGHT GROUP**

1. Introduction

- 1.1. In March 2022, the States of Guernsey resolved to establish the Guernsey Development Agency (the 'Agency') as a company, to be tasked with providing support to the States of Guernsey in developing and delivering its Development Principles and Objectives with regards to the regeneration of Guernsey's east coast.
- 1.2. At this meeting, the States of Guernsey also resolved to establish a Political Oversight Group (the 'Oversight Group') to oversee the formation of the Agency and ensure that its operation is aligned with the strategic objectives of the States of Guernsey.

2. Responsibilities

- 2.1. The Oversight Group shall have responsibility for:
 - (a) Oversight of the appointment process of a board for the Agency and thereafter make recommendations of appointments to the board for approval by the States;
 - (b) Discharge of the role as Shareholder on behalf of the States, by ensuring that States' processes do not unduly inhibit the ability of the Agency to discharge its responsibilities or meet its objectives and will seek to ensure any barriers to progress are removed;
 - (c) Certifying that the Key Infrastructure Delivery Programme⁹ to be developed by the Agency is consistent with the decisions and strategic directions of the States of Guernsey and its strategies and policies as may be amended from time to time;
 - (d) Undertaking a comprehensive review of the Development Principles and Objectives every five years, or sooner should the Oversight Group consider it necessary to do so, for approval by the States; and

⁹ The Key Infrastructure Delivery Programme shall identify specific proposals for infrastructure provision along Guernsey's east coast, consistent with the relevant extant strategies and policies of the States of Guernsey and with the requirements set out in the Harbour Action Area Local Planning Briefs and any other Local Planning Briefs approved by the States.

- (e) Delivery of annual reports and the business and funding plan of the Agency to the Policy & Resources Committee for submission to the States for debate.
- 2.2. Following approval of the establishment of the Agency, the Oversight Group shall have responsibility for discussing with the States of Alderney how the model may be extended or adapted to support development opportunities in Alderney.
- 2.3. The Oversight Group shall assist the Policy & Resources Committee in undertaking its duty of responding to Rule 11 and Rule 14 parliamentary questions regarding the Agency.
- 2.4. The Chair of the Oversight Group shall be invited to attend at least one meeting per year of the board of the Agency. In circumstances where the Chair is unable to attend a meeting, a member of the Oversight Group shall be nominated to attend in place of the Chair.
- 2.5. The Oversight Group shall consider any cases made by the Agency to extend the scope of the Key Infrastructure Delivery Programme. In such cases the Oversight Group shall consider whether the proposed development is aligned with the strategic objectives of the States of Guernsey and also represents sufficiently significant strategic merit for inclusion in the Key Infrastructure Delivery Programme.
- 2.6. The Oversight Group shall consider any unplanned requests for funding for specific projects that may arise outside of the scheduled annual budget setting process. In such cases the Oversight Group will liaise with the Policy & Resources Committee before submitting a formal funding request on behalf of the Agency.
- 2.7. The Oversight Group shall have responsibility for developing, in consultation with the Agency, the following documents for submission to the States of Deliberation by the Policy & Resources Committee:
 - (a) A Memorandum of Understanding, establishing the relationship between the Agency and the States of Guernsey by detailing the protocols to be observed in their ongoing relationship and setting out the expectations, rights and obligations of both parties;
 - (b) A Service Level Agreement, establishing the immediate focus and deliverables of the Agency for the first five years of its operation; and
 - (c) A Grant Funding Agreement, establishing the structure of payments made by the States of Guernsey to the Agency during the first two years of its operation.

3. Composition

- 3.1. The Oversight Group shall be comprised of three States' Members, one nominated by each (but need not be a Member of) of the following committees:
 - (a) The Policy & Resources Committee;
 - (b) The Committee *for the* Environment & Infrastructure; and
 - (c) The Committee *for* Economic Development.

4. Meetings

- 4.1. The Oversight Group shall be scheduled to meet on a quarterly basis.
- 4.2. The Oversight Group shall only be quorate with all members in attendance. If a member is unable to attend a regularly scheduled meeting then a representative (nominated by the respective Committee identified in 3.1.) shall attend in their place.

5. Decision making

- 5.1. Decisions of the Oversight Group shall carry by a majority vote of its members.

6. Reporting

- 6.1. The Oversight Group shall provide a bi-annual update on the progress of the Agency to the Policy & Resources Committee.
- 6.2. The Oversight Group shall deliver the operational business plan and subsequent annual reports of the Agency to the Policy & Resources Committee annually, no later than 30 June, or other such time as considered reasonable by the Development Agency's auditors.

7. Staff Support

- 7.1. The Oversight Group shall receive support in undertaking its duties from:
 - (a) Director of Operations, CfED, CfE&I, CfESC, DPA;
 - (b) Director of Infrastructure and Environment; and
 - (c) Business Executive, Economic Infrastructure Investment.
- 7.2. Other officers will be drawn in from across the organisation to assist as and when required.
- 7.3. Staff will be responsible for:
 - (a) Administration of the quarterly Oversight Group meetings;

- (b) Preparation of bi-annual update papers for the Policy & Resources Committee;
- (c) Administration of the appointment of Agency Board members;
- (d) Preparation of documents to support:
 - a. Certification of the Key Infrastructure Delivery Programme;
 - b. Delivery of the annual report and budget to the Policy & Resources Committee

8. Delegated Authorities and Financial Arrangements

- 8.1. The Oversight Group will have authority for approving the certificate of consistency for the Key Infrastructure Delivery Programme.
- 8.2. The Oversight Group shall have no authority to make decisions that directly impact on the mandate of a Committee of the States of Guernsey. In such cases where decisions are required which impact upon the mandate of another Committee the Oversight Group shall seek input from the relevant Committee.
- 8.3. The Oversight Group shall not have any power to approve States of Guernsey funding for the Agency. Any requests for funding should be provided to the Oversight Group for consideration. The Oversight Group will then prepare a formal request for funding to be presented to the relevant Committee.

9. Key Infrastructure Delivery Programme Certificate of Compliance

- 9.1. Prior to the submission of any planning application for the delivery of development identified in the Key Infrastructure Delivery Programme, the Agency must first receive a Certificate of Compliance from the Oversight Group.
- 9.2. The Certificate of Compliance shall certify that the developments identified within the Key Infrastructure Delivery Programme are aligned with the decisions and strategic directions of the States of Guernsey and its strategies and policies as may be amended from time to time.
- 9.3. The Agency shall submit the final draft Key Infrastructure Delivery Programme to the Oversight Group for review. Where necessary, this review shall include input from the relevant States' Committees as considered appropriate by the Oversight Group.
- 9.4. The Oversight Group shall use the input of the relevant States' Committees as well as its own considerations to form a final judgement, either:

- a) Certifying that the proposals are consistent with the strategic directions of the States of Guernsey, or
 - b) Stating that the proposals are inconsistent with the strategic directions of the States of Guernsey and giving its reasons for that decision.
- 9.5. Where the Oversight Group judges that the Key Infrastructure Delivery Programme is inconsistent with the strategic directions of the States of Guernsey the Agency must revise the proposals before submitting the revised Key Infrastructure Delivery Programme to the Oversight Group for reconsideration of a Certificate of Compliance.

STATES OF GUERNSEY

MEMORANDUM OF UNDERSTANDING WITH THE GUERNSEY DEVELOPMENT AGENCY LTD

1. Introduction

- 1.1 In accordance with a resolution of the States of Deliberation in March 2022, the States of Guernsey will hold all shares in The Guernsey Development Agency Ltd (“Agency”). The States have delegated responsibility for stewardship of the Agency to a Political Oversight Group (“Oversight Group”).
- 1.2 This document sets out the relationship between the Oversight Group (“the Shareholder”) and Agency (“the Company”) by detailing the protocols to be observed in their ongoing relationship and setting out the expectations, rights and obligations of both parties.

2. Scope and Purpose

- 2.1 The purpose of this document is to clarify the roles and responsibilities of the Shareholder and the Company and to provide clarity on the basis for strategic and commercial decisions.
- 2.2 The States has previously identified¹⁰ a need for it to act as a more active shareholder and has mandated the Oversight Group to undertake this role. The Company should exercise its responsibilities professionally and competently and should be able to evidence continuous improvement, comparing well with benchmarks; and, the Shareholder’s governance should provide authority and strength to the Company. The Shareholder’s stewardship will balance the company’s commercial considerations with the wider interests and needs of the Island’s community.
- 2.3 This document sets out the expectations placed upon the Company by the Shareholder in support of it in pursuing its vision and objectives. It sets out the following:

¹⁰ Billet d’Etat XII of 2015 – States Review Committee – The Organisation of States’ Affairs

- The documentation and the levels of disclosure/contact that the Company will provide and maintain to enable the Shareholder to effectively discharge its responsibilities;
- The Shareholder Objectives agreed for the Company;
- Matters that need to be referred to the Shareholder, either for approval or information;
- The shareholder's requirements in respect of corporate governance.

2.4 Nothing in this document should be interpreted as superseding the Company's responsibility to ensure that the Company complies with all applicable Bailiwick of Guernsey legislation. This document shall not act so as to enable or authorise the Shareholder to act in any manner which might constitute being capable of being regarded as a "Shadow Director" within the meaning of Section 132 of the Companies (Guernsey) Law, 2008. The Shareholder and the Company each acknowledge that it is in their mutual interest for each to act at all times having regard to the best interests of the Company.

3. Shareholder

3.1 In 2011, the States of Deliberation resolved¹¹ that the Shareholder should follow the six principle of corporate governance set out in Appendix I and take them into account in performing its role as shareholder. Therefore, the Shareholder will:

- Establish clear shareholder objectives for the Company, which may include but are not limited to areas such as: financial performance; quality of service; corporate governance standards; sustainability; reputation; and, compliance with environmental standards;
- Review and approve the Company's periodic operational business plans, engaging with the Company on financial matters and measuring its performance against such plans and the shareholder objectives;
- Monitor the Company's performance against key performance indicators (KPI) and quality standards agreed with the Company to ensure that it delivers cost-effective and innovative services which are responsive to its community's needs and that the Company operates efficiently and responsibly in the long-term best interests of Islanders;
- Establish the financial, operational and strategic parameters within which the Company can operate with and without reference to the Shareholder;

¹¹ Resolution XIV(3) of Billet d'Etat XV of 2011

- Ensure at all times that it takes into account any guidance issued by the States in exercising its responsibilities as shareholder (see Appendix II);
- Agree arrangements with the Company for the recruitment of non-executive directors, including the Chairman, to the Board of the Company and approve such appointments for recommendation to the States.

3.2 The Shareholder Objectives, in accordance with the above, are attached as Appendix III. Summarised as:

- Contract with the States of Guernsey for the preparation and delivery of development plans which may include large-scale infrastructure projects.
- Manage land, property and other assets on behalf of the States of Guernsey and other parties as is consistent with the agency's role and responsibilities.

4. Meetings, Liaison & Documentation

4.1 The following contact between the Shareholder and the Company will continue for the term of this Memorandum of Understanding:

- Formal quarterly meetings between the Oversight Group and the Company (the latter to include as a minimum its Chairman, and when appointed Chief Executive and Finance Director) to review and discuss:
 - Strategic matters, including the Company's performance against its agreed operational business plan;
 - Financial matters and performance, including the Company's most recent management accounts;
 - The Company's performance against its KPI, benchmarking and service quality standards;
 - Risk and assurance issues; and,
 - Significant operational events, issues and updates.
- The Chair of the Oversight Group shall attend all of the above meetings. In circumstances where the Chair is unable to attend a meeting, a member of the Oversight Group shall be nominated to attend in place of the Chair.
- The Company's Annual General Meeting. Where practical, this will immediately precede one of the aforementioned quarterly meetings and will be attended by all members of the Oversight Group.

4.2 In support of the above arrangements, the Company will provide the Shareholder with the following documented information:

- The Company’s annual report and accounts (as published);
 - An annual confidential Shareholder Report to include, as a minimum, the following: disclosure of the remuneration package for each of the Executive Directors, including any bonuses paid and their basis; a summary of the work of the Company’s Audit Committee; and, a summary of the work of the Company’s Remuneration and Nominations Sub-Committee;
 - An annual operational business plan and periodic strategic plans, drafts of which should be submitted to the Shareholder for approval;
 - Annual budgets and quarterly management accounts, including P&L, cash flow and balance sheet performance; and,
 - Quarterly KPI and service quality reports.
- 4.3 Regular dialogue and liaison at officer level will be maintained between the Company and the Shareholder to ensure that there are “no surprises” for either party and to ensure that any matters which may have political implications can be discussed in advance.
- 4.4 The Policy & Resources Committee will be the conduit for States’ Members to ask Rule 11 and Rule 14 parliamentary questions in respect of the Company and will provide responses to those questions in consultation with the Shareholder.
- 4.5 The Company will provide the Shareholder with access to information to assist the Policy & Resources Committee to effectively respond to Rule 11 and Rule 14 parliamentary questions in a timely manner.

5. Corporate Governance

5.1 Appointment of Non-Executive Directors and Executive Directors

5.1.1 The appointment of the right Non-Executive and Executive Directors is essential to the performance of the Board and to the Shareholder in achieving its objectives. The Company and the Shareholder will agree formal, rigorous and transparent procedures for the appointment of new Non-Executive and Executive Directors to the Board, which shall be in accordance with the Company’s Articles of Incorporation and any relevant legislation.

5.1.2 The appointment of new Non-Executive Directors (NED) will be subject to the approval of the Shareholder upon the recommendation of the Company. As part of this process, the Company will:

- Request the Shareholder's agreement to the qualifying criteria, which potential candidates will need to meet prior to starting the recruitment process. Such requests should be supported by evidence of a thorough and effective skills analyses of the Board undertaken by the Company's Remuneration and Nominations Sub-Committee; and
- Review and agree with the Shareholder its proposed shortlist of candidates prior to inviting them for interview.

5.1.3 The Board of the Agency will total up to six people including the Chair. The membership will be comprised of up to four NEDs. These NEDs will be independent subject-matter experts that are most qualified to deliver on its mandate. The Executive Directors will be the Chief Executive and the Finance Director.

5.1.4 The Shareholder's guidance is that there will be a general presumption that NEDs will serve for six years (i.e two terms of three years). The Company may request the Shareholder to agree to the reappointment of a NED for a third three-year term, but this should not be considered as being automatic and should be subject to prior consultation with the Shareholder at least one-year beforehand to determine whether or not this is in the best interests of the Company, taking into account the performance and contribution of the individual concerned and the need for continuity.

5.1.5 In order to achieve appropriate rotation and dynamics within the board of the Agency two NEDs will be appointed to serve two years, two will serve three years and the remaining two will serve four years in the first instance before the three-year terms commence.

5.1.6 The Chief Executive and head of Finance will be appointed by the Board of the Company after consultation with the Chair of the Oversight Group. The confirmation of directorship shall be at the sole discretion of the Shareholder.

5.2 Audit Committee

The Company will maintain an Audit Committee, which will meet at least biannually.

5.3 Internal Controls

5.3.1 The Board shall be quorate with two NEDs and two Executive Directors voting.

5.3.2 A sound system of internal control (including financial, operational and compliance controls) and risk management must be in place to ensure effective governance of the Company's finance and resources.

5.4 Remuneration and Nominations Sub-Committee

5.4.1 The Company will maintain a Remuneration and Nominations Sub-Committee, which will meet at least biannually.

5.4.2 There should be a formal and transparent procedure for developing policy on executive remuneration and for framing the remuneration packages of individual Directors. No Director should be involved in deciding his or her own remuneration. Levels of remuneration should be sufficient to attract, retain and motivate Directors of the quality required to run the Company successfully. A proportion of the Executive Directors' remuneration should be structured so as to link rewards to corporate and individual performance.

5.4.3 The Chair will be remunerated at £25,000 per annum. The NEDs will be remunerated consistently with other non-executive directors of States trading and commercial bodies. Any changes to the level of remuneration paid to NEDs must be approved by the States of Deliberation, via the Shareholder.

5.5 Articles of Incorporation

The Company and the Shareholder shall review periodically, but at least once every five years, the Company's Articles of Incorporation to ensure that they are fit for purpose.

5.6 Matters to be referred to the Shareholder

From time to time, matters will need to be referred to the Shareholder, either for approval or for information. Those matters that are reserved for decision by the Shareholder are set out in Appendix IV. Prior sight should be given to the Shareholder or Agency (as appropriate), for information only, of any press release that deals with a significant and/or politically sensitive announcement on the basis that there should be "no surprises" for either party (and vice-versa).

Dividend Policy

The Shareholder will issue periodically guidance to the Company setting out its expectations in respect of dividends. The Company's Board will recommend the dividend in accordance with the provisions of the Companies (Guernsey) Law, taking into account any such guidance, as well as: the Company's strategic plans; the Company's investment plans and available financial resources; the Company's current and projected future debt levels; and, the overall best interests of the Company

Insurances

The Company shall take out and maintain in effect insurance policies with a reputable insurer in respect of the properties transferred to it and any activities that it undertakes. The Board will be prudent and use its judgement taking into account the policy limits, excess/deductibles and retention of risk.

Period of Memorandum of Understanding

This Memorandum of Understanding will be reviewed after a period of three years from the date of its signature.

Signed:

Signed:

For and on behalf of the Shareholder

For and on behalf of the Company

Name:

Name:

Title:

Title:

Date:

Date:

Six Principles of Corporate Governance – Section 6.6 of Article 14 of Billet d’Etat XV of 2011

1. **Governance Frameworks:** where appropriate, the Shareholder will ensure that corporate governance is compliant with the principles of the UK Corporate Governance Code (formerly known as the Combined Code) and fits the needs of the Shareholder and the Agency.
2. **Strategy:** the Shareholder will set overall objectives for the business, including responsibility for resolving any conflict between the Shareholder’s objectives. Agree with the Agency Board operational plans for delivering those objectives: the Board is then accountable for their delivery.
3. **Appointments:** the Shareholder will recommend to the States the appointment of the Chair and the initial Directors and actively participate in other Board appointments from time to time.
4. **Remuneration and incentivisation:** the Shareholder will agree remuneration principles.
5. **Financing and Investments:** the Shareholder will work with the Agency to optimise capital structures, agree dividend policy and approve significant investments and realisations.
6. **Monitoring and intervention:** the Shareholder will monitor performance to ensure that the operational plan is on track and that any interventions are timely and well-informed.

States Guidance¹² to the Political Steering Group in exercising on behalf of the States the role of shareholder of Guernsey Development Agency Ltd

1. The extent of the activities of the Company shall generally be:
 - a) Contract with the States of Guernsey for the preparation and delivery of development plans which may include large-scale infrastructure projects, regeneration projects and property developments; and
 - b) Manage land, property and other assets on behalf of the States of Guernsey and other parties.
2. Shareholder objectives, performance monitoring and benchmarking arrangements shall be set so as to:
 - a) Ensure the company delivers options that are cost-effective and innovative which are responsive to islanders' needs and that the company operates efficiently and responsibly; and
 - b) Seek value and an appropriate return that provides best value to the Guernsey economy.
3. Without an express resolution of the States' no property or buildings under the control of the Company shall be disposed of.
4. Plans for infrastructure development and regeneration and other activities of the Company shall have regard to the Economic, Social and Environmental policies adopted by the States and set out in the relevant section of the Government Work Plan.
5. The Company shall be required to comply with best practice on corporate governance, financial management and controls.

¹² Resolution III(2) of Billet d'Etat VI of 2015

SHAREHOLDER OBJECTIVES

The objectives set for the Company are as follows:

- To ensure the Company's infrastructure projects are focused on being economic, social and environments enablers;
- To demonstrate good and externally benchmarkable performance;
- Where consistent with bullet point 1, to provide a commercial return to the States;
- To deliver an operational business plan; and
- To report to the Shareholder on progress.

MATTERS FOR REFERRAL TO THE SHAREHOLDER

THE FOLLOWING MATTERS ARE RESERVED TO THE SHAREHOLDER FOR ITS DECISION/APPROVAL:

1. The annual strategic plan
2. Material deviations from the strategic plan (other than as to timings)
3. Acquisitions and disposals of corporate entities
4. Material (that is over [£[]/[]/[]% of the current financial plan) investments or divestments
5. Merger with, or takeover by, another company
6. Alteration of the company's share capital
7. Allotment of the company's shares
8. Appointment of non-executive directors
9. Alteration of the company's memorandum and articles of incorporation
10. Change of company name
11. Winding up of the company
12. Remuneration of non-executive directors
13. Determination of group capital structure, return on investment and dividend policy
14. Limits on the term and value of overdraft facilities and term borrowing facilities to be entered into by the Company (for the avoidance of doubt, this includes Revolving Credit Facilities);
15. Reasonably likely to have a material impact litigation prosecuted or defended by the company

In addition to the reserved powers above, the Company is also required to bring all matters which have the potential to attract political interest to the Shareholder's attention prior to their being made the subject of formal media releases.

Service Level Agreement

Between

States of Guernsey

acting through the Policy & Resources Committee

and

The Guernsey Development Agency Ltd

1. Parties

- 1.1 The States of Guernsey (the “States”) on behalf of the Policy & Resources Committee, Sir Charles Frossard House, La Charroterie, GY1 1FH (“P&RC”) as “Commissioner”; and
- 1.2 The Guernsey Development Agency LTD,(registered in Guernsey with company number [71160]) whose registered office is at KGV Playing Fields, Rue Cohu, Castel, Guernsey, GY5 7SZ (“the Agency”)

2. Commencement Date

- 2.1 This Service Level Agreement (the “Agreement”) shall commence on 10th July 2023 and replaces all agreements previously in place between the two parties.

3. Scope and Agency role

3.1 The initial scope of the agreement between the parties, including outline responsibilities is set out in Appendix 1.

3.2.1 The Agency will:

- Engage with the Development & Planning Authority in its consultation on the Local Planning Briefs for both St Sampsons and St Peter Port Harbour Action Areas and any other Local Planning Briefs or Development Frameworks which may come forward for development along the East Coast.
- Support the Political Oversight Group in preparing Development Principles and Objectives for approval by the Policy & Resources Committee, which will be reviewed every five years unless a need is identified to review sooner.
- Be responsible for implementing the States’ Development Principles and Objectives through the preparation of a Key Infrastructure Delivery Programme, which will include infrastructure projects, regeneration projects and property developments and which will accord with States approved strategies and policies. The Key Infrastructure Delivery Programme will be reviewed as necessary.
- Secure and deliver co-ordinated development in line with the Key Infrastructure Delivery Programme, which will include the detailed planning of Guernsey’s future harbour requirements in accordance with Local Planning Briefs. Delivery options will include establishing commercial partnerships and working with developers and the community.
- Manage States’ owned land and infrastructure as strategic resources that deliver economic, social and environmental outcomes.

3.2.2 The Agency will procure delivery of the Key Infrastructure Delivery Programme or, as agreed between the parties, parts thereof, in accordance with the terms of this Agreement.

4. Term of Agreement

4.1 This Agreement shall continue for an initial period of five years at which point it will be renewed automatically for successive periods of five years.

4.2 Either party may terminate this Agreement at any point by giving the other party not less than twelve months written notice such notice to take effect at the end of the then term of the Agreement as determined under clause 4.1. Notice may apply to the Agreement in whole or in part. If notice is to apply to part only, those parts or part must be clearly set out in the notice. Once given, notice may only be withdrawn or amended with the written agreement of the other party. A shorter notice period may be applied subject to the mutual agreement of both parties.

4.3 Notwithstanding 4.2, either party may terminate the Agreement by written notice with immediate effect if the other party commits a breach which is not remediable (in which case the notice must include reasonable detail of the claimed breach) or where previous notice of breach has been served and the breach has not been remedied within three months or such longer period as set out in the notice.

5. Review of Services

5.1 The parties will biennially review the scope of this Agreement and the services provided, taking into account the States' strategic planning processes, the timeframes of operational frameworks and commissioning arrangements.

6. Health and safety compliance, quality assurance and governance

6.1 Both parties are required to comply with relevant and applicable legal and regulatory requirements including (but not limited to) recruitment practices, health and safety, equal opportunities, confidentiality and data protection and adherence to professional registration requirements and professional codes of practice. Both parties are required to provide information and assistance to the States Internal Audit function if so requested.

6.2 The requirement for compliance will also apply to any amended, extended, re-enacted or consolidated legal and regulatory requirement and all statutory instruments or orders made pursuant to it.

- 6.3 The Agency shall have in place effective policies and procedures that conform to industry good practice that promotes the well-being and safety of all third-party contractors and staff.
- 6.4 The Agency shall take all reasonable steps to ensure compliance with the requirements of the Health and Safety at Work (General) (Guernsey) Ordinance 1987 and to the extent applicable the Health & Safety at Work Act 1974 and any other acts, orders, regulations and codes of practice relating to health and safety, which may apply to staff and other persons working in the performance of the Agreement irrespective of the location.
- 6.5 Subject to 6.1, the Agency will, subject to all applicable legislation and regulations, share data with the States, where requested, unless there is a reasonable excuse for not doing so.
- 6.6 The Agency will comply with the States of Guernsey Freedom of Information Code.

7. Staffing

- 7.1 The Agency shall use all reasonable endeavours to employ or engage sufficient competent and appropriately qualified staff (which includes secondment of States' employees as provided in this clause 7) to enable the provision of the services in accordance with this Agreement.
- 7.2 Any staff seconded from the States to the Agency will for employment purposes, including the payment of salary, benefits, training, termination of employment and the application of employment policies remain States of Guernsey employees. Such staff shall be of sufficient competence and appropriately qualified to enable the provision of the Development Agency's services under this Agreement. Day-to-day line management of seconded staff will be the responsibility of the Agency except in circumstances where seconded staff have a requirement for professional line management, in which case line management will be shared as appropriate. The Agency budget, as referred to in Appendix 2, will take account of the costs of seconded staff and will over time be adjusted so to reflect any changes in the terms and conditions for seconded staff as agreed by both the States and the Agency.
- 7.3 In the event that any seconded staff are reassigned outside the Agency or leave the employment of the States (for whatever reason), the parties shall discuss the

arrangements for a replacement, considering whether they should be replaced by staff employed by the Agency or through a seconded post. Where staff are to be employed by the Agency, the total cost of recruitment, salaries, pension and social security will be added to and in addition to then current budget agreed in accordance with Appendix 2 to cover the cost of recruitment of the replacement.

8. Charges, Payment and Annual Accounts

- 8.1 The States shall fund the Agency as set out in Appendix 2.
- 8.2 All payments shall be made by the States by bank transfer to the account of the Agency at a bank nominated in writing.
- 8.3 The States may suspend payment of any invoice in full or in part if (and for so long as) any financial or monitoring information required to be provided to the States by the Agency under the terms of this Agreement is overdue.
- 8.4 Payment by the States to the Agency shall be without prejudice to any claims or rights that the States may have against the Agency and shall not constitute any admission by the States as to performance under this Agreement. Prior to making any such payment, the States shall be entitled but not obliged to make deductions or deferments in respect of any previously notified disputes or claims with or against the Agency provided that such deduction or deferment does not, or not likely, to put the Development Agency in breach of any contractual obligation to any third party.
- 8.5 Receipt by the Agency of any payment from the States shall be without prejudice to any claims or rights that the Agency may have against the States and shall not constitute any admission by the Agency as to performance under this Agreement.
- 8.6 The Agency will be responsible for its own bookkeeping and accounting and must submit a copy of its annual accounts to the Political Oversight Group no later than 30 June.
- 8.7 The Political Oversight Group shall ensure the Agency's annual accounts are submitted to the States, via the Policy & Resources Committee, for consideration no later than 3 months after receipt thereof.

9. Discrimination

9.1 The Commission shall comply at all times with all relevant legislation.

10. Performance Measure, Quality Standards Reporting and Monitoring

10.1 The Agency will collect the data and performance information as specified in the service specification and will provide this to the States of Guernsey at intervals detailed in Appendix 3.

11. Representation and Liaison

11.1 The States and the Agency shall each appoint a representative for the day-to-day purpose of this Agreement and may replace that person or appoint a deputy by notice in writing to the other party from time to time.

11.2 The representatives shall be the duly authorised representative of the appointing party for all purposes connected with this Agreement and have power to act unless specifically provided otherwise.

11.3 The representatives shall not have power to agree amendments to this Agreement unless expressly authorised by the party – and in the case of the States the relevant Committee - appointing them to do so.

12. Governing Law and Jurisdiction

12.1 The law of Guernsey shall govern the validity construction and performance of this Agreement.

12.2 All disputes, claims or proceedings between the parties relating to the validity construction or performance of this Agreement shall be subject to the non-exclusive jurisdiction of the Royal Court of Guernsey.

12.3 If any dispute arises out of this Agreement the parties will attempt to settle it by negotiation.

13. Force Majeure

13.1 Neither party shall be in breach of this Agreement if it is prevented from performing its obligations by reason of (1) deliberate breach by a party of a material obligation under this Agreement, (2) continued breach by the other

which is capable of remedy and has been notified in writing or (3) an event of force majeure.

13.2 An event of force majeure shall mean any cause preventing either party from performing all or any of its obligations arising from or attributable to war, civil war, riot, malicious damage, failure of essential utility services, fire, flood, storm governmental order or industrial dispute.

13.3 If the Agency is unable to perform its duties and obligations under this Agreement as a direct or indirect result of an event of force majeure it shall give written notice to the States of that inability and supply full details of the event and:

The operation of this Agreement shall be suspended or modified for as long as the event shall continue, and;

Upon the cessation of the event, the operation of this Agreement shall recommence following notice by the Agency to the States.

14. Appendices

14.1 The Appendices form part of this Agreement:

- Appendix 1 — Service Specification
- Appendix 2 — Financial Specification
- Appendix 3 — Performance Measures

14.2 If there is an inconsistency between any of the provisions of this Agreement and the Appendices, the provisions of this Agreement shall prevail.

15 Notice

15.1 Any notice or other document to be given under this Agreement shall be in writing and shall be served if delivered personally or sent by pre-paid post; or

Email, with “read receipt” and hard copy by hand delivery or pre-paid post

To:

On behalf of the States of Guernsey

[ADDRESS]

[EMAIL]

FAO: []

On behalf of the Agency

[ADDRESS]

[EMAIL]

FAO: []

If delivered personally, time of delivery shall be shown by a signed receipt.

If delivered by pre-paid post, notice shall be deemed to have been received at 10.00 a.m. one business day after posting.

If sent by email, the notice shall be deemed to have been received at the time shown on the “read receipt” provided that a hard copy is hand delivered or posted within one business day of the date of the “read receipt”.

SIGNED ON BEHALF OF THE STATES OF GUERNSEY

SIGNATURE:

NAME: TBC

POSITION: TBC

DATE: TBC

SIGNED ON BEHALF OF THE GUERNSEY DEVELOPMENT AGENCY

SIGNATURE:

NAME: TBC

POSITION: TBC

DATE: TBC

Service Specification

Preamble

Both parties recognise that creating an Agency to oversee the provision of infrastructure along the east coast of Guernsey is complex and requires action at a policy, environmental, social and individual level. This requires partnership between the public, private and voluntary sectors.

The parties will work collaboratively to engage with in these issues based on the principles of:

- A shared vision for infrastructure development that supports the States' strategic priorities
- High levels of mutual trust
- Mutual accountability (on the basis of company and shareholder)
- Openness and good, proactive communication
- Being able to make decisions and act independently
- A commitment to act quickly to avoid and resolve disputes
- A shared approach to risk
- A recognition that the approach required to achieve sustainable and effective planning and delivery of a Key Infrastructure Delivery Programme can be tortuous and that the measurement of outcomes in the short-term will be complex.

This Agreement seeks to provide an enduring commitment to the Agency, however it does so recognising, and accepting, that the priorities will evolve over time in light of the States' overarching strategic planning, resource constraints and health of the economy. Services provided by the Agency will align to the Government Work Plan and action plans, which will be drafted to specifically articulate the responsibilities of the Agency, and other interested parties.

Role of the States and the Political Oversight Group

The States has approved the establishment of a Development Agency that will facilitate infrastructure development and regeneration projects that can be delivered with the certainty and stability required for long-term projects.

The States will:

- Establish a Political Oversight Group [see below].
- Develop and set out the Terms of Reference, any delegated authorities, and clear financial arrangements for the Political Oversight Group.
- Establish an Agency that is autonomous through forming a limited liability company, wholly owned by the States of Guernsey, with an independent board appointed by and ultimately accountable to the States.
- Provide the Agency with sufficient powers to achieve its strategic goals and provide it with the framework to facilitate development outcomes and to co-ordinate multi-agency and government initiatives to encourage economic development.
- Set out the options for Guernsey's future operational harbour and commercial port infrastructure requirements.
- Establish a clear land-management transfer policy, for approval by the States, after consultation with the States' Trading Supervisory Board on the areas of land to be transferred to and/or managed by the Agency and on the revenue implications that would result.
- Effect those transfers once the States has approved the land-management transfer policy. The agreed land is likely to be transferred in tranches rather than as a whole, prioritised in order of potential use.
- Provide funding as detailed in Appendix 2

Role of the Political Oversight Group

Three States members, one nominated by each of the Policy & Resources Committee, the Committee for Economic Development and the Committee for the Environment & Infrastructure.

The Role is to:

- Oversee and appoint to the Agency, for approval by the States, non-executive Directors who can provide strategic oversight and relevant expertise.
- Discharge the role as Shareholder on behalf of the States
- Measure the performance of the Agency and promote accountability and transparency by requiring independently audited annual reports to be produced.

- Publish information on the activity and strategy of the Agency outside of its annual reporting process.
- Deliver the annual report of the Agency to P&RC for submission to the States for debate.
- Prepare Development Principles and Objectives, for approval by the Policy & Resources Committee and the States of Deliberation, which will provide guidance to the Agency on the States' long-term approach towards east coast development. Thereafter undertake a comprehensive review of that Development Principles and Objectives every five years or sooner if considered necessary.
- Set the Operational Principles to which the development agency will work.
- Receive the Key Infrastructure Delivery Programme from the Agency and issue a Certificate of Consistency to provide assurance that the proposals are consistent with the decisions of the States and its strategies and policies.
- Receive funding requests for the Agency for annual running costs and for future projects.

Role of the Guernsey Development Agency

The Role is to:

- Provide a strong and identifiable board of Directors that will work across government, business and the community. The Board will lead on and give voice to the community benefits of infrastructure development.
- Provide support, encouragement and guidance to those parts of Government that are involved in successful strategic planning, land-use planning and economic development.
- Implement the Development Principles and Objectives, once approved by the States, through the preparation of a Key Infrastructure Delivery Programme that includes the future operational harbour and commercial port requirements and infrastructure along Guernsey's east coast. This plan will deliver economic, social and environmental outcomes and include the most viable option for taking through-traffic off the road along St Peter Port harbour seafront.
- The Development Plan will:
 - Facilitate development from private sector developers and community partnerships and, where necessary, through direct partnerships with the States.
 - Support the development of economic and environmental opportunities in the blue economy and the green economy.

- Enhance the visitor economy through investing in Guernsey's tourism product and heritage.
- Support the development of a Bridge Strategy.
- Make the centres of St Peter Port and St Sampson more attractive as places to live, as well as work, whilst also meeting current housing needs through new homes in regeneration projects.
- Support decarbonisation of the island by taking into account the States' long-term energy objectives in regeneration projects.
- Provide increased momentum to complete essential infrastructure maintenance and coastal defence projects and harbour maintenance.
- Build resilience to climate change and help to mitigate and reduce environmental risk.
- Bring forward development opportunities through implementation of the Development Frameworks for the Regeneration Areas adjacent to the harbours.
- Bring forward development opportunities after the approval of the Local Planning Briefs for St Peter Port Harbour Action Area and St Sampson Harbour Action Area.
- Present the Development Plan to the Political Oversight Group to gain a Certificate of Compliance. This Development Plan will be revised from time to time.
- Deliver the Development Plan, as approved by the States, and once necessary funding for specific studies or projects have been secured.
- Manage land and infrastructure assets, on behalf of the States, as a strategic resource and in time add value through the work that the Agency undertakes and manages.
- Work with national and international bodies as appropriate to learn from wider expertise

Financial Specification

An initial budget of £250,000 in total for the first 30 months of the Agency is to be invested as seed funding to support the establishment of the agency. The structure and terms of the initial funding provided to the Agency will be presented to the States of Deliberation in a Grant Funding Agreement for approval.

The Agency will provide a plan for its longer-term funding by June 2025, with the objective, subject to the Development Agency remaining solvent, of moving to a model that is cost neutral to the States. Each major project will provide a fully funded business case.

Over time, the work of the Agency is expected to enable savings to be made in the States by taking on commercial and management functions that previously the States would have had to undertake.

The Agency will make requests to the Political Oversight Group, who will then make recommendations to the relevant Committee from time to time to secure seed funding for specific studies or projects as they arise.

Performance Measures

Governance and Service Deliverables

The published strategies and action plans place requirements on the Agency in respect of the development, monitoring and evaluation of their services and actions through Key Performance Indicators (KPIs) with corresponding reporting requirements. These KPIs hold the Agency to account for the delivery of progress. Targets will be realistic but challenging, with regular discussion between the Parties to monitor performance.

As the work of the Agency develops, additional KPIs will be added to those listed below.

KPI 1	
TITLE	Interim business plan in place for the Guernsey Development Agency
Description	<p>This document should summarise the work that the Agency plans to deliver over the first two years of the Agency’s operation. This document should focus on the identity and strategy of the Agency and need not repeat detail from the operational strategies.</p> <p>This KPI will monitor the formation and implementation of the business plan.</p>
Rationale	<p>The work set out in this document should contribute significantly to the States vision for the development and regeneration of the east coast of Guernsey and further the mandated responsibilities of the three Committees represented on the Political Oversight Group.</p> <p>An operational business plan will allow for transparency in the development of a Key Infrastructure Delivery Programme for the east coast.</p>
Target	Delivery of the interim business plan to the Political Oversight Group within three months of States’ approval of the Agency.
Data Source	Agency
KPI monitoring	Annually

Responsible Person	CEO Agency
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KPI 2	
KPI TITLE	The delivery of an annual report detailing the Agency's activities and achievements.
Description	An annual report will allow for the Agency's activities and achievements to be published. This should include progress on their work, strategic alignment with the priorities of the States and evidence of stakeholder engagement.
Rationale	This will allow for open and transparent evaluation of the progress of the Agency.
Target	Production of an annual report by April each year.
Data Source	Agency
KPI monitoring	Annually through the production of a report as detailed above.
Responsible person	CEO Agency

KPI 3	
TITLE	Business and Funding Plan for the Guernsey Development Agency
Description	This document should summarise the work of the Agency and set out the Agency's approach towards funding in the medium to long-term, with a view to adopting a model which is cost neutral to the States. This KPI will monitor the formation and implementation of the business and funding plan.
Rationale	Funding has been provided to the Agency by the States of Guernsey for the first two years of its operation.
Target	Delivery of the business and funding plan to the Political Oversight Group no later than June 2025 in order to be considered by the Policy & Resources Committee for inclusion in the 2026 Budget.
Data Source	Agency
KPI monitoring	Annually
Responsible Person	CEO Agency

KPI 4	
TITLE	Key Infrastructure Delivery Programme
Description	The Key Infrastructure Delivery Programme should set out the provision of future operational harbour and commercial port requirements and infrastructure along Guernsey's east coast consistent with the relevant extant strategies and policies of the States, and with the detailed requirements set out in the Local Planning Briefs.
Rationale	The States of Guernsey have directed the Agency to prepare a Key Infrastructure Delivery Programme.
Target	Delivery of the Key Infrastructure Delivery Programme to the Political Oversight Group within 12 months of States' approval of the Harbour Action Areas Local Planning Brief.
Data Source	Agency
KPI monitoring	Annually
Responsible Person	CEO Agency

GRANT FUNDING AGREEMENT

Between:

The States of Guernsey acting by and through the Policy & Resources Committee
("the Committee")

and

The Guernsey Development Agency LTD ("the Agency")

1. Purpose of grant

The Agency was established at the direction of the States of Guernsey to be tasked supporting the States of Guernsey in developing and delivering an approach towards the regeneration of the east coast.

- (a) The preparation of a Strategic Direction for approval by the States.
- (b) The preparation of a Key Infrastructure Delivery Programme for approval by the Political Oversight Group.
- (c) Delivery of the Key Infrastructure Delivery Programme.

2. Description of agreed outcomes (if applicable)

The work of the Agency shall be split into two distinct phases:

(1) Planning

- (a) The preparation of an interim business plan, setting out the Agency's initial intended activity.
- (b) The preparation of a Key Infrastructure Delivery Programme for consideration by the Political Oversight Group. The Key Infrastructure Delivery Programme will identify a number of evidence-based developments that should come forward in order to achieve the objectives of the Development Principles and Objectives.
- (c) The preparation of a business and funding plan for consideration by the Political Oversight Group and Policy & Resources Committee. The business and funding plan will identify the Agency's approach towards operations and funding, with the objective of moving to a model that is cost neutral to the States.

(2) Delivery

- (a) Delivery of the specific developments identified in the Key Infrastructure Delivery Programme.

3. Key performance indicators

Key performance indicators should be used to review the provision of service.

KPI 1	
TITLE	Interim business plan in place for the Guernsey Development Agency
Description	<p>This document should summarise the work that the Agency plans to deliver over the first two years of the Agency's operation. This document should focus on the identity and strategy of the Agency and need not repeat detail from the operational strategies.</p> <p>This KPI will monitor the formation and implementation of the business plan.</p>
Rationale	<p>The work set out in this document should contribute significantly to the States vision for the development and regeneration of the east coast of Guernsey and further the mandated responsibilities of the three Committees represented on the Political Oversight Group.</p> <p>An operational business plan will allow for transparency in the development of a Key Infrastructure Delivery Programme for the east coast.</p>
Target	Delivery of the interim business plan to the Political Oversight Group within three months of States' approval of the Agency.
Data Source	Agency
KPI monitoring	Annually
Responsible Person	CEO Agency

KPI 2	
KPI TITLE	The delivery of an annual report detailing the Agency's activities and achievements.
Description	An annual report will allow for the Agency's activities and achievements to be published. This should include progress on their work, strategic alignment with the priorities of the States and evidence of stakeholder engagement.
Rationale	This will allow for open and transparent evaluation of the progress of the Agency.
Target	Production of an annual report by April each year.
Data Source	Agency

KPI monitoring	Annually through the production of a report as detailed above.
Responsible person	CEO Agency

KPI 3	
TITLE	Business and Funding Plan for the Guernsey Development Agency
Description	<p>This document should summarise the work of the Agency and set out the Agency's approach towards funding in the medium to long-term, with a view to adopting a model which is cost neutral to the States.</p> <p>This KPI will monitor the formation and implementation of the business and funding plan.</p>
Rationale	Funding has been provided to the Agency by the States of Guernsey for the first two years of its operation.
Target	Delivery of the business and funding plan to the Political Oversight Group no later than June 2025 in order to be considered by the Policy & Resources Committee for inclusion in the 2026 Budget.
Data Source	Agency
KPI monitoring	Annually
Responsible Person	CEO Agency

KPI 4	
TITLE	Key Infrastructure Delivery Programme
Description	The Key Infrastructure Delivery Programme should set out the provision of future operational harbour and commercial port requirements and infrastructure along Guernsey's east coast consistent with the relevant extant strategies and policies of the States, and with the detailed requirements set out in the Local Planning Briefs.
Rationale	The States of Guernsey have directed the Agency to prepare a Key Infrastructure Delivery Programme.
Target	Delivery of the Key Infrastructure Delivery Programme to the Political Oversight Group within

	12 months of States' approval of the Harbour Action Areas Local Planning Brief.
Data Source	Agency
KPI monitoring	Annually
Responsible Person	CEO Agency

4. Duration of agreement

This Agreement shall come into effect on the date that it is signed and shall remain in force for 30 months from the date of signing, unless terminated as set out in section 14.

5. Submission of accounts, annual report and grant request

The Agency shall submit to the Committee, via the Political Oversight Group a copy of their annual report and audited final accounts on an annual basis. The Agency may include in that submission a request for a variation of the amount of the grant.

The Annual Report should be submitted to the Political Oversight Group no later than 30 June each year, commencing in 2024.

6. Grant amount

The States of Guernsey will make available a maximum of £250,000 for the first 30 months that the Agency is operational. The breakdown of funding per year is as follows:

- 2023 (July – December): £50,000
- 2024: £100,000
- 2025: £100,000

Any further funding required from the States of Guernsey past the above dates should be included in the Agency's business and funding plan. Approval of the requested funding shall form part of a separate Grant Agreement.

The amount granted to the Agency under the new Agreement shall be at the discretion of the Committee. In deciding on the amount of the grant, the Committee shall have regard, among other things, to the financial position of the Agency, the total budget for grants available to the Committee and the relative merits of the application compared with those of other charities to which the Committee is authorised to make grants.

The Committee shall give the Agency a minimum of six months' written notice of any decrease in the amount of the grant.

7. Purpose of Grant

Funding provided to the Agency during its first 30 months of operation will be used for three purposes:

- (a) The remuneration of Board members. A breakdown of which can be found in appendix A;
- (b) Undertaking primary research to inform the feasibility of developments that are being investigated for inclusion in the Key Infrastructure Delivery Programme; and
- (c) Operational costs and expenses.

The Agency shall advise the Committee, via the Political Oversight Board, of any material variation from the above.

8. Compliance with legislation

The Agency is required to comply with any relevant legislation including but not limited to the following:

- Health and safety laws
- Data protection laws
- Income Tax and States Social Insurance contributions

9. Confidentiality

All information about service users should be kept confidential, except when a referral to a third party may be beneficial to the service user, in which case permission from the Committee should be obtained. All confidential information to be stored in a secure place/network.

10. Liability

The Agency is liable for:

- any death or personal injury resulting from negligence or breach of contract
- any damage to property

11. Insurance

The Agency should take out adequate insurance cover, including:

- public liability insurance
- employers' liability insurance
- professional indemnity insurance

12. Payment

Payments shall be made as follows:

- A payment of £50,000 made on 10th July 2023.
- A payment of £100,000 made on 1st January 2024.
- A payment of £100,000 made on 1st January 2025.

Payments shall be made by bank transfer to the account of the Agency at a bank to be nominated in writing [insert organisation]. Any changes to the account details must be made in writing to the Committee, via the Political Oversight Board.

13. Audit

The Agency shall allow the Committee, the States and their appointed auditors the right of reasonable access on seven days prior written notice to all records in relation to the services funded in whole or in part by the grant paid under this Agreement.

14. Termination

This Agreement may be terminated by either party, at any time and for any reason, giving written notice to the other party.

In the event of the Committee terminating the Agreement, written notice must be given to the Agency at least six months prior to the final payment from the previously approved grant amount.

15. Periodic review

This Agreement may be reviewed as part of the annual submission process for the annual grant. Either party will have the opportunity to suggest changes to any provisions in this Agreement.

Signed for and on behalf of The States of Guernsey acting by and through the Policy & Resources Committee

Authorised Signatory

Signed for and on behalf of the Guernsey Development Agency

Authorised Signatory

APPENDIX 4.a**AGENCY BOARD REMUNERATION**

Position	Remuneration
Chairman	£25,000
Non-Executive Director	£12,794

Position	2023 (Jul – Dec)	2024	2025
Chairman	£12,500	£25,000	£25,000
NED 1	£6,397	£12,794	£12,794
NED 2	£6,397	£12,794	£12,794
NED 3	£6,397	£12,794	£12,794
NED 4	-	-	£12,794
TOTAL	£31,691	£63,382	£76,176

PETER WATSON TD

I am a skilled, experienced and highly effective business leader having spent the last 41 years working in retail, medicine, veterinary medicine along with being a Super Yacht Captain and former Merchant Navy officer. A proven and intuitive entrepreneur with a particularly strong will to succeed, with excellent communication skills and a personable, outgoing and credible manner. I lead by example and I believe passionately in empowering my team and enabling growth, but make tough decisions when necessary. Personally, I am reliable, determined and can learn new skills quickly and effectively. I have lived in Guernsey for 32 years and consider myself passionate about upholding the outstanding scenic landscapes and natural heritage of the island while improving the local infrastructure and progressing towards decarbonisation. I am committed to Guernsey.

SKILLS

- Identifying business development opportunities and maximising assets.
- Management of budgets in excess of £100m.
- Establishing and maintaining commercial partnerships.
- Effective and respectful community engagement.
- Property and legal expertise.
- Implementation and management of policy and operational procedures.
- Qualified and experienced Super Yacht Captain and former Merchant Navy Officer.
- Entrepreneurial instinct with ability to balance multiple priorities.
- Strategy development and monitoring.

EXPERIENCE

2022 – PRESENT

NON EXECUTIVE DIRECTOR FOUND, LOST PROPERTY SOFTWARE APPLICATION

- Non-exec role helping the company develop and commercialise a technology application.

2022 – PRESENT

BUSINESS ADVISOR MYPERO, PET SOFTWARE APPLICATION

- Business advisor role helping the company develop an App which track pets and promotes the interaction between pets and their owners.

2019 – PRESENT

BUSINESS ADVISOR AND CHAIR OF BUSINESS INNOVATION GROUP, STATES OF GUERNSEY WASTE

- Non-exec role helping the waste board manage and plan commercial operations and strategic planning.
- Sitting on the Board and chairing the Business Innovation Group which looks at new innovations and opportunities for waste disposal, along with benchmarking against other organisations.
- Currently achieving some of the top recycling rates in Europe.

2018 – PRESENT

CHAIRMAN – JOINT FOUNDER, FIRST CONTACT HEALTH

- Joint Venture Group focusing on the human diagnostic, physio, health care market.
- Responsible for budget management of over 3M sales with growth plans for 300 outlets in the UK.
- Developing this as a new concept which is unique worldwide.
- Administering and monitoring KPIs.
- Technical expert who leads on concept development, sales, legal aspects, financial management and marketing.
- Currently leading on expansion into UK market.

2015 – PRESENT

MANAGING DIRECTOR – FOUNDER, ANFRE HOLDINGS

- Industrial property holding company operating in Guernsey.
- Responsibility for budget management of 200k.
- Property portfolio management, including letting, customer service, maintenance, and contract management.

2015 – PRESENT

MANAGING DIRECTOR - FOUNDER, ANFRE MARINE

- Luxury small boat travel to remote parts of the world.
- ships Master and ICE Pilot Trained.
- Responsible for safe navigation, compliance with legislation including IRPCS, MARPOL, STCW, and flag state certification and requirements.
- Memorable trips include Greenland, Chile, Antarctica, Arctic and the Pacific Islands.
- MANAGING DIRECTOR - FOUNDER, ANFRE MARINE
- Luxury small boat travel to remote parts of the world.
- Ships Master and ICE Pilot Trained.
- Responsible for safe navigation, compliance with legislation including IRPCS, MARPOL, STCW, and flag state certification and requirements.
- Memorable trips include Greenland, Chile, Antarctica, Arctic and the Pacific Islands.

2001 – 2020

DIRECTOR (2001-2018), CEO (2010-2014), MANAGING DIRECTOR (2001-2010)– FOUNDER VETS4PETS

- Having identified a niche in the market, Vets4Pets was founded to offer veterinary professionals the opportunity to open practices as Joint Venture Partners (JVPs).
- Responsible for managing over 4000 members of staff in 474 practices across England, Scotland and Northern Ireland, with a turnover of over £500m.
- Created standard operating procedures (SOPs) to help JVPs deliver medical services and improve patient experience efficiently, while maintaining consistent branding.
- Providing back office commercial support and working strategically with partners in the practice.

1995 – 2001

MANAGING DIRECTOR (1995-2001), VISION EXPRESS A GRAND VISION COMPANY (Formally a FRENCH PLC)

- Member of the 'Grand Vision Executive Committee', working to set strategy and direction for its 7 brands (including Vision Express), operating in 18 countries.
- Responsible for 230 outlets, 2400 employees, and £240 m turnover, growing at £17m yearly.
- Maintaining regular and effective communication and mentoring with employees.
- Setting and agreeing the required IT structure and standards for the group.
- Design and implementation of a full e-Commerce solution for the company.
- Setting and development of training standards and policy.
- Marketing strategy of outlets and setting brand strategy and positioning.
- Business development including location strategy, demographic analysis, store design, project management and partner recruitment.
- Generating and interrogating management information reports.
- Management of Legal and Property Departments, with annual budget of £19m.
- Successfully launched a total of 160 (JV and Company owned) outlets.

1991 – 1995

MANAGER AND THEN BUSINESS DEVELOPMENT DIRECTOR, SPECSAVERS OPTICAL GROUP

- Responsible for the management of internal mergers, location and acquisition strategy and sale of stores.
- Operational management including the approval and distribution of profits and the setting of salary levels for 3,500 employees.

- Lead the expansion of operations within international markets and the acquisition of non-group companies.
- Responsible for the maintenance of premises (£8m annual budget), new and existing leases and rent reviews.
- Supervision of the Legal Department.
- Representing Specsavers Optical Group on the Board of over 300 Group companies.

1981 – 1991

MANAGING DIRECTOR - FOUNDER, BRISTOL BASED HIRE CENTER

- Management of all aspects of a tool-hire business.
- Developed to add plant, audio visual and then catering equipment to business and private individuals.

1979 – 1981

LIEUTENANT, ROYAL CORPS OF TRANSPORT

- Armoured Divisional Transport Regiment, leading over 67 men
- Carried on in the Role of Captain in the reserves until 1997

1975 – 1979

MERCHANT NAVY, ROYAL FLEET AUXILARY

- Merchant Navy Radio Officer.

ACHIEVEMENTS/INTERESTS/QUALIFICATIONS

- Qualified Level 'A' and 'B' of the British Psychological Society in occupational testing.
- Completed courses in 'Firo' and its use in building effective teams.
- Qualified Super Yacht Master, Chief Officer 3000gt and Master 200gt.
- A member of the Royal Naval Sailing Association.
- A member of "The Honourable Company of Master Mariners".
- Other interests include technical reading, travelling, renewable energy, sailing and motor boating.

CV of SIMON JOHN KILDAHL

December 2022

Business Law BA 2: I (incorporating modules in accounting, tax, and economics) 1978
Law Society qualifications 1979
Qualified as solicitor 1/4/1981 (SRA No 124386)
Equity Partner in Berwin Leighton Paisner (now known as Bryan Cave Leighton Paisner)
1989-2011
RICS property valuation course 2010
Harvard Business School course on professional services taught over a few years at
partners
conferences 2003-2008
Head of hotel and leisure at Berwin Leighton Paisner 2009-2011
Equity Partner in Simmons & Simmons 2011-2019. Retired from the partnership in
April 2019
Head of hotel and leisure at Simmons & Simmons 2011-2019
Non executive director at the Guernsey Housing Association January 2022- present.

EXPERIENCE: leader in the legal profession for finance.

30 years plus practicing law in City and international firms. Partner for approximately
30 years.

Practiced initially in real estate, then assisted forming a banking department in 1982
and subsequently specialised in real estate and real estate finance, together with some
work in hotel, leisure, university finance, housing associating finance, insolvency and
healthcare. Led the hotel team at BLP 2009-2011 and at Simmons & Simmons from
2011-2019.

Awarded for many years the top band ranking in Real Estate Finance in both Chambers
and Legal 500 guides (the 2 top publications).

Chambers evaluated the top 100 lawyers in 2014 (out of the entire profession
comprising c80000 lawyers) and with detailed client and peer feedback was ranked in
the top 100 noting key strengths "commercial awareness and communications".

Led leading finance arrangements, being awarded deal of the year in 2001 and 2006
for principal financing and nursing home securitisation work respectively.

Have represented many of the world's leading commercial and investment Banks,
Insurance companies, pension funds, private equity, hedge funds and property
companies on a range of transactions. Set up real estate finance operations for some
of the largest financial service providers in the world.

Handled many construction financings of a wide range of property classes.

Adviser to a bank taking over the shareholding of a defaulting property company owning 60 office and shopping centre properties. Advised how to complete the developments to enable maximising value by letting the developments prior to sale.

Initiated some of the first debt for property swaps.

Have worked on projects in Eastern Europe and Asia including with the European investment Bank and World Bank and represented the European Bank of Reconstruction and Development on High rise development.

Have guided new entrants to the UK property market including AMC roll out a multiplex cinema operation including obtaining controls over the adjoining land in a manner not seen in the UK.

Represented British waterways enter into a joint venture of its land known as Wood Wharf with Canary Wharf and Ballymore. Subsequently advised the joint venture and the development is now seen as part of Canary Wharf.

In the leisure sector I have enacted the first sale and leaseback principal financing transaction with Hilton Hotels which was subsequently followed by a similar transaction for Le meridien Hotels. Numerous construction and investment hotel financings in the UK and internationally. Advising on management agreements. franchise arrangements. non disturbance and direct agreements.

EXPERIENCE : working with the Public sector.

Have worked with the public sector over the years including:

... led the team working with the Treasury Solicitor settle the grant documentation for the Millennium Commission and subsequently acted with the Treasury Solicitor and the Commission on all the landmark projects and a number of major projects for the Arts Council and National Heritage. Worked with the developers to assist put in place lease financing arrangements for some of the projects. The projects included the regeneration of Salford Quay and the construction of the Lowry Centre. The Tate Modern, The Great Court at the British Museum. The Eden project. Thames river boat jetties and the wobbly bridge and Hungerford bridges across The Thames.

... acted on a number of PFI/PPP projects with experience of representing c1nd guiding the public sector as well as private sector and major construction company sponsors. This includes a road, a number of accommodation projects, the first police station and first PPP transaction for student accommodation. Financing has included bank finance as well as rated and wrapped bond issuance.

. . . advised on local authority financings and set up the first local housing company representing the public sector combining land from the public sector with finance from the private sector in order to maximise the value of land prior to development.

... the provision of £500m finance for what was thought to be the first private entity delivering key worker shared ownership homes.

. . . guided the Homes and Communities Agency in their deliberations on how to kick start the delivery of new housing following the stagnation after the 2008 financial crisis and subsequently implementing such arrangements. Subsequently led a consultation process with the G 15 housing associations, the council for the mortgage lenders and the Agency and following the consultation exercise rewrote the mortgage indemnity provisions in the market standard shared ownership lease in order to successfully enhance market liquidity.

. . . advised 10 housing associations entering into the first AAA rated securitisation for the sector in a manner which avoided guarantee arrangements used in earlier securitised loans. Also refinancing all debt for a couple of major associations.

EXPERIENCE: leader in the real estate finance industry

Regular speaker and commentator, leading discussions, seminars and conferences on real estate finance. This has included chairing seminars for the Association of Property Bankers and the Loan Markets Association and speaking at MIPIM, Europe's largest property conference held in Cannes as well as speaking on hotel finance. Chaired the opening session of the real estate finance LMA conference for a number of years pre Covid.

Served for many years as a committee member on the Loan Markets Association for real estate finance developing market documentation and industry protocols.

OFFERING AS NON EXECUTIVE DIRECTOR

I bring a wealth of business. public sector. property. construction and finance expertise to the board. Have 30 plus years experience of UK law and corporate issues. Have guided some of the world's leading property companies, funds, banks, financial institutions and public sector bodies on making decisions. I led some key relationships.

Having been an equity partner in 2 major law firms for c 30 years. I have experience in running business, dealing with industry leaders in all economic climates so understand the continual challenges. I see my career as a businessman. My role was to help business successfully do business. That was key. Compliance with law and mercantile practice was just part of the guidance given.

As a partner in law firm Berwin Leighton, the partners elected me to be a member of the first non executive board at the age of 36 which at that time was the youngest

appointment. In that role we transformed the business and enhanced the culture and values of the firm. This enabled the firm to excel.

As a partner in law firm Berwin Leighton Paisner I served for many years on the Financial planning and audit group. Headed trainee recruitment for many years during which time I diversified and increased the quality of the trainee intake and subsequently tutored my firm of Simmons & Simmons on the benefits and need for diversity and inclusion.

I joined the board of the Guernsey Housing Association in January 2022. The greatest challenge in Guernsey is the absence of sufficient quality housing including affordable housing. We are engaged in seeking to commence development programmes which will double the amount of housing the Association provides so that we should increase from 1 in 23 to 1 in 12 households that we house on the island in good quality sustainable accommodation. At a recent sustainability conference the Association was described as the sole beacon of light for sustainability on the island.

I am supporting the executive revising the framework agreement with the States of Guernsey, improve the shared ownership arrangements. preparation for future financings, non fixed price construction contracts and the introduction of shared electric car scheme for tenants to use.

Personal

Married to a retired partner of one of the world's largest law firms. Have a daughter whose PhD is as specialist in carbon capture (patent applied for) and advises industry around the world on green matters including carbon capture and compliance with eco targets which are now mandatory for listed entities. Have a fluffy hound that delights accompanying me in walking the eastern cliffs of the island.

I have always aimed to be affable and decent in my business dealings, and having relocated to the island now wish to spend my time doing things that make a difference to the island.

Louis Le Poidevin CEng MIMechE

Profile

I am an ambitious, motivated and diligent Chartered Mechanical Engineer, with an excellent academic record, experience in a FTSE 100 company and running three successful small businesses.

My passion lies with the project management of complex engineering projects. With my approachable can do attitude and ability to present and liaise with stakeholders of all levels from the coal face to senior leadership to public stakeholders, I can comfortably manage and lead any team or project from inception, to design and implementation, then finally to close out. This includes the setup and management of contracts, both client side and contractor site.

Education

MEng, Mechanical Engineering Masters Degree, 1st Class, University of Exeter 2004-2008

A Levels and GCSEs, Elizabeth College, Guernsey 1997-2004

A Levels Physics A, Design & Technology A, Biology A, Maths B

GCSEs 2 x A grades, 4 x A grades, 1 x B grade, and 2 x C grade including Maths and English*

Employment History

Bursary student for Guernsey Electricity Ltd 2004-2008

Impey Ltd – 3D Design Engineer Jan 2009- July 2009

Babcock Marine Sept 2009 – Sept 2015
Graduate Scheme for 2 years 2009-2011

- Learning key skills in areas of safety, project management, production management, quality assurance, and plant management.
- Acted as a project risk engineer on a nuclear submarine refit project and for a £300 million external bid – managing the project risks and cost risks.

Production Engineer 2011

- Managed numerous packages of work related to the exterior outfit of a super yacht. This involved management of both internal labour (5 industrial staff) and external subcontract labour. I chaired weekly output meeting to keep the project on track.

Project Manager 2011- 2013

- Managed multiple infrastructure upgrade projects following APM (Association of Project Management) principals. Managed up to 14 projects at a time which ranged in budget responsibility from £10,000 to £500,000 per project. This involved managing subcontractors, timescales, risks, contracts, procurement, quality, documentation and reporting on projects to directors on a monthly basis.
- Project managed the implementation of Babcock's response to an ONR (Office of Nuclear Regulation) improvement notice. This involved managing the direct communication to the 4000 employees in the Dockyard. The improvement notice was successfully closed out, preventing Babcock from prosecution. Demonstrating excellent external regulator comms.

Business Improvement, Change and Transformation Manager 2013 - Sept 2015

- Undertook a 3 week intensive training course with Newton Europe (an industry leader in data lead change management) to develop a complete business improvement skillset. This includes presentation skills, lean management and change techniques. I then worked as part of an embedded Newton team to analyse parts of a FTSE 100 business.
- I lead a business improvement team within the Nuclear Facilities section and the Estates Maintenance department covering the activities of over 450 employees. I devised the appropriate analysis for identifying efficiency savings, then coordinated a team of 5 to collect the data and develop solutions in conjunction with the stakeholders involved. I proposed the solutions to Babcock directors and post sign off, lead improvement projects to deliver nuclear safety improvements and reduce operational costs. Improvements included developing maintenance strategies, changing working patterns, development of dashboards for data trending and management of performance metrics (KPIs).
- Successfully lead two major organisational changes whilst complying with all relevant nuclear and non-nuclear legislation, whilst working with the HR department. This involved managing Trade Unions, very challenging stakeholders, senior management and directors to co-ordinate the change and manage the transition.

TurnsPro Ltd – Director

2012 – Sept 15 (Part time) Sept 15
– April 16 (Full time) April 16 – Nov
22

- Using my entrepreneurial skills, I produced a concept then designed and manufactured anew camera accessory which has successfully entered into the marketplace in Europe, USA, Canada and Australia. It kept selling successfully for 10 years.
- I lead a group of 3 to create the product, gaining skills in supply chain, intellectual property, financial management, social media, sales, marketing, compliance and CE marking, generation of literature and sales material, website design, show stand design and manufacture, 3D CAD design (using Solidworks), networking,

video editing, graphics design, prototype research and development, product testing, user group testing, specification writing, strategy writing, commercial negotiation, accountancy and financial control, team motivation and leadership.

- Having these skills allows me to easily step into any business, and quickly become a value member of the team by having an immediate understanding of what all employees do and how they operate. Then being able to coordinate these teams in the most effective way.
- Working with UK Trade and Investment to bring TurnsPro to markets outside of the UK.

TurnsPro Design Ltd – Director

3/4 days per week April 2016 – May 2019

- Undertook research and development project for two external companies to create a series of electromechanical photography products. I lead and coordinated a team of experienced engineers to take the product from client idea to prototype. My main roles involved coordination with clients, the creation of 3D Solidworks models, user workflows, concept designs, mechanical prototyping, cost control and managing the project from start to finish.

Turns Property Ltd – Director

Jan 2019 – Present (Part time)

- I manage a property development business involving the renovation of properties to a high standard. I plan the whole package of works, develop the scope and coordinate subcontractors to undertake the work to a very high standard.

Package Manager – Enabling works – Manpower

June 2019-Oct 19 & May 20 – Oct 21

- I was responsible for creating scopes of work (Works Information and Site Information) for NEC 3 and NEC 4 type contracts as part of enabling works for a major infrastructure upgrade within the Devonport Dockyard (+£100m project). Then subsequently managing these contracts through the contract administration tool - CEMAR.
- Package managing contracts (£500k+) including buried services (PAS 128 survey) and creation of a 3D BIM model scan over 20,000m² area. Responsible for H&S of subcontractors working on the site plus ensuring they are delivering to programme, cost and quality.

Senior Project Manager – Mechanical and Electrical – Mace Ltd Oct 21 - Present

- Recruited and lead a team of package managers in order to deliver the mechanical and electrical infrastructure upgrade for an A class submarine berth in Devonport Royal Dockyard. I am accountable for delivery of this highly complex and technically challenging area of the project within a CDM site. This includes budgetary accountability for more than£10 million and leading a team

of 20+ contractor staff. Includes hitting sustainability and social value targets, plus bringing in environmental friendly construction practices.

- I lead discussions on the commercial strategy in order to best achieve the projects vision.
- I plan and co-ordinate all works (in P6) in order drive and deliver to cost, quality and schedule.

Key Skills

Communication

I have excellent presentation skills and am always able to deliver concise verbal and written communication to all levels, influencing and negotiating with senior stakeholders to achieve the required results.

Information Technology

Practitioner level in Microsoft Office programs including Word, Excel, PowerPoint, Outlook and Project. Practitioner level in CAD programs including Solidworks and AutoCAD. Practitioner level in Adobe Illustrator, Photoshop and Premiere Pro.

Leadership and Management

I can successfully develop and lead teams to produce focussed expert results to agreed timescales. I can do this, whilst working as a member of that team.

Key Qualifications / courses

- **Chartered Mechanical Engineer (CEng) with the Institute of Mechanical Engineers**
- Trained by Newton Europe as a business improvement and change manager
- Value Stream Mapping Course – Analysing process for improvement
- BTEC Level 3 – Advanced Leadership
- Project management – APM (Association of Project Management) course
- Negotiation Skills, Meetings and Chairmanship
- Contract Awareness – Understanding and managing commercial contracts
- IOSH – health and safety course
- CDM regulation awareness
- SC clearance
- NEC 4 – Contract administration training

Interests

My main interests are climbing, scuba diving, SUP, surfing, boating, and photography / filmmaking.

I was also until a few years ago, the treasurer of the Institute of Mechanical Engineers Devon and Cornwall branch, and often spoke about the Institute at local events, and organised events to promote engineering.

APPENDIX 6**AGENCY BOARD REMUNERATION**

Position	Remuneration
Chairman	£25,000
Non-Executive Director	£12,794

Position	2023 (Jul – Dec)	2024	2025
Chairman	£12,500	£25,000	£25,000
NED 1	£6,397	£12,794	£12,794
NED 2	£6,397	£12,794	£12,794
NED 3	£6,397	£12,794	£12,794
NED 4	-	-	£12,794
TOTAL	£31,691	£63,382	£76,176