



**IN THE STATES OF THE ISLAND OF GUERNSEY  
ON THE 30<sup>TH</sup> JANUARY, 2026**

**The States resolved as follows concerning Billet d'État No II  
dated 12<sup>th</sup> January, 2026**

**POLICY & RESOURCES COMMITTEE  
GOVERNMENT WORK PLAN 2026-2029  
P.2025/143**

- IV. After consideration of the Policy Letter entitled 'Government Work Plan 2026-2029', the States are of the opinion:-
1. The States are asked to decide: Whether, after consideration of the policy letter entitled 'Government Work Plan 2026-2029' dated 16<sup>th</sup> December 2025, they are of the opinion:
    - 1) To agree the three government areas of focus – Foundations for our Future, Sustainable Wellbeing, and Island Resilience – and their associated work plans for this political term (illustrated in Appendix I) and direct the Committees of the States to prioritise their resources accordingly.
  2. To agree to classify the following workstreams as super priorities for the duration of this political term to deliver sustainable economic growth, and direct the Committees of the States to treat their work contributing to these workstreams as their highest priority:
    - Decide and deliver tax reform,
    - Clear and commence site development at Leale's Yard,
    - Agree and advance a sustainable health and care system,
    - Shape and strengthen the focus on early years and families, and
    - Determine and design future harbour requirements.
  3. To direct the Policy & Resources Committee and each Principal Committee to publish a Committee Work Plan for the term (as set out in section 7).
  4. To direct the States' Assembly & Constitution Committee to review the Rules of Procedure of the States of Deliberation and their Committees (in line with section 5) and to return to the States with proposals for updated Rules of Procedure that

- a) do not require the Government Work Plan to be debated at an annual Special Meeting; and
  - b) do not set out specific reporting requirements for policy planning.
5. To direct the Policy & Resources Committee to submit to the States this term a mid-term report and an end-of-term report on the progress of the Government Work Plan, including commentary on how delivery of the Plan has:
- (a) supported or strengthened the Island’s economic capacity and competitiveness;
  - (b) involved trade-offs affecting economic growth, resilience or productivity; and
  - (c) balanced economic considerations alongside other policy objectives in the delivery of super priorities.
6. Recognising the importance of a fit-for-purpose, accountable and high-performing leadership within the public service and supporting structures capable of delivering the Government Work Plan, and to enable political committees to exercise challenge, control and vision, to agree to mandate the Chief Executive, drawing on external expertise where appropriate, to lead a programme of organisational reform as a priority to deliver performance, culture and capability improvements across the public service, and to direct the publication of clear terms of reference, approved by the Policy & Resources Committee, and to further direct the Policy & Resources Committee to resource the programme as necessary to achieve these outcomes, reporting regularly on its progress to the States.
7. To agree that maintaining and strengthening the Island’s economic capacity is fundamental to the successful delivery of the Government Work Plan and to note the following, which should be included in the consolidated version of the Government Work Plan to be published on gov.gg:

“Economic development, competitiveness and productivity are enabling conditions which underpin the delivery of all super priorities set out in this Plan, rather than representing a discrete policy area or a competing objective.

Economic growth, resilience or recovery (termed depending on prevailing financial conditions) materially strengthens the Island’s ability to fund public services, invest in infrastructure and meet community needs over time whilst actively promoting innovation. Economic development should therefore be regarded as a cross-cutting consideration informing prioritisation, sequencing and delivery decisions across the Government Work Plan.

Responsibility for supporting economic development and long-term economic capacity is a whole-of-government responsibility. While specific policy levers may sit with individual committees, the economic consequences of decisions are shared across government and should be considered accordingly in the delivery of all super priorities.

8. To agree that in setting priorities, sequencing work and allocating resources under this Plan, committees should have regard not only to policy objectives and fiscal

constraints, but also to the impact of proposed actions on economic activity, productivity, labour participation and the Island's longer-term economic capacity, and where delivery of super priorities involves trade-offs with economic competitiveness or growth, those trade-offs should be explicitly identified and considered; and for this to be included in the consolidated version of the Government Work Plan to be published on gov.gg.

9. To direct the Policy & Resources Committee to build on the proposed Government Work Plan 2026–29 workstream entitled “Artificial Intelligence Strategy – Understanding Island Impact” by exploring and assessing options for the strategic coordination and governance of artificial intelligence across the Bailiwick, including consideration of a dedicated AI office or equivalent function, informed by models adopted in comparable jurisdictions such as the Isle of Man, and to bring forward recommendations to the States by no later than December 2026.
10. To direct the Policy & Resources Committee to incorporate into the Funding and Investment Plan, in consultation with all Committees, a structured public service efficiency programme that targets a 1% real-terms annual reduction in baseline public expenditure for the years 2027,2028, and 2029 (with 2026 as the baseline year).
11. To direct the Policy & Resources Committee, working with Principal Committees, to establish a programme for zero-based budgeting, under which material areas of States’ expenditure are reviewed from first principles rather than by reference to historical baselines; and to require that the scope, methodology (including reporting) and initial findings of this programme be included by no later than in the mid-term Government Work Plan report, with the outcomes of such reviews used to inform Committee Work Plans, future budget proposals, and major policy decisions during the remainder of the term.”
12. To direct the Policy & Resources Committee to publish a report on the progress of the Major Projects Portfolio, including relevant information and metrics on each project’s performance against plan and budget, in a format that is publicly available and easily accessible, no later than 1st July 2026, with updates provided at least every six months thereafter; and to note the Chief Executive shall report on major workstreams underway in the public service as part of an annual Chief Executive’s report.
13. To agree an additional workstream to the ‘Foundations for Our Future’ area of focus (under the ‘A Place to Grow and Succeed’ theme) with the objective of ‘Responding to the Needs of the Island’s Young People’, and to direct the Policy & Resources Committee to support the cross-committee coordination of the upcoming refresh and enhancement of the Children & Young People’s Plan ensuring that it:
  - i) hears and reflects the voice of a wide range of children, young people and young adults via direct consultation;

- ii) consults with third sector organisations supporting the island’s children, young people and young adults;
- iii) takes into account existing relevant strategies and plans; and
- iv) provides the necessary resources to undertake that consultation and to support the production of the enhanced Children & Young People’s Plan for consideration by the States of Deliberation.

**POLICY & RESOURCES COMMITTEE**  
**GUERNSEY’S FISCAL POLICY FRAMEWORK**  
**P.2025/136**

- V. After consideration of the Policy Letter entitled ‘Guernsey’s Fiscal Policy Framework’ dated 21st November 2025, they are of the opinion:-

To surmise the propositions and to direct the Policy & Resources Committee to return to the States by no later than 15th July 2026 with a revised Fiscal Policy Framework which shall address the matters identified by the Scrutiny Management Committee in its Letter of Comment, including:

- (a) the articulation of a clear and consistently applied core fiscal principle;
- (b) the inclusion of clearer and more transparent constraints governing deficits, borrowing and cash-flow management, sufficient to enable prospective assessment of compliance;
- (c) a coherent and justified approach to the treatment, accessibility and replenishment of reserves; and
- (d) strengthened governance and independent oversight arrangements, including clarification of the role, remit and independence of the Fiscal Policy Panel.

**POLICY & RESOURCES COMMITTEE**  
**SCHEDULE FOR FUTURE STATES’ BUSINESS**  
**P.2026/6**

- VI. After consideration of the Schedule for Future States’ Business, they are of the opinion to approve the Schedule.

E.L. GALLIENNE  
DEPUTY STATES’ GREFFIER